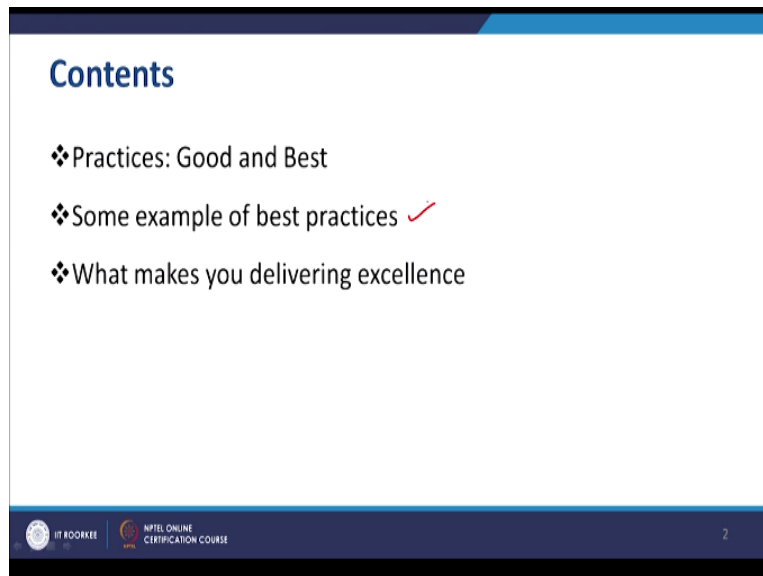


**Urban Governance and Development Management (UGDM)**  
**Prof. Uttam Kumar Roy**  
**Department of Architecture and Planning**  
**Indian Institute of Technology – Roorkee**

**Lecture - 58**  
**Best Practices in Urban Management**

Welcome to lecture 58. In this last week, we are discussing various aspects for the self-management and development. In last few lectures, we have discussed stress management and time management and you have talked about improving yourself so that you can deliver more for your work and today we are going to discuss few aspects of the good practices whichever is there and which have been documented in various forums and various publication.

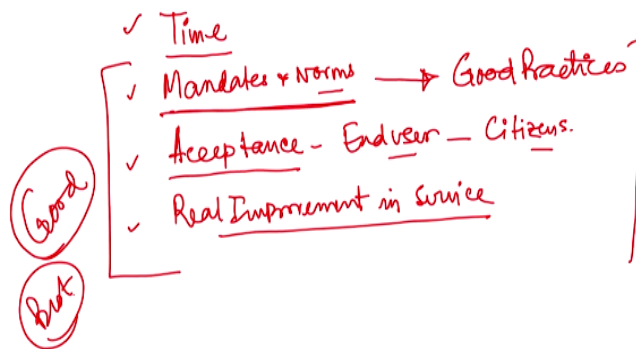
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So this practices, before I come to the good practices, I would like to talk about the term good practices and best practices and then I will discuss some examples of the best practices and then will talk about a little bit about how and what makes you delivering excellence for the urban development.

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## Practices: Good and Best



Now practice, what is good and best and now this is a very relative term, you see that the good and best. Now something which is best now, after few years may not be best because when the technology changes and the time changes, the policy changes, even the people's aspirations and requirement changes, that particular practice may not stay for very longer time. So one criteria for determining good and best practice is definitely the time.

So some practice which is good now or best now that may not be good after few decades. So time is one decider to make a good and best practice. The second decider for good and best practice will be definitely the mandates and norms. Now the basic difference between mandates and norms are norms are standardized prescription for making any urban infrastructure or governance.

And mandates are the instruction given by the policy or the programme. For example, in JNNURM or in AMRUT Mission, you have several mandates and reforms which are to be done by the urban local bodies. Now if these mandates and norms are maintained in a project properly and with expected quality control is done, so we may consider that definitely it is a good practice.

Because executing an urban infrastructure project and urban management project is not only the matter of money, it is the matter of money, time, the people and integration of the social and political issues. So therefore maintaining mandates and the norms definitely tends to a good practice and one more thing I would like to mention here that any practice whatever you do at your working level that should be accepted by your end user.

So acceptance by the end user, for our case it is the citizens, is another criteria for making any practice good and another criteria for making a practice good or best definitely is the real improvement in service. So if we find that there is a real improvement in service which could be measured through a span of time and that definitely accounts to a good practice.

So to brief the compliance with the mandates and the norms, acceptance by the citizens and the end user and the real improvement of the quality of the service or the quantity of the service which is measurable in a span of time is a criteria for the good practice. So why I am discussing this because there is no concrete definition of a good practice and the best practice but definitely after sometime the good practice may not be that much good.

Because the people's acceptance and the requirement may change, so that time we might have to change the level of service for the urban infrastructure. So there are few practices or the work which even after few decades also remain good for that time so those are called as a best practice as we can understand, so best practice is a practice which is best in course of time temporarily.

And also which is best in the contemporary time because it touches the mandates and the norms, it touches the acceptance of the end user the citizens and also it shows the real improvement in the service delivery in terms of the quantity and quality both. So therefore the good practice and best practice can therefore is identified like that. It is not a matter of subject which is based on my perception or anybody's perception about the good and best practice.

A practice is measured always on the benchmark of the performance, so that performance says that whether a practice is good or best. So if it is a good for a long-term for few decades which is tested for the time, definitely it is the best practice. Now when the major urban reform programme came in last 10, 20 years, we have found that several practices in India were really good in terms of our socioeconomic condition.

And some of the good practices are documented also. So I am going to show some of the good practices which is documented by the Government of India under National Institute of Urban Affairs.

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**Examples of some good practices**

- ✓ Transportation
- ✓ Water/Sanitation
- ✓ Solid waste management
- ✓ Heritage Conservation


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So some good examples I will show. Some of the practices will be related to transportation, some of the good practice will be like water and sanitation or solid waste management or some of the good practice could be related to heritage conservation. So that I am going to speak about that but very briefly so that you get some idea and later on you can go into details.

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**Alwar Vahini**

- Passenger service of euro IV compliant , accommodating six to seven persons replacing old pollutant vehicles
- Done with private bank loan , zero investment by the Government
- 3000+ employment, gradual transformation to this mode by attractive scheme by government
- Unique example of alternative and sustainable public/intermediate transport



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So this is one good practice in urban transportation, you know that the intermediate transportation in India is a subject which is really not given much care in Indian cities and specially the small and medium cities are most vulnerable in this regard. Any small and medium cities you go, you will find that small and medium cities are full of polluting vehicles like auto rickshaws and other intermediate public transport.

Sometimes small buses are there or small public transports are there. Now this case, this is a city of Alwar. You know Alwar is not a very big city, it is there in Rajasthan. So what they did, they scrapped all the existing vehicles which were polluting which was not giving an affordable and safer service to the citizens. So through a community development, they brought a system of a new transportation which is euro compliant that means less polluting and which can accommodate 6 to 7 persons.

And this is done with the loan from the private bank, so there is no investment from the government and it created lot of employment as we took the information from the compilation from the best practices from NIUA. It is 3000+ employment generated and there is a gradual transformation from the earlier practice by the driver in continuing the polluting vehicles to the new practice of registering in the new vehicle and continuing that.

So this is the transformation which happened in a small city and so this is unique example of alternative and sustainable public transportation because small and medium towns might not have a capacity to run a full course of MRTS system or BRTS system. So this kind of approach and this kind of action which is contextually and locally tested as a sustainable mode of transportation is very good service and very good practice what we have seen.

So many other small cities and towns you can think about it, you can visit this place and see and definitely you can do something like that. Next, I would like to show in this regard another example this is called Fazilika Eco Cab. Fazilika is a small town in Punjab.

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## Fazilika Eco Cab, Punjab

- Fazilika is a dial and rickshaw service created to keep a balance between the demand and supply of non-motorised transports in a geographical area.



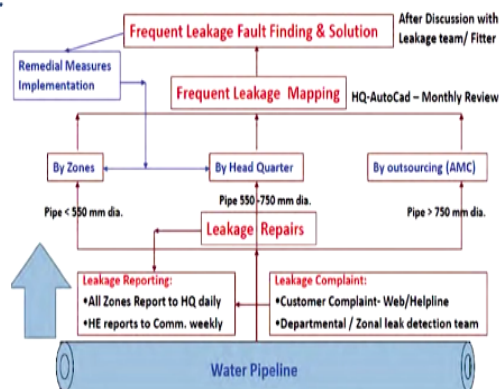
So what they did, they thought that like getting rickshaws always may not be possible when you are not near the rickshaw stand. If you are in home or if you are in between two rickshaw stands, you may not get the rickshaws always. So they tried to bring a system of dial of rickshaw service so that you just dial or you give the information through online media and you will get the rickshaw in front of your doorstep.

So this is kind of a service which is given which is created at a very small town called Fazilika. So if a small town like Fazilika can do this kind of service, many others can do similar services because the e-rickshaws and the auto rickshaws are one of the backbones of the Indian intermediate public transportation and the last mile connectivity in Indian cities. So therefore this is a very good practice, you can definitely go for this.

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## NRW cell in Surat

- Non-revenue water has been always a concern in urban governance. NRW cell as a response in Surat Municipal Corporation made detailed leakage mapping exercise.
- NR water reduced a significant extent



Source: SMC

Now this is another very important case study, non-revenue water is a very important subject in water supply distribution. Now you know if you are a technical person, if you are an engineer you know that when you design a water supply system, minimum 20% is the non-revenue water which you consider during water supply distribution system and many times these are unaccounted for.

And the people who are paying for the water sometimes they are overcharged because of this unaccounted for non-revenue water. So in the city of Surat, the Surat Municipal Corporation what they did, they made a separate cell of NRW that is non-revenue water and that cell made a detailed study with all leakage and the possible laws in the distribution system in the water distribution system.

And after that they came out with a strategy to reduce the leakage, to reduce the wastage, etc and it has definitely given them an advantage of getting much more water and also more revenue from the water, less number of wastage, less number of water leakage in the water supply system. So that has been possible due to giving this as very importance and priority and creating a cell and making them enable to carry out the work.

You can see in the picture that how they have carried out the work. I am not going into details. You can show from the guidelines or the publications I will share. So this is how they have done this activity, this leakage mapping and leakage repairs and the whole mapping of the leakage so that they can identify the possible areas where the leakage and the losses are going on and they can reduce that by using specific strategies.

The next case is like another very important issue which is the metering of the water supply system. When the JNNURM programme came in 2004, you must be knowing that you were involved in the urban governance for last few years, so you might have seen that the metering of the water supply is very difficult job for urban local bodies. Various concerns are there, one is there is a strong non-acceptance of metering and the eagerness to pay for water supply in all the common citizens in India number one.

Number two, the installation of the metering sometimes becomes a kind of a risky job because sometimes it is stolen, sometimes it is altered, so many issues are involved in the metering.

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### Bulk Metering with intelligent operating systems in Bangalore

- Installing bulk metering in strategic locations and to develop an ICT application to capture information from the meters and use of the same for analysis and decision making

Source: BWSSB

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So what the city of Bangalore what they did, they did the metering in such a way so that it can do the purpose through a bulk metering method. They installed it in a strategic location so that they could have a vigilance on that and they used the ICT applications so that they can capture the real time data and they used that information from the meters and use the same for analysis and the decision making for further distribution and further supply of the water.

So that is the best part what they did, instead of individual metering they made bulk metering number 1, number 2 in the strategic location, number 3 application and integration of the ICT application and number 4 using the real time data into further analysis and the policy formation.

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### Trichy: Community managed Toilet

- Operationalise public toilets by using community based organisations through participation and employment generation

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The next case study I will share is the city of Trichy what they did, they did mechanism by which they could manage the community toilet by the community involvement. Now whenever we do a public toilet usually public toilets are outsourced to the private organizations or outsourced to NGO but sometimes there is a possibility that it is not maintained because the private organizations are running and maybe vigilance is less from the municipal side.

If it is given to the community, community can take care a lot because community owns that particular infrastructure that is what is done by the Trichy. Through a community organizations and community based organizations, they have given the responsibility to the community and that particular mechanism has better maintenance of the community toilet, public toilets and better hygiene and sanitation in the whole area.

And not only that, it has got a participation and the employment generation. So this is very good example of involving citizens and running a public infrastructure in a better way. So it is a public people partnership you can see which is running in the city at Trichy.

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**PPP between Pune Municipal Corporation and Swach**

- Involving waste pickers to improve door to door collection of solid waste without spending finance from public fund through a PPP mode with an organization, Swach → *Employment + Social Empowerment*

SWaCH members managing composting pits at a residential society and bio-gas plant at Karve Institute

The next case study I would like to share that it is in the city of Pune, it is a PPP project. In this project what they did, they made a partnership with another organization called Swach and through that partnership they tried to accumulate all the waste pickers in the city, you know that waste pickers in the city are resource in our city and so far they were not given much recognition in the solid waste management paradigm.

So what they did they identified and recognized this people and try to mobilize and integrate the function of the waste pickers in a better way in a systematic way so that the waste collection becomes as per the standard as per the benchmark and after that it has been doing well, it has been running fantastic. So that is the thing what they did, so it improves the door to door collection and without spending finance from the public fund.

Because it is done through a PPP mode and also it has generated lot of employment and also I would like to mention social empowerment because earlier the rag pickers were not recognized; now waste pickers and rag pickers are recognized as a very responsible citizen which is doing a fantastic job for the citizens of the city. So you have seen that this is the better practice.

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The slide features a title 'Urban Conservation Initiatives in the walled city of Ahmedabad' in blue text. Below the title are two bullet points: 'Urban conservation using awareness, restoration, heritage walk etc.' and 'Setting up city museum, revival of tankas etc'. The text in the bullet points is underlined. To the right of the text are two photographs. The top photograph shows a man in a suit walking on a street, with a woman in a yellow sari in the background. Below this photo is the caption 'Heritage Walk attended by Amitabh Bachchan on 27th Jan 2014'. The bottom photograph shows a large, ornate building with a balcony, identified as the Dwarkadish Temple after restoration. Below this photo is the caption 'Dwarkadish Temple after restoration'. At the bottom left of the slide are logos for IIT ROORKEE and NPTEL ONLINE CERTIFICATION COURSE.

Next I would like to share the urban conservation initiatives in the walled city of Ahmedabad. I told before that there are many cities in India which are historically developed and many of them have historical elements, heritage structure, tangible and nontangible heritage elements but very few of them actually did a better planning for the heritage management. Ahmedabad city is one of them who did a very good work in the heritage management.

What they did through urban conservation, awareness, restoration, heritage walk and then setting up of city museum, revival of tankas or the heritage elements. They made the total heritage plan of the core city or the whole city and because of that now they are able to attract the people, the tourist over that area and the heritage walk and other elements are acting as a pull factor for the tourist.

So in the picture you can see that the heritage walks and the buildings after restoration okay. So heritage could be an asset for your city if it is properly planned and properly managed. Another example I would like to share with you for the heritage conservation. When there is a heritage structure which is fragmented or scattered in a regional city or regional areas even in the rural areas it is very difficult for a particular technical group to collect data and make a mapping for the heritage structure.

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**Regional Mapping of Heritage structures through community involvement in West Bengal**

- Mapping of heritage structure using community knowledge and involvement with the help of GIS based applications

Restored temple at Pathra

So in a city of Madnapur in West Bengal what they did, they did the mapping of heritage structure in a regional scale through the community involvement. So they used community to get those data properly to identify the heritage structure, definitely the technical team was there, institutional support was there and they used the GIS based application to make the mapping. So for any planning once the mapping is done, it can definitely help for the better planning and better management.

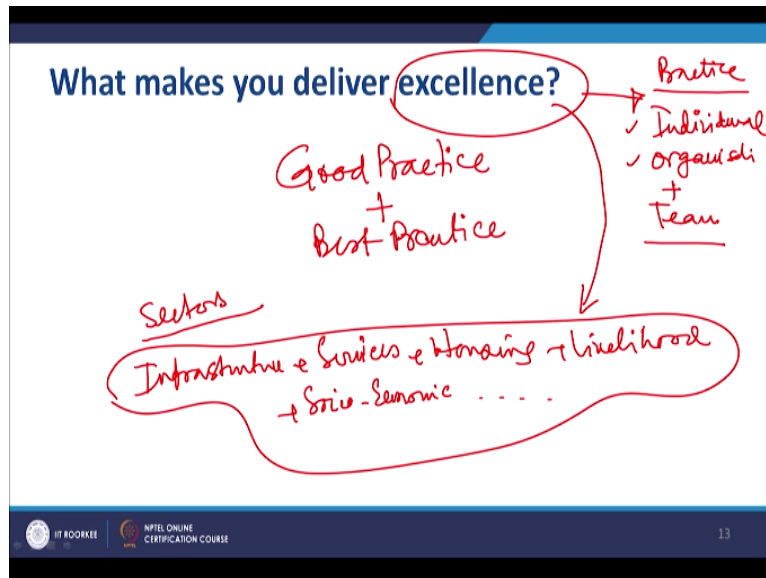
So this is done through the involvement of the community and community helped as a source of the wisdom, source of the information, source of the data and source of the support and the engagement. So in your area if you have heritage structure in the city level or regional level, definitely you should inform the community so that you can get the success. So these are few best practices I have shown from just few, there are many best practices.

I would like to request all of you to go through the guidelines and the documented cases. I will share many more case studies in the reading materials so that you can understand that

and I would like to hear from you that what kind of practices you are doing at your urban local bodies or the development authorities and how it is distinct and different from the other practices.

That will be very good if you can share all those practices in our online forum. So having said that let me come to the point about the excellence.

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Now why the word excellence comes in the good and best practice? So I have talked about the good practice and best practice. I have told you that best practice always is a good practice which is tested through the course of time and excellence is a word which is used for the urban management also to denote a continuation of the good and best practice by a particular organization for a longer period of time.

So good practice and best practice could be there for a particular sector. For example, as I have shown you that particular municipality might have done a very good work in water supply system but maybe that ULB has failed in e-governance, maybe some other urban local bodies they have done very good in e-governance but they have failed in solid waste management.

But the concept of excellence is a good practice in all sectors. So if we have various sectors like this, sectors in urban development like basic infrastructure, services, housing, livelihood, socioeconomic and development, etc. You know that we have discussed about 74th

Amendment Act, so there are various sectors which is there for the urban local bodies which they are mandated to do that.

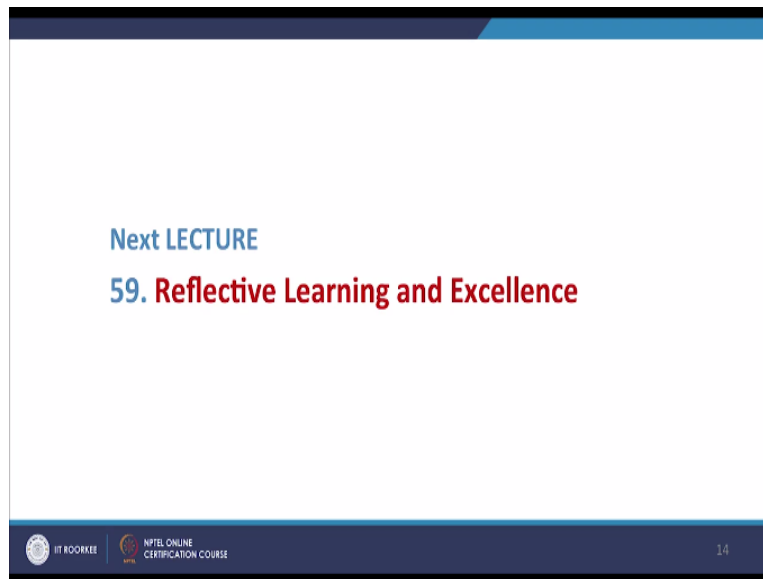
So every sector if they perform in a better way better way than the earlier time, whatever they did 5 years back now they are doing in a better way. Their performance is better in terms of their productivity, in terms of their acceptance to the people, in terms of their public image that becomes a subject of excellence, so excellence is something really little bigger and excellence is a practice, it is not a destination.

Excellence is a journey, it is consisting of various good practices and the best practices for an organization. So here the message is that you should practice excellence and excellence can be possible if you practice it at the individual level and the organization plus team level. So practicing excellence is very important in organization specially those are involved in urban management and urban governance.

Now another word comes in excellence is that after sometime when people are involved in the urban management and urban governance, they are doing so many works and so involved, they do not have time to compare their work with the other works or what others are doing in the other part of the country or other part of the world. So is it possible to compare your practice with others so that you can judge yourself whether you are doing right or not?

So that is also possible to bring a fairly better competitive environment in the practice of the urban management. So those kinds of references from the other practice in our own country and international scenario is also possible and that is also much more beneficial sometimes to deliver good and best practice and the term we use for that excellence is reflective learning.

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So in the next lecture will discuss about how to bring excellence as a practice as a habit in the organization and at the individual level and how reflective learning can be used for bringing excellence. So that is what will be the lecture module for the next lecture. So with this, I would like to conclude today's lecture. Today, we have discussed various best practice and good practices.

We have told you that good practices definitely satisfies the mandates, norms, the public acceptance, the performance in terms of the service delivery, etc but definitely the best practice is those which is not only good practice which stays for the country, stays for the people for the long period of time few decades and it is accepted by the time so that is based on good practice.

And in reality you can bring this best and good practice for all the sectors for all the time and that becomes a subject of excellence and you can definitely practice that. So next lecture, we are going to discuss reflective learning and the excellence in the organization. So thank you very much for attending this lecture.