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1. Introduction

GTZ-ASEM is currently supporting selected cities in the preparation of City Sanitation Plans (CSPs) under the National Urban Sanitation Policy (NUSP) formulated by the Ministry of Urban Development (MoUD), Government of India (GoI) in the year 2008. The City Sanitation Plan is a comprehensive document which details out the short, medium and long term plans for the issues related to governance, technical, financial, capacity building, awareness and pro-poor interventions to ensure 100% access to safe sanitation. It will also identify and name key areas where further detailed studies (detailed project reports) are required.

In this regard, GTZ-ASEM conducted a 2 day workshop on City Level Consultation for the Preparation of City Sanitation Plans with an objective to inform the participants about the technical/financial and institutional issues in the preparation of City Sanitation Plans (CSPs) and to discuss the methodology for the preparation of CSPs with the city officials/decision makers. The workshop was supported by the Ministry of Environment and Forests (MoEF), Government of India and the Ministry of Urban Development (MoUD), Government of India. The participants of the workshop include the Ministry of Urban Development, Government of India, the decision makers, city engineers, representatives of the state level nodal agencies for JNNURM in the above mentioned selected cities and GTZ-ASEM's consultants for the preparation of CSP's.

During the workshop the consultants of GTZ-ASEM briefed the methodology for the preparation of the CSP and the key issues concerning the preparation of the CSP. The workshop paved the way forward for GTZ-ASEM to further harmonize city level activities in the preparation of CSP.

2. Session 1: Introduction on City Sanitation Plans

Dr. Regina Dube
Senior Advisor and Head,
Sustainable Urban Habitat,
GTZ - ASEM



“Good morning, respected Nivedita, state and city representatives, speakers and the consultants, welcome to our workshop on City Sanitation Plan (CSP) and welcome to Bangalore. I am specially honoured by the presence of so many important decision makers both from the administrative and elected bodies. Special welcome to the city representatives of Shimla, Varanasi, Nashik, Raipur, Tirupathi, Kochi, Vikarabad, Hosakote, Pimpri Chinchwad and Sonapat. Why have we all gathered here? Let’s recall a very big event in Vignan Bhawan, New Delhi organised by MoUD in November 2008 when the NUSP was launched. I sincerely want to congratulate MoUD for their forthcoming vision to create livable, healthy and fully sanitised cities whole over India. It is an enormous task and it is obvious that such a goal cannot be achieved by a few committed people. We can only be successful and achieve visible change in a joint effort. This is the reason why CSP needs political and administrative backing right from day one.”

“The fact that you are all here makes me very optimistic that you will be able to achieve this task. I hope we will achieve this very big task. CSP also requires community participation as the scope is far more than what engineers alone can design. Today we want to intensively discuss and understand the challenge ahead, learn from each other’s experiences and provide a platform for constructive communication on best practices, lessons learned and other experiences. I request the consultants to communicate with the respective city representatives before they reach the city as they will guide the municipal corporations throughout this process. The aim is clearly defined and the vision for each of your cities should be defined within only a couple of months. We are expecting the CSP’s to be finished till August 2010. I thank you once again for attending and wish all of us best out of this workshop.”

Mrs. E.P.Nivedita,
Director,
Ministry of Urban Development,
Government of India.

[\(Click here to view presentation\)](#)



Mrs. Nivedita started her speech mentioning that since the launch of the NUSP 2 years ago we have moved some distance. She thanked and congratulated GTZ for organizing this workshop. “GTZ is the most active partner concerning to the City Sanitation Plan. What happens once the CSPs are prepared is a question in everyone’s mind. The MoUD, GoI will certainly look into this matter and take the necessary steps to carry the CSP forward”.

Brief overview of NUSP:

Mrs. Nivedita mentioned that NUSP (2008) is formulated to bring sanitation into the agenda as water supply schemes/programs dominated all agendas in the past. She said “It was recently cited in a newspaper that in India the number of people who own a mobile phone is more than the number of people who use a toilet. Sanitation is still a taboo in most parts of the country. Sanitation doesn’t directly mean the number of STP’s as one has to look into all the factors concerning poor sanitation.” She added that NUSP is not a complete sewerage oriented policy as it goes beyond the conventional treatment systems. “Urban sanitation in India beset with fragmented institutional responsibilities which in the end are leading to lack of ownership and accountability. The transfer of complete roles and responsibilities to the urban Local Bodies (ULB’s) as per the 74th constitution amendment is under the JNNURM agenda but it is not happening as initially expected”

As a part of her presentation Mrs. Nivedita stressed that sanitation is a state issue and Maharashtra already has a State Sanitation Strategy. She also mentioned that the MoUD, Gol has two approaches for CSPs - One approach is preparation of the CSP’s in partnership with organizations like GTZ and the other approach is where MoUD, Gol receive proposals from the states as Gol is supporting 100 cities as of now for the preparation of the CSPs. She pointed out that the MoUD, Gol is planning to organize a workshop on the 10th of May New Delhi on CSPs where we invite 90 cities where CSPs are supported by the Government of India and 25 cities where CSPs are prepared by the partner organizations like GTZ. 436 class – I cities are rated on sanitation parameters by three rating agencies the results of which will be public by 10th of May. Based on this rating we will rate the cities in green, blue, black and red. Nirmal Shahar Puraskar is also planned for the 2 cities that perform well under sanitation.”

Mrs. Nivedita concluded her presentation requesting all the cities to participate in the workshop on the 10th May, 2010 in New Delhi.

GTZ Strategy on preparation of CSPs

[\(Click here to view presentation\)](#)

Mr. Dirk Walther

*Senior Advisor,
Sustainable Urban Habitat,
German Technical Cooperation (GTZ)*



Mr. Dirk Walther started his presentation introducing the current activities of the thrust area - Sustainable Urban Habitat of GTZ-ASEM out of which the preparation of CSPs is one activity. He explained that the supporting structure for GTZ to realize CSPs comprises of Environmental Cells,

which are instituted in the Municipalities as well as the recently contracted consulting agencies, Consortium for DEWATS Dissemination Society (CDD) (for Shimla, Varanasi and Raipur) and ICRA Management Consulting Services Ltd. (for Nashik, Kochi and Tirupathi).

The CSP is part of the National Urban Sanitation Policy, Annexure II, which was launched in November 2008 by MoUD, GoI and it has a well defined vision statement, which is going far beyond the often defined goal of 100% open defecation free cities. Mr. Walther said “With the implementation of the currently running Jawaharlal Nehru National Urban Renewal Mission (JNNURM) many cities will become 100% sewerage and the treatment capacities of STPs, will soon be at par with the waste water generation in many cities. The technical achievement will not address critical issues such as grey water discharge, treatment and open-defecation at typical non-point sources, which form a second problem dimension.” He stated that a third dimension to achieve the vision statement is the capacity of the city to restore its water bodies, which are currently the receiving bodies for any pollution. “Clean rivers and lakes shall be converted into green belts and erstwhile pollution hotspots (here cities) shall become Green Cities.”

Mr. Walther concluded his presentation detailing the scope of work as defined by GTZ under the preparation of CSPs as: (a) Formulation of a CTF, (b) strengthening database of ULBs pertaining to sanitation, (c) awareness generation and launch of 100% sanitation campaign, (d) technology options and (e) capacity enhancement and knowledge management. According to him the CSPs are expected to be finalized by third week of August 2010.

3. Session 2: Issues and Challenges in Preparing the CSPs

Institutional Aspects of CSP

[\(Click here to view presentation\)](#)

Mr. Gangadhar Jha,
Director,
Infrastructural Professional Enterprise (IPE)
New Delhi



At the outset Mr. Jha mentioned that the NUSP clearly defines that sanitation is not just safe management of human excreta but it covers a wide array of issues i.e. solid waste management; generation of industrial and other specialized/hazardous wastes; drainage and also the management of

drinking water supply. He outlined the multiple actors who are currently engaged in sanitation issues ranging from centre, states, and local government organisations besides Non Governmental Organizations (NGOs), Community Based Organizations (CBOs) and the private players. He mentioned that presence of such a very large number of players has important implications for coordinated action and synergy. Mr. Jha pointed out that since the Urban Local Bodies (ULBs) happen to be the only agency that is legally vested with operations and maintenance of sanitation schemes implemented by other public or private players, substantial focused capacity development initiatives are required particularly for the ULBs.

In conclusion Mr. Jha recommended “In order to enable a coordinated and orchestrated action by the multiple actors, there is a need to constitute a Steering Committee at the state level and Task forces at the city level as mentioned in the NUSP. For enhancing the institutional capacity of ULBs it is important to consider the following issues: (i) revisiting the legal framework of local government institutions; (ii) strengthening of local resource base, (iii) organizational development; and (iv) staffing and human resource management”.

Discussions:

Q: The council or general body backstop the commissioner every time there is a proposal to increase the user charges. What will be a possible way in which we can sort out this issue?

A: Council needs to approve the user charges. However the issue of user charges is always like a vicious circle. If you don't provide basic services, tax compliance will be very poor and unless there is increase in user charges, you can't provide better services. The ULB should find out a practice with which it can convince its citizen to pay more for provision of better services. Some pilot projects will definitely help the ULB's in this regard. However, the Government of India under the JNNURM clearly specifies that the ULB's should increase the user charges to ensure cost recovery and sustained provision of such services.

Towards Inclusive City Sanitation Plans

[\(Click here to view presentation\)](#)

Mrs. Aparna Das
*Senior Technical Expert,
Sustainable Urban Habitat,
GTZ-ASEM*



At the outset Aparna Das asked the audience if there is any contradiction between the two terms i.e. “Total Sanitation” and “Inclusive Sanitation”. She points out that Total Sanitation Plans focuses more on spatial coverage whereas Inclusive Sanitation Plans focuses more on covering various groups of people in the cities i.e low income settlements, regular floating population, or in specific period, specific professions like construction workers, informal employment and so on. She then explained the building blocks of Inclusive Sanitation Plans. An Inclusive Sanitation Plan will have everyone served irrespective of their legal status. The recent judicial verdicts support this position. Once that is achieved then the entire city will have uniform service levels. At present service levels vary drastically from neighbourhood to neighbourhood. She posed the question “Is it possible to have a city with uniform service levels realistically and if not then should not there be a differential pricing for differential service levels?” She emphasised on recognising all the different groups in the city and different usages of the city spaces. She focussed on the need for better managed Community Toilet Complexes, Public Conveniences and missing policy guidelines to manage Community Toilet Complexes and Public Conveniences. She pointed out the need for innovative measures to finance sanitation facilities in cities specially the public facilities.

4. Session 3: CSP Preparation and Open Discussion

Presentation on the Methodology for the Preparation of CSPs – Shimla, Varanasi and Raipur

[\(Click here to view presentation\)](#)

Mrs. Sowmya Haran

*Director,
Alchemy Urban Systems,
Bangalore.*

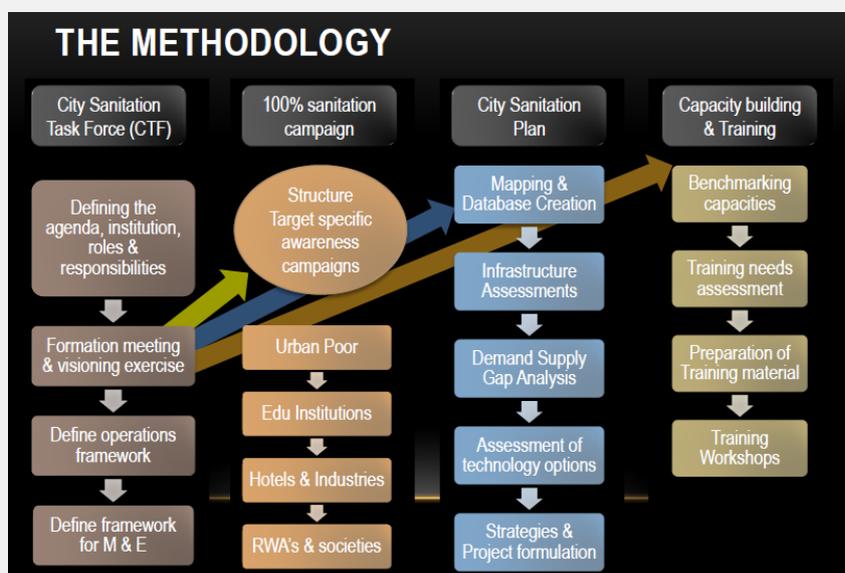


Mrs. Haran mentioned that in order to prepare City Sanitation Plans for the cities of Shimla, Varanasi and Raipur, the Consortium for DEWATS Dissemination (CDD Society) has tied up with Alchemy Urban Systems, Bangalore and the CEPT Research and Development Unit (CRDU). Simultaneously, the CDD society identified Universal Training and Research Institute (UTRI), Centre for Rural Entrepreneurship and Technical Education (CREATE) and Community Advancement and Rural Development Society (CARDS) to support the process of preparing CSP's at grassroot level in Shimla, Varanasi and Raipur respectively. She explained that the CSP will be socially inclusive, environment friendly and the key points set out by MoUD for the preparation of CSP (in Annexure – II of the NUSP) will be the guiding principles in preparing the CSP. She narrated that the approach for preparing the CSP is broadly divided into 3 points:

1. Achieving 100% Sanitation
2. Building Local Institutions and Community Participation

3. Centralised and Decentralised approaches for the treatment of wastewater

The picture below describes a phased approach which will be followed by CDD society for the preparation of the CSP's in Shimla, Varanasi and Raipur.



Mrs. Haran stated “The formation of a City Task Force will be the foremost task in this process followed by 100% sanitation campaign targeting at structured target groups. Once the CSP is prepared we will benchmark the local capacities at municipal level and carry out training workshops for the identified target groups. CDD will assess the block cost estimates in line with the technical proposals and will give recommendations to policy and legislation within the CSP.”

Discussions:

Q: What will the City Task Force (CTF) constitute of?

A: The CTF will constitute the people representatives, eminent persons in the city, hotel associations and NGO's

Q: What are the various technologies available?

A: The technical options depend on the density of the area and its landuse. CDD while preparing the CSP will identify only those technologies where there are low capital investments and energy consumption in collection, transportation, treatment, operation and maintenance.

Q: By when can we expect the city to be 100% sanitised?

A: It is too early to mention that now. Once the CSP is prepared, we will have a complete understanding about the entire sanitation situation in the city and what is need to be done to make the city completely sanitised. The CSP will also identify areas which need to be further elaborated (Detailed Project Reports). Once the DPR's are ready, its only then we can start implementing the plan.

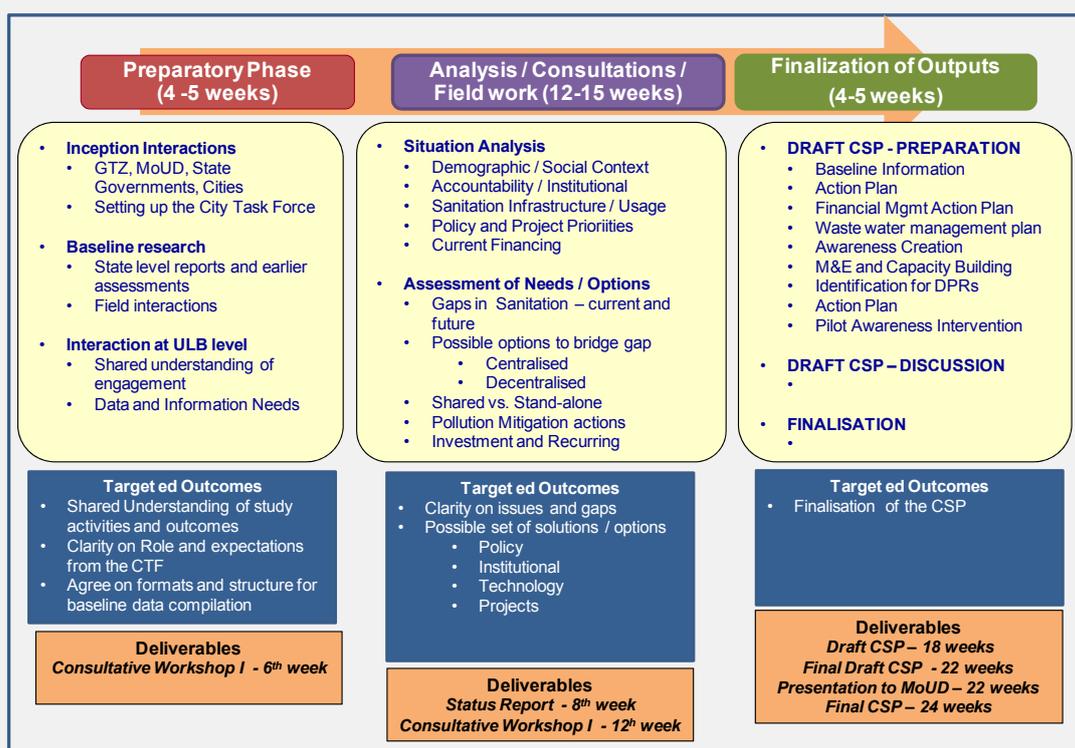
Presentation on the Methodology for the Preparation of CSPs – Kochi, Tirupati and Nashik

[\(Click here to view presentation\)](#)

Mr. Sunder Subramanian
 Advisor, Environment
 ICRA Management and Consulting Services (IMACS),
 Gurgaon.



Mr. Subramanian introduced ICRA Management and Consulting Services (IMaCS) as the consultancy which will prepare the City Sanitation Plans for the Kochi, Tirupati and Nashik. He stated that the scope of work for IMaCS while preparing the CSP's will be in line with the Terms of References (ToR's) mentioned by GTZ. "The key guiding principles for IMaCS in this process are sharp focus on city based needs and expected outcomes, enabling participation and action orientation. Our approach in preparing the CSP's is to review the baseline situation in each city, develop a vision and crystallize outcomes and finding technical solutions to reach the vision in 4 dimensions – demographic, institutional, infrastructural and financial capacities."



He added that within the CSP's once the baseline and the vision are formulated in consultation with the decision makers of the city and the CSTF, IMaCS will do an optional analysis with the variety of technical options available taking into account the institutional capacities. He concluded his presentation stating that IMaCS will also be detailing the policies and project priorities with respect to service levels, cost recovery and institutional capacities.

Panel Discussion

Mrs. E.P. Nivedita, Director, MoUD, GoI
Mr. Dirk Walther, Senior Advisor, GTZ-ASEM
Mr. Sanjay Srivastava, GTZ-ASEM
Mr. Sunder Subramanian, Advisor, IMaCS
Mr. Balachandran, Director, Alchemy Urban Systems



Mr. Sanjay Srivastava thanked both the consultants for their presentations and opened the floor for discussions. Mrs. E.P. Nivedita, MoUD, GoI briefed the participants that it is the responsibility of the ULB (the Mayor, the Commissioner and the relevant stakeholders) to carry the CSP forward and the consultants should be seen only as a catalyst in this process. She also informed that CTF is expected to play a crucial role in all stages of the project.

Q: The cities currently don't have a detail overview about the cost implications of such a plan. At what cost are we going to implement CSP? What will be the O&M costs? Are citizens ready to pay for the services?

A: That is why we want to include people participation at all stages of the project. Since the GoI doesn't provide funding for O&M, the recurring expenditure should be met by the ULB. The perception of the people has to be changed which will be main point of the Information and Education Campaign (IEC).

Mr. Sanjay Srivastava mentioned the participants that the sustainability of such a project is very crucial and the actual cost implications for operation and maintenance will be clear once the DPR's are prepared.

5. Session 4 : Best Practices and Lessons Learned

Decentralized Sanitation System – Learning experiences from Kolhapur

[\(Click here to view presentation\)](#)

Mr. Pedro Kreamer,
Program Coordinator,
BOARDA-South Asia,
Bangalore.



Mr. Kreamer started his presentation giving a short overview about BOARDA as a Non-for-profit organization from Bremen, Germany; founded 1977. He mentioned that the Consortium for DEWATS (Decentralized Waste Water treatment Systems) Dissemination (CDD) was established in 2002 with a

motivation to improve sanitation situation in India through capacity building and through implementing sustainable sanitation projects. Mr. Kreamer briefed that Decentralized Waste Water Treatment Systems (DEWATS) is an innovative, partly standardized synthesis of well-known waste water-treatment modules with low level of O&M requirement as the key feature.

Mr. Kreamer then introduced the city of Kolhapur and the sanitation situation in the city when the project was initiated. "The sewerage network covers 30% of the entire city. CDD disseminated the prospects of decentralised waste water treatment systems at State, District and city level and prepared a city plan for decentralised sanitation solution. CDD implemented few pilot projects simultaneously which acted as demonstration units for planners and decision makers" according to Mr. Kreamer. The key challenges that were identified by CDD while scaling up pilot activities to a city scale are:

1. Capacity Building at Municipal level.
2. Integrated approach towards sanitation and municipal solid waste management
3. Creating enabling environment for participation
4. Financing
5. Community focus

He concluded his presentation stating that the Kolhapur project was quite successful because of the well informed decision maker, Identification of right solution packages considering local technologies, strong collaboration amongst the local government, NGO's and the CBO's and participatory approach from planning stage till the implementation stage.

Discussions:

Q: Will the CDD place their representatives in the city till the project is there?

A: Some of the junior staff headed by a field researcher will be there in the city. The experts will come now and then.

Community Participation in Underground Sewerage Project in Alandur Municipal Council

Mr. R.S.Bharathi
*Ex-Chairman,
Alandur Municipal Council,
Tamil Nadu*



As introduction Mr. Bharathi referred to his past experiences: When he started working as a chairman for the municipal council one-third of the entire Alandur city doesn't have access to water supply. He stated that despite initial resistance, through exempted water tax, the municipal council managed to collect public fund for the implementation of 100% water supply scheme. He added that since the town of Alandur did not have any proper drainage and storm water system, there was a big problem especially during rainy season. When the municipal council approached the state government for possible funding options to implement the planned sewerage system, they were very clearly mentioned that funding for such an underground sewerage scheme will be very expensive nevertheless the state government helped the council in estimating the costs for a complete sewerage project and in all technical areas whenever required.

Mr. Bharathi stated that identifying a private partner for implementing a sewerage project is very difficult unlike other urban infrastructure facilities and Alandur municipal council was fortunate to have a private partner. Mr. Bharathi elaborated "The total project was estimated to be 34 crores out of which 7 crores will be invested by the private partner who builds and operates the sewerage treatment plant, 5 crores (50 million) from the local inhabitants (5000 rupees from at least 10,000 households as we initially didn't expect those households with septic tank connection will pay towards this project), 16 crores (160 million) from Tamil Nadu Urban Infrastructure Finance Limited (TNUIFSL) @ 5% interest, 4 crores (40 million) from Tamil Nadu Urban Infrastructure Development Corporation (TUFIDO) and 4 crores as grant from the state government." He referred to the series of discussion the municipal council had with the local inhabitants and how the council was successful in receiving more funding from the local inhabitants than it was initially planned. "The excess money paid by the local inhabitants in the project was kept as a fixed deposit in a government funding institution and the interest of which is used for the operation and maintenance of the entire sewerage system". As closing remarks he assured that any project is bound to be successful through public participation at all stages of the project and committed staff at the municipal council.

Closing Remarks and Way Forward

Mr. Dirk Walther,
Senior Advisor,
Sustainable Urban Habitat,
GTZ-ASEM



Mr. Walther summed up all the presentations in the workshop. He mentioned that 2 presentations on the key issues under the preparation of CSPs were very helpful. He thanked the consultants (IMaCS and CDD) for introducing their methodology for the preparation of CSPs and requested the cities to support the consultants in the processes of preparing CSP. Mr. Walther stated that there many key lessons that one can learn from Kolhapur and Alandur case studies. As the way forward Mr. Walther concluded that GTZ is looking forward for a fruitful cooperation to make the CSPs a time bound exercise which will benefit the respective cities in realizing their sanitation goals.

Vote of Thanks

Mrs. Aparna Das,
Senior Technical Expert,
Sustainable Urban Habitat,
GTZ-ASEM



Mrs. Aparna Das thanked all the participants of the workshop and she mentioned that the workshop would not have been successful without the active participation of all the participants.

Annexure – I

Agenda of the Workshop

Day 1:		
April 15, 2010		
Welcome Dinner at Woodrose Hotel, Bangalore 7.00 P.M. onwards		
Day 2:		
April 16, 2010		
Registration 8.30 – 9.00 A.M.		
Time	Programme	Speakers
Session 1: Introduction on City Sanitation Plans (CSPs)		
9.00 – 9.15 A.M.	Welcome	Dr. R. Dube, Senior Advisor & Head SUH, GTZ-ASEM
9.15 – 9.35 A.M.	Welcome address by MoUD	Mrs. E.P. Nivedita, Director, MoUD
9.35 – 10.10 A.M.	GTZ strategy on the preparation of CSPs for JNNURM and UIDSSMT cities	Mr. Sanjay Srivastava, GTZ, Mr. Dirk Walther, GTZ-ASEM
Tea Break 10.10 – 10.40 A.M.		
Session 2: Issues and Challenges in Preparing the CSPs		
10.40 – 11.10 A.M.	Institutional aspects of CSP	Mr. Gangadhar Jha, Director, IPE, New Delhi
11.10 – 11.25 A.M.	Towards an inclusive CSP	Mrs. Aparna Das, GTZ-ASEM
Session 3: CSP Preparation and Open Discussion		
11.25 – 11.55 A.M.	Presentation on the methodology for the preparation of CSPs – Shimla, Varanasi and Raipur	CDD - Consortium for DEWATS Dissemination Society
11.55 – 12.20 P.M.	Presentation on the methodology for the preparation of CSPs – Kochi, Tirupati and Nashik	IMaCs - ICRA Management Consulting Services Limited
12.20 – 12.45 P.M.	Presentation on the methodology for the preparation of CSPs in Ranchi, Pimpri Chinchwad and for selected satellite towns	Mr. S.K. Chopra, Soma Pvt. Ltd.
12.45 -1.00 P.M.	Open discussion /clarifications/ suggestions	Moderated Discussion
Lunch Break 1.00 – 2.00 P.M.		
Session 4: Best Practices and Lessons Learned		
2.00 – 2.30 P.M.	Learning experiences from the preparation of CSP for Hosangabad, Madhya Pradesh	Mr. Vivek Raman, Water and Sanitation Analyst, WSP
2.30 – 3.00 P.M.	Decentralized sanitation system – Learning experiences from Kolhapur	Mr. Pedro Kraemer, CDD - Consortium for DEWATS Dissemination Society
3.00 – 3.30 P.M.	Best Practices: Community Participation in underground sewerage project in Alandur Municipality	Mr. R.S.Bharathi, Ex. Chairman, Alandur Municipality
3.30 – 4.00 P.M.	Closing Remarks and Way Forward	Panel Discussion
4.00 – 4.15 P.M.	Vote of Thanks	Mrs. Aparna Das, GTZ-ASEM

Annexure – II
List of Participants of the Workshop

S. No.	Name & Designation	Organization	Contact Details	E-Mail
1.	Mrs. E.P. Nivedita	MoUD		r_nivedita@hotmail.com
2	Mr. Kiran Avadhanula	APUFIDC (A.P.)	9866551223	leokiku@gmail.com
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4	Mr. K. Rajaiah	Vikarabad Municipality (A.P.)	9849907661	rajasvc@gmail.com
5	Mr. Ravi Kumar, Mpl. Commissioner	Vikarabad Municipality (A.P.)	9849905910	
6	Mr. Rajesh-Pai	CDD Society, Bangalore	9448065023	rajesh.p@cddindia.org
7	Mr. Rajneesh	Dept. of UD (H.P.)	9418043700	rkhp@rediffmail.com
8	Dr.Gangadhar Jha	IPE, New Delhi	9818198600	gjha@ipeglobal.com
9	Mr. Rashid Ahmad, Consultant	JNNURM (U.P.)	9839174398	
10	Mr. P. Chandra Mouliswar Reddy	MC Tirupati	9989990869	
11	Dr. K.M. Mitra, MHO	MC Tirupati	9701699936	
12	Kiran Mayee Nayak	Raipur MC (C.G.)	9827167398	
13	Dr. Preetam Mishra	Raipur MC (C.G.)	9301953230	
14	Mr. Govind Mishra	Raipur MC (C.G.)	9893349180	
15	B.V.K. Redar	MCT T.P.T.	9866978134	
16	Mr. Vinod Nayak	Pune	9827164552	
17	Ms. Theres Haase	CDD Society, Bangalore	9742508975	
18	Ms. Britta Stöhr	CDD Society, Bangalore	9742508832	
19	Mr. Alok Sur	SUDA, Raipur (C.G.)	9425258060	
20	Mrs. Anke Schuermann	CDD Society, Bangalore		anke.s@cddindia.org

21	Ms. Rekha Gupta	D. LB. (U.P.)	9415329335	
22	Mr. Kaushalendra Singh, Mayor	Varanasi	9415223460	
23	Mr. V.K. Dubey, Commissioner	MC Varanasi	9415089640	dube.vk@gmail.com
24	Mr. Rajaram B. Chavan	Health Ex. Officer	9922501857	
25	Mr. Rohtash Bishnoi	Municipal Council Sonipat	9896903283	bishnoirohtash@yahoo.com
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28	Mr. Andrews Jacob	CDD Society, Bangalore	9686762308	andejacob@yahoo.co.in
29	Mr. B.D. Sanap, Commissioner	Nashik MC		
30	Mr. R.K. Pawar, Supt. Engr.	Nashik MC	9423179119	rkpawar26@yahoo.com
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32	Mrs. Cheena K. Sharma, GTZ-Consultant	MC Shimla	9816412570	cheenakin@yahoo.com
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37	Mr. B.R. Balachandran	Alchemy	9343377911	
38	Mr. R.S. Bharathi	Alandur	9381038541	
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Annexure – IV

Who's Who in the Workshop



**Mrs. E.P.Nivedita
(MoUD)**



**Mr. Gangadhar Jha
(Infrastructural Professional
Enterprise)**



**Mr. Pedro Kremer
(BOARDA, Bangalore)**



**Mr. Reddy
(Tirupati Municipal
Corporation)**



**Mr. Kiran Avadhanula
(APUFIDC)**



**Mr. Kaushalendra Singh,
(Varanasi Municipal Corporation)**



**Mr. Rajneesh Kumar, State
Dept. of UD, (Himachal
Pradesh)**



**Mrs. Madhu Sud (Shimla
Municipal Corporation)**



**Mrs. Soumya Haran (Alchemy Urban
Systems)**



**Mr. Sunder Subramanian
(IMaCS)**



**Mrs. Rekha Gupta
(State dept. UD, UP)**



**Mr. Rashid Ahmad
(JNNURM, UP)**



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**Mr. Govind Mishra
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**Mr. V.K. Dubey, Commissioner
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