

शौच जाने के लिए महिलाएँ अंधेरा होने का इन्तजार करती हैं...



घर में शौचालय बनवाइये - इस परेशानी को हटाइये
Let's construct a toilet at home
एकीकृत नगरीय स्वच्छता कार्यक्रम



प्रदेश में एकीकृत नगरीय स्वच्छता अभियान का शभारंभ



हम सब बच्चे जान गये हैं सेहत चाँदी - सोना है खाने से पहले और शौच के बाद में साबुन से हाथ धोना है।
अब हम अपनी सेहत का ध्यान खुद रखेंगे
अब हम होंगे अपने स्वयं स्वास्थ्य रक्षक
अपने बच्चों को स्वस्थ एवं सुरक्षित जीवन दीजिये
Let's construct a toilet at home
एकीकृत नगरीय स्वच्छता कार्यक्रम

SANITATION

Integrated Urban Sanitation Programme (IUSP)



Nomination Award Theme : Sanitation (Low Cost Sanitation Solutions)

Nomination Entry Title : Integrated Urban Sanitation Programme (IUSP) in Madhya Pradesh



HUDCO BEST PRACTICES AWARDS - 2013-14

Submitted by: Urban Administration and Development Department, GoMP
&

City Managers Association Madhya Pradesh

Submitted to:

Ministry of Urban Development, GoI

1. BRIEF DESCRIPTION ABOUT THE WORK DONE

Summary

The status of sanitation in the state, especially in the low income settlements, is not satisfactory. As per the figures of census 2001, the urban households in the state are about 3.2 million and the urban population is about 16 million. The estimates based on national coverage studies suggest that over 1 million households in the state do not have access to toilet facilities and therefore defecate in the open. The facilities for safe disposal of solid and liquid waste are also inadequate. Inadequate sanitation facilities not only pollute the environment, but have deleterious impacts on health. It is a well documented fact that it is the urban poor especially the women and children living in the slums who suffer the most due to the lack of sanitation facilities. Studies have also shown that people lack awareness about the importance of sanitation, which is one of the main reasons for low demand for sanitation infrastructure.

The State Government and the Urban Local Bodies (ULBs) have been implementing various programmes to resolve the problem of urban sanitation, but in the absence of uniform policy guidelines, lack of a progress monitoring mechanism, the efforts have not been very encouraging. **To tackle these challenges, the state initiated the Integrated Urban Sanitation Programme (IUSP)** in consonance with the Government of India's National Urban Sanitation Policy-2008. Analysing the success of IUSP, the State wide mission " Mukhyamantri Shahari Swachhata Mission" has been initiated in the year 2012.Launched in the year 2009 - 10 goal of the programme is to achieve totally sanitized, healthy, livable cities and towns and to enhance living standards of the communities with special emphasis on the urban poor.

The programme is designed to be demand driven and led by the community. The programme targets to cover all the ULBs in the state (in phased manner) over a period of five years, targets for the next two years have been fixed. During the year 2011-12 , the state has successfully constructed 178 community toilets in 52 ULBs and 14281 toilets in 13 cities. If demand assessment is considered 4 cities have attained status of open-defecation free.The IUSP is being implemented through the convergence with GoI's ILCS scheme and PPP mode (Sulabh Model) has been adopted for community toilets.

The initiative baged "National Urban Water Award" from Ministry of Urban Development 2011-12

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2. Key dates

Integrated Urban Sanitation Program Launched - 13th Feb 2009

The pilot scheme converted to District Head scheme - 28th August 2012

IUSP's enhancement to Mukhyamantri Shahari Swachhata Mission - 3rd September 2013

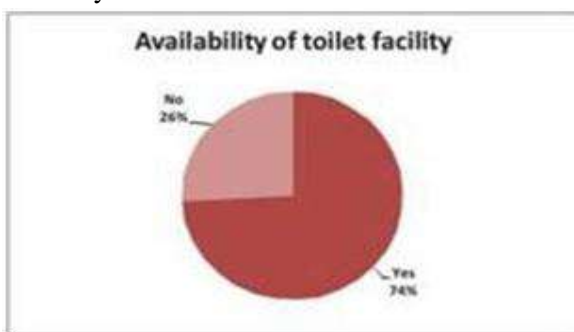
3. NARRATIVE : SITUATION PRIOR TO THE INITIATIVE

In most of the small urban areas people lack awareness about the importance of sanitation, which is one of the main reasons for low demand for sanitation infrastructure. Moreover, hygiene practices, which form a critically important part of sanitation, are not given much importance in sanitation promotion and until this is done, improvement in the sanitation outcomes will be very difficult. Sanitation becomes an important issue as Madhya Pradesh stands second among the states having highest number of urban local bodies.

The State Government and the Urban Local Bodies (ULBs) have been implementing various programmes to resolve the problem of urban sanitation, but in the absence of uniform policy guidelines, lack of a progress monitoring mechanism, the efforts have not been very encouraging.

To assess the overall situation of sanitation in the urban areas of State and in order to understand the perception of persons deprived of proper sanitation facilities, a state level sanitation survey was conducted (available at http://www.mpurban.gov.in/report/Frm_login.aspx)

A survey of 3.54 lakh families was conducted in



the year 2008-09, which revealed that almost 25% households in the urban areas do not have safe sanitation facility. Out of these, 16000 families were found to be practicing open defecation.

- The households that report no facility of private or community toilets are resorting to open defecation. The site for defecation depends on the space available near the settlement nallah, railway line, trees and mines, open ground and dried up ponds.

4. Objectives



- The experiment with community toilets has not been encouraging due to lack of ownership.
- The sanitation initiatives taken earlier proved to be a failure as it was understood that only construction of toilets is not enough but it is very much necessary to have proper IEC and awareness activities first.
- More than half of households had to walk more than 10 minutes to their toilet/open defecation site.
- In the slum pockets of some of the large cities drinking-water sources were contaminated with E. coli and similar levels of contamination were found in community sources
- The level of information available to the citizens regarding the proper and the existing method of disposal of toilet waste were found to be quite low in all the cities.
- In the 'old city' area of larger cities the study found that the private toilet from each house is connected to a pit that is covered and is either within the premise (aagan) or in the immediate vicinity of the house. The responsibility for getting the pit cleaned is that of the household and they normally lodge their requirement with the corporation and get the pit cleaned.

4. FORMULATION OF OBJECTIVES

The main objective of the Integrated Urban Sanitation Programme was to provide citywide sanitation facility focusing on all aspects of sanitation with support from the local communities and other stakeholders. The programme strategy was based on the following principles:

- i. Development of sanitation facilities in the urban areas with special emphasis on the slums, with the active participation from the communities, especially women.
- ii. Eradication of the practice of open defecation in the cities and towns by construction of individual household toilets, community toilets and public toilets.
- iii. Safe disposal of human excreta, safe disposal and management of solid and liquid waste, including strengthening the implementation of the policy guidelines of Government of India on Management of Municipal Solid Waste and Management of Biomedical waste.
- iv. Improvement of the 'quality of life' of the sanitation workers
- v. Engagement of civil societies and communities, women in particular, in awareness generation, hygiene education and creation & maintenance of the sanitation infrastructure.
- vi. Strengthening of institutional arrangements and building capacities of the municipal staff for effective programme implementation to handle technology and management challenges.
- vii. Encourage Public Private (PPP), as a means to generate sustainable implementation.
- viii. Ensure interdepartmental and integration of relevant schemes and programmes to achieve outcomes.

The pilot project of IUSP has been enhanced and a new Mission "Mukhyamantri Shahari Swachhata Mission" (MSSM) has been launched in the year 2013. The programme is designed to be demand driven and led by the community. It includes various sanitation components like SWM, Liquid waste management, capacity building and comprehensive IEC activities.

Targets set earlier under IUSP and MSSM as below:

Year	Community toilets	Individual toilets
2009	62	5500
2010	64	5500
2011	52	5500
2012	75	3000

Mukhyamantri Shahari Swachhata Mission" MSSM

Budget outlay for the scheme

Year 2012-2017 - 459 crores

Toilets sanctioned under the scheme:

Year	Community toilets	Individual toilets
2013	243	40000
2014	61	--

4 towns have got the status of open defecation free. It is targeted to make 10 more towns OD free by the year 2014 .

Vision:

100% OD free Urban Madhya Pradesh by the year 2017



5. MOBILISATION OF RESOURCES

Under IUSP

.1. Financial support to cater immediate requirements - Based upon demand raised -

A. Construction of Community toilet, each unit cost Rs.15.00 lakh

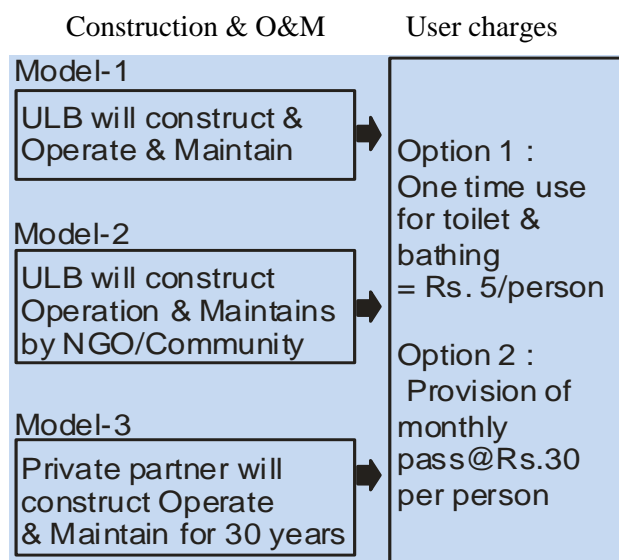
- State grant 13.50 lacs and ULB contribution 1.50 lakh

B. Construction of Individual toilet, each unit cost Rs.10000 (Convergence with ILCS)

- GoI grant 75%, State grant 15% lacs and Beneficiary contribution 10% (ULB will borne the escalated cost)

2. Comprehensive plans for sanitation which would be implemented through CM sanitation mission.

FINANCIAL MODEL FOR COMMUNITY TOILET



6. IMPLEMENTATION PROCESS

The program was designed considering 1.) immediate efforts required as well as 2.) futuristic approach.

IUSP as immediate actiona Plan

For immediate needs (based upon survey results) financial support was extended to the ULBs for construction of required infrastructure.

For inclusive and effective programme implementation, every urban local body is expected to prepare a City Sanitation Plan (CSP). The IUSP program is based on the following basic principles:

- i. Adoption of a demand based strategy with community participation in planning, implementation and management of sanitation infrastructure .ii. Adoption of locally suitable methods and technologies.
- iii. Encouraging community and private participation and fixing their role in creating

and maintaining sanitation infrastructure, so that a sense of community ownership in the infrastructure is achieved.

iv. Bring coordination among the various departments such as Health, Education, PHED, Industry, Environment, transport, pollution Board, etc, working in the water and sanitation sector.

v. Ensuring better utilization of funds allocated under 12th and proposed 13th Finance Commission for management of municipal solid waste.

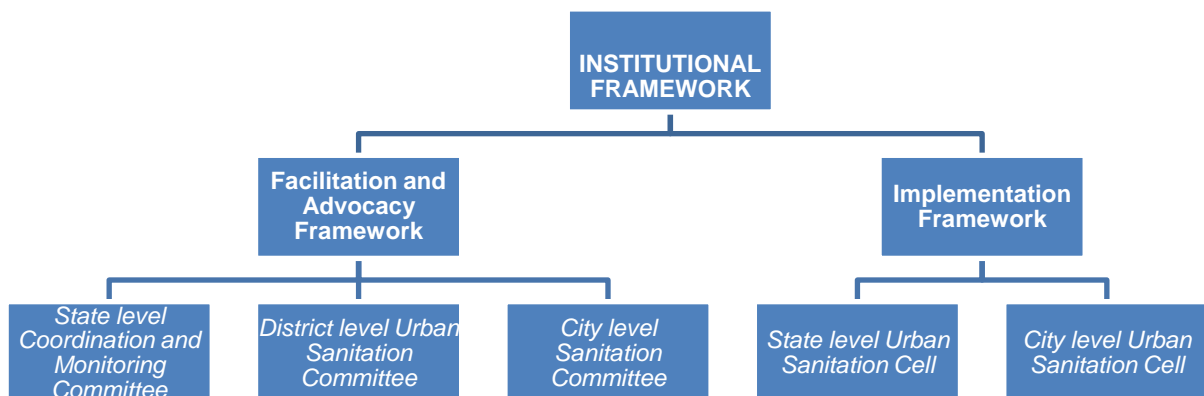
vi. Bringing coordination among various externally aided projects and schemes in the state to achieve better outcomes.

vii. Encouraging innovative ideas for fund generation including reforming tax regime, public private partnership, financial market, private companies, user fee, etc.

IMPLEMENTATION PROCESS

THE IMPLEMENTATION PROCESS INVOLVED THE FOLLOWING STEPS:

1. Financial support to cater immediate requirements - Based upon demand raised -
 - A. Construction of Community toilet, each unit cost Rs.15.00 lakh
 - State grant 13.50 lacs and ULB contribution 1.50 lakh
 - B. Construction of Individual toilet, each unit cost Rs.10000 (Convergence with ILCS)
 - GoI grant 75%, State grant 15% lacs and Beneficiary contribution 10% (ULB will borne the escalated cost)
2. Comprehensive plans for sanitation which would be implemented through CM sanitation mission.



THE IMPLEMENTATION PROCESS under IUSP INVOLVED THE FOLLOWING STEPS:

6.1 IEU AND AWARENESS GENERATION ACTIVITIES

एकीकृत नगरीय स्वच्छता कार्यक्रम
नगरीय प्रशासन एवं विकास विभाग
मध्यप्रदेश शासन
वीर भवन, दिल्ली रोड, जयपुर बिल्डिंग, कोयंबटूर - 432011
दूरभाष नं. 01-755-2793000-40 जी.सी. नं. 01-755-2793000 ई-मेल: uadp@upn.gov.in वेब साइट: www.upn.gov.in

एकीकृत नगरीय स्वच्छता कार्यक्रम अंतर्गत विभाजन एवं प्रभाग-प्रकार के लिए दैनिक अनुदान हेतु नगरीय विभागों की सूची

अ.क्र.	विभाग का नाम	जिला	अनुदान दर
1	नगर विभाग	भोपाल	100000
2	नगर विभाग	महाराष्ट्र	100000
3	नगर विभाग	उज्जैन	100000
4	नगर पालिका परिषद	शिवपुरी	100000
5	नगर पालिका परिषद	पन्ना	100000
6	नगर पालिका परिषद	फर्रुखनगर	100000
7	नगर पालिका परिषद	होशंगाबाद	100000
8	नगर पालिका परिषद	जालंधी	100000
9	नगर पालिका परिषद	विदिशा	100000
10	नगर पालिका परिषद	टीकमगढ़	100000
11	नगर पालिका परिषद	रायसेन	100000
12	नगर पालिका परिषद	मैरठ	100000
13	नगर पंचायत	बीकानेर	50000
14	नगर पंचायत	जोधपुर	50000
15	नगर पंचायत	अजमेर	50000
16	नगर पंचायत	सवाईरामपुर	50000
17	नगर पंचायत	जोधपुर	50000
18	नगर पंचायत	सिवापुरी	50000
19	नगर पंचायत	उदुपी	50000
20	नगर पंचायत	कन्नूर	50000
21	नगर पंचायत	जालंधी	50000
22	नगर पंचायत	मैरठ	50000
23	नगर पंचायत	जालंधी	50000
24	नगर पंचायत	सतलुजा	50000
25	नगर पंचायत	सोनी	50000
26	नगर पंचायत	राज	50000
27	नगर पंचायत	सोनी	50000
28	नगर पंचायत	कुशी	50000
29	नगर पंचायत	सतलुजा	50000
30	नगर पंचायत	सतलुजा	50000
योग			2100000

(एच.एच.एम. मुकेशी)
निदेशक
एकीकृत नगरीय स्वच्छता कार्यक्रम

The implementation begin with comprehensive IEC (Information, Education and Communication), awareness generation, capacity building and training activities at two levels (for ULB officials and thereafter to the stakeholders). The Urban Administration and Development Department allocated a separate budget for IEC activities in ULBs.

Allocation for IEC activities

1. Orientation program for Chief Municipal Officers and engineers :

The IUSP initiated with a number of orientation workshops for Chief Municipal Officers and Sub-engineers. It was necessary to orient the local body officials first, so that the need and importance of the programme is appreciated. Sanitation Guidelines and reading materials were distributed to the ULB officials and along with this strategies for IEC and city level awareness were formulated.

2. Awareness campaign at city level :

Awareness programs for good hygiene practices such as hand washing, safe water storage, safe treatment of food stuff, etc which form the key to improved health outcomes were conducted in all the cities of Madhya Pradesh. The aspects of hygiene education were dealt with carefully. Active participation of local communities, women, children, community based organizations and associations played a critical role in the success of the programme.

3. Along with orientation programs, the awareness generation at city level included pamphlet distribution, advertising hoardings, rallies etc.



6.2 FUTURISTIC APPROACH: MUKHYAMANTRI SHAHARI SWACHHATA MISSION" MSSM

Based upon the learnings of IUSP, the State Government launched the Mukhyamantri Shahari Swachhata Mission.

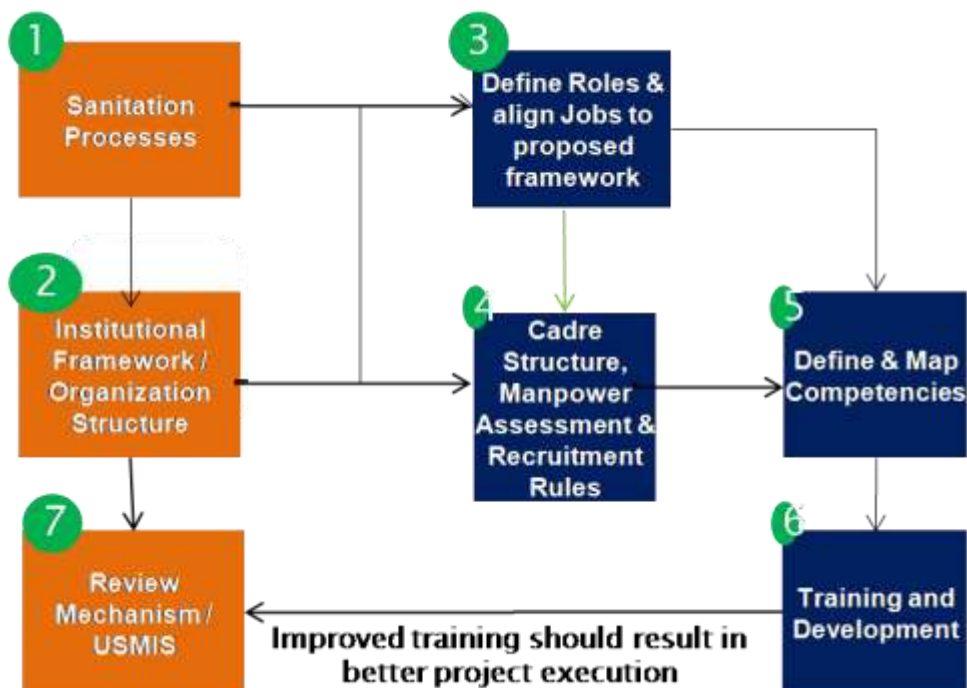
Before MSSM the learnings of IUSP were considered and following steps were also taken:

- Identification of gaps
- Interaction with key stake holders through workshops
- Hired experts and consult WSP
- Prepared a document Madhya Pradesh Sanitation Vision (MPSV)-2025
- IUSP Scaled up as Mukhya Mantri Shahari Swachhata Mission, launched on 2012

Salient features of MSSM

- Construction of Individual Household Toilets
- Construction of Public/ Community Toilets
- Municipal Solid Waste Management (MSWM)
- Implementation of Cost effective Sewerage Projects based on Alternative Sewage Treatment Technologies
- Awareness creation through Information, Education and Communication (IEC) Activities
- Septage Management
- Sanitation related works other than above
- Innovation in sanitation (e.g. Bio-toilets)
- Administrative and Financial Mechanisms to drive Sanitation Scheme
- Methodology and Guidelines to provide Administrative and Financial support to ULBs

Urban Administration and Development Department (UADD) will oversee implementation:-



6.3 MONITORING AND EVALUATION

To ensure that the targets are achieved and the programme achieves expected results, review and monitoring is being done at different levels by the State Government and UADD on monthly basis as well as by the Hon'ble Chief Minister himself on quarterly basis .

1. Principal Secretary, Urban Administration and Development Department	Chairperson	State level Coordination and Monitoring Committee
2. Principal Secretary/ Secretary- Finance	Member	
3. Principal Secretary/ Secretary- Planning, Economics and Statistics	Member	
4. Principal Secretary/ Secretary- Education	Member	
5. Principal Secretary/ Secretary- Health	Member	
6. Principal Secretary/ Secretary- Women and Child welfare	Member	
7. Commissioner, Urban Development and Administration Department	Member	
8. State Programme Officer, Urban Sanitation Programme	Member	
9. Project Director (Project Uday)	Member Secretary	

1. Collector	Chairperson	District level Urban Sanitation Committee
2. Commissioner/CMO of the ULBs	Member	
3. Mayor/ Presidents of the ULBs	Member	
4. NGO representatives	Member	
5. Representatives of Professional/ Business Associations	Member	
6. Project Officer, DUDA	Member Secretary	

1. Mayor/President of the ULB	Chairperson	City level Sanitation Committee
2. Members of MIC/PIC	Member	
3. Women ward member nominated by Mayor/ President	Member	
4. Representative of Business Associations	Member	
5. Representative of sanitary workers associations	Member	
6. NGO representatives	Member	
7. Officers from various departments associated with sanitation	Member	
8. Subject Expert - with permission form the Chairperson	Member	
9. Commissioner/CMO of the ULB	Member Secretary	

1. Commissioner, Urban Development and Administration Department	Chief	State level Urban Sanitation Cell
2. Project Director (Project Uday)	Controller	
3. Chief Engineer, Urban Development and Administration Department	Technical Advisor	
4. Assistant Project Officer (Project Uday)	Technical Officer	
5. Deputy Director (Nominated by Commissioner)	Planning and Development Officer	
6. Public Relation Officer	Public Relation Officer	
7. Urban Governance Officer (Project Uday)	Administrative assistant Controller	
8. Sanitation Expert from Project Uday and Project Utthan	Technical and Social Advisor	

1. Commissioner/CMO of the ULB	Chief	City level Urban Sanitation Cell
2. Assistant Engineer/ Sub Engineer	Technical Officer	
3. Health Officer/ Sanitary Inspector	Technical Officer	
4. Sanitation worker	Social Organizer	
5. Chairperson of Sanitary Workers Association	Social Expert	

Regular follow up and monitoring the coverage and usage are important aspects of the sanitation programme to ensure 100% sanitation coverage is maintained and the facilities are functional and performing effectively. The City Sanitation cell constituted in the Directorate of Urban Administration and Development is responsible for post implantation follow up and monitoring.

6.4 PRIZE DISTRIBUTION / INCENTIVES

The prize money and incentive encourages the participating ULBs to perform better. Under the IUSP State Govt. has selected 3 best performing ULBs (Sailana, Kukshi and Panna)for award.The state sanitation cell facilitates the ULBs in applying for various incentive and award schemes.

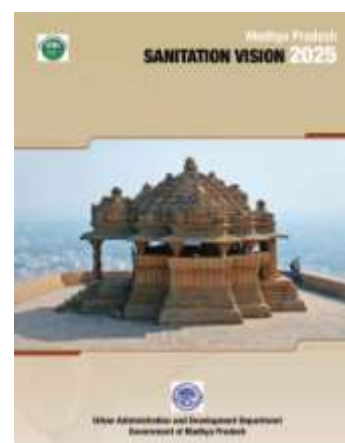
7. RESULTS

It has been noticed that usage is almost 100% wherever toilets have been constructed and with the continuous awareness efforts 100% towns would get covered with safe sanitation.

As far as physical progress is concerned the following achievements have been made:

S.No.	ULBs Name	Total Project Cost (Rs. in Lakh)	No. of Individual toilets proposed	Amount released				Complete	Work in progress
				First Installment	Second Installment	Third Installment	Total (5+6+7)		
1	2	3	4	5	6	7	8	9	10
1	Municipal Council Kolar	152.25	1500	34.37	86.34	16.165	136.875	1500	0
2	Shahri Vikash Adhikarn, Indore	102.92	1014	23.23	58.56	0	81.79	1014	0
3	Nagar Parishad Nasrullaganj	59.70	597	13.43	33.93	0	47.36	597	0
4	Municipal Council Hoshangabad	262.50	2625	59.06	149.25	24.3675	232.6775	2625	0
5	Nagar Parishad Kukshi	61.00	610	13.73	34.68	6.495	54.905	610	0
6	Nagar Parishad Orcha	81.20	812	18.27	46.16	7.735	72.165	812	0
7	Nagar Parishad Selana	26.50	265	5.96	15.06	2.8275	23.8475	265	0
8	Municipal Council Vidisha	180.40	1804	40.58	83.14	38.63	162.35	1804	0
9	Nagar Parishad Maheshwar	69.60	696	15.66	30.91	11.27	57.84	696	0
10	Nagar Parishad Khajuraho	137.195	1193	26.91706	51.9	22.84	101.65706	1193	0
11	Nagar Parishad Mandav	114.31	994	22.42712	43.11	19.32	84.85712	994	0
12	Nagar Parishad Gautampura	92.69	806	18.181	34.78	16.07	69.031	806	0
13	Nagar Parishad Maihar	156.975	1365	30.54482	59.72	25.9	116.16482	1365	0
	Total	1497.240	14281	322.3600	727.54	107.49	1241.52	14281	0

- City Sanitation Plan prepared for 37 towns. CSP of 24 towns is under process.
- Sanitation Vision 2025 has been prepared for the State
- District Head scheme is in place and demand driven sanitation requirements from ULB
- Four towns of Madhya Pradesh have achieved OD free status and 10 more towns are on the verge of achieving the same.



8. SITUATION AFTER IMPLEMENTATION OF INITIATIVE

COMMUNITY LED SANITATION

Investment in toilet construction through the provision of generous subsidies for hardware to households has increased the reported coverage of sanitation in the covered cities.

LESSONS LEARNT FROM OTHER STATES

Subsidy-driven programs do not generate motivation for use of the facility. Indeed, subsidized toilets are often not used or lie abandoned, or are being put to alternative uses. Recent studies of statewide sector assessments in India show that most people continue to defecate in the open not due to a lack of access to toilets but primarily because they see no reason to change their behavior because awareness of associated health risks is limited or ignored. In fact, usage of toilets is highest where households recognize the need for toilets and therefore, construct them on their own.

IUSP :

Hence under IUSP emphasis was given on IEC activities. The strengths of the campaign were innovations in Information Education and Communication, motivation through incentives, competitive spirit, active participation and partnerships, involvement of women as well as men, and universal coverage.

Therefore more and more cities of the State are demanding for sanitation activities and it has been envisaged that the Urban Madhya Pradesh would get OD free by the year 2017.

Towns like Gautampura, Sailana, Namli and Kukshi have become OD free cities while Hoshangabad town is rapidly moving to achieve the OD free status.

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9. SUSTAINABILITY

The programme strongly encourages community contribution, full recovery of user charges, public private partnerships and other innovations to make the programme financially sustainable and socially acceptable. The IUSP takes care of all the factors that lead to success of sanitation program. The IUSP is so designed that it counters all the basic flaws which are responsible for the failure of sanitation activities. It can be understood as below:

Socio-Economic and Cultural

1- To be successful, sanitation programs require individuals or households to make a significant commitment by agreeing to modify their homes or adopt new technologies. Because sanitation programs are rarely fully subsidized by government, consumers are frequently expected to pay for the installations themselves.

IUSP : IUSP program has been initiated after a comprehensive household survey and beneficiary consent was obtained for the construction of toilets. Under IUSP, provision of 90% grant makes it possible for individuals to construct individual toilets by one time investment hence the model proves to be successful.

2- Success also depends on consumers' involvement in program management, financing, and promotion.

IUSP : As discussed above, beneficiary consent was received first and thereafter the people were oriented through awareness programs and campaigns. Hence beneficiary involvement is there.

Alongwith this at places like Kukshi and Gwalior community is maintaining the toilets.

3. For the intervention to make an impact on health, household members must use and maintain the facility properly and possibly change some basic beliefs and practices in their daily lives. Without consumer demand for better sanitation,

many of these fundamental steps of program implementation are prone to failure.

IUSP : It is most important to make the female family member aware about sanitation. Women, in most of the towns also face security issues in absence of sanitation facility. Hence the target consumers identified under IUSP were women and children. However, males were also included under communication programs and it resulted in success of the initiative.

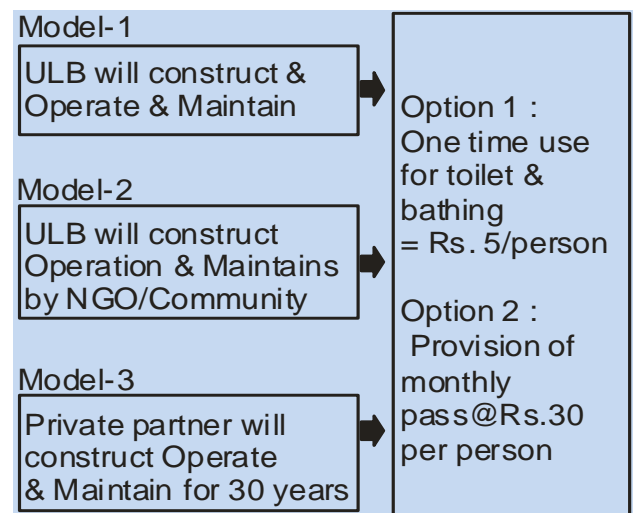
The IUSP has been very successful in making people believe that safe sanitation is equally important for them similar to water. Only the old aged persons still don't accept the change and opt for open defecation. □□□

Financial Sustainability

FINANCIAL MODEL FOR COMMUNITY TOILET

Construction & O&M

User charges



The financial models have proved to be a successful one as very nominal charges are being taken from the users. Alongwith this no charges are being taken from children and Old aged persons.

10. FINANCIAL FRAMEWORK FOR MSSM

Projects other than individual housing project -

S. No.	ULB Type	ULB Contribution
1	Nagar Parishad	10%
2	Nagar Palika Parishad	10%
3	Mun. Corpn. (except Bhopal & Indore)	15%
4	Mun. Corpn. (for Bhopal & Indore)	20%

Projects other than individual housing project

S. No.	ULB Type	GoMP Grant	ULB Share	Beneficiary Share
1	Nagar Parishad	80%	10%	10%
2	Nagar Palika Parishad	80%	10%	10%
3	Mun. Corpn. (except Bhopal & Indore)	75%	15%	10%
4	Mun. Corpn. (for Bhopal & Indore)	70%	20%	10%

11. POTENTIAL FOR REPLICATION

IUSP is encouraging locally driven approaches to improve access to sanitation in informal urban settlements. With the right funding and ways of sharing information, their success stories can be replicated and scaled up elsewhere. The IUSP is a Statewide program and hence the success stories of cities like Sailana, Kukshi and Hoshangabad are being replicated in other towns also.

The initiative is a winner of " National Urban Water Award" -2011-12



ADMINISTRATIVE STAFF COLLEGE OF INDIA

Bella Vista, Hyderabad - 500 082, A.P. (India)
Phones: 0091-040-66534221, 66533084
Fax: 0091-040- 23316211, 23313882
E-mail: schary@asci.org.in, das@asci.org.in

Prof. Srinivas Chary Vedala

Dean (Research and Management Studies)
Professor & Director
Centre for Energy, Env't, Urban Governance & Infrastructure Dev't

26 Dec 2013

Shri Sanjay Kumar Shukla, IAS
Commissioner
Urban Administration and Development Department
Room No. 203, First Floor
Palika Bhavan, Shivaji Nagar
Bhopal - 462 016
Ph: 0755 - 2252356
Fax: 0755 - 2552591

Subject: National Urban Water Awards 2011-12 – Reg.

Dear Sir,

At the outset, I would like to thank you for participating in the National Urban Water Awards (NUWA) 2011-12. I am happy to inform you that your nomination "Integrated Urban Sanitation Programme (IUSP)" is selected as Winner under Communication Strategy and Awareness Generation category.

The Hon'ble Minister of Urban Development will give away the awards at the National Urban Water Award 2011-12 Ceremony which will be held at Vigyan Bhavan, New Delhi in the last week of January 2014. The exact date and time will be intimated separately.

I would like to congratulate you for your success and wish to have continued association for taking urban water sector forward.

With regards,

Srinivas Chary Vedala

Cc: Shri Neelesh Dubey, Urban Governance Officer, UADD, Bhopal
Shri Pravin Bhagwat, State Coordinator, City Managers' Association-MP, Ph.: 0755-4044490