A multidisciplinary practitioner with over 23 years of experience in teaching, action research, and consulting, I maintain a keen interest and specialization in management, ICT for development, social marketing, inclusion and gender equity, education, and innovations.

I work closely with academic institutions, industry, development, and government agencies in establishing and supporting processes, leading, and working in teams, taking a practical approach to problem solving, as well as undertaking capacity-building, research, documentation, and outreach. Over the years, I have led the strategy and execution of several high-value, complex, multi-year, impactful programmes across water, sanitation, urban infrastructure, health, and education sectors.

I am keen to dedicate my time, expertise, and experience to help organizations implement transformative social initiatives at scale to improve the lives of people, particularly women and vulnerable populations.

Dr. Y. Malini Reddy

+919848025043

malinireddy.y@gmail.com

linkedin.com/in/malinireddyy/

malinireddy.blogspot.com/

@malinireddy

Capabilities

- Understanding of the social impact space and ICT4D
- Strategy & programme design
- Project management
- Business & organizational leadership skills
- Stakeholder management
- Partnerships & fundraising
- Monitoring & impact assessment
- Documentation, outreach & amplification
- Team management- multidisciplinary & remote teams across different cultures, contexts, & time zones.
- Gender integration in projects and at workplace
- Interpersonal, oral & written communication
- Multitasking, agile, responsive, independent, self-driven, quick learner, hardworking
- Time management and work efficiently under pressure.
- Integrity, commitment, value-based leadership
- Comfort with technology devices, digital platforms and social media channels
- MS-Office: Word, Excel, PPT

Experience

Starting my career as a teacher and entrepreneur, I have consistently expanded my capabilities to develop into a senior management and development professional contributing significantly to the financial and reputational growth of the organizations that employed me. I have nurtured clients, deepened engagement and diversified the portfolios for bringing assured business. Effectively practicing collaborative leadership, I have built cross-sectoral linkages, fostering learning, and identifying innovations that would increase the efficiency and effectiveness of organization performance. The processes and systems built are institutionalized and will benefit the internal and partner organizations for years.

I have actively sought high-impact innovative development projects leveraging on the energy of start-ups, ground-level experience of NGOs, acumen of corporates and the might of Government entities to successfully influence policy and implementation to benefit the vulnerable communities. In the process I have maintained a steady focus on building the capacities of all stakeholders concerned to secure continuation of efforts.

Positions, Roles & Responsibilities   June 1997 onwards

August 2013- Present
Organization: Administrative Staff College of India (ASCI)
ASCI, a not-for-profit, established in 1956 is a leading policy think tank and a premier institution providing training, research, and consultancy services to experienced professionals in government, corporate and social sectors.
Department: Centre for Environment, Urban Governance & Infrastructure Development, Centre for Management Studies
Position: Professor (2019 onwards), Associate Professor (2013-19)
Reporting: Centre Director, Chairperson

Roles & Responsibilities:
- **Strategic leadership, sector engagement and networking**
  - Responsible for design and implementation of programmes to bring strategic and transformational changes that are sustainable and inclusive for achieving developmental goals.
  - Relationship management with senior leadership among internal and external stakeholders.
  - Identifying, developing, and strengthening strategic partnerships, networks and alliances among sector stakeholders including government counterparts.
  - Encouraging cross-sectoral linkages, fostering learning and identifying innovations that would increase the efficiency and effectiveness of programme performance.
  - Representing the organization and programmes in national and international forums to influence thinking of key decision-makers and advocate for change.

- Asian Development Bank Institute (ADBI), IHE-Delft, U-Chicago, Duke University, Research triangle Institute (RTI), Emory University, Water Resources Institute (WRI), Loughbourough University, Western Sydney University

- Bill & Melinda Gates Foundation, UNICEF, GiZ, USAID, WASH United gGmbh, UNDP, DfiD, World Bank, Japan International Corporation Agency (JICA)

- HT Parekh Foundation, Unilever, Oriental Insurance Company Limited (OICL), Tata Advanced Systems Limited (TASL), Rural Electrification Corporation Limited (RECL), Rotary International, Tata Projects Community Development, Intellicap, Dalberg, Ernst & Young

- National Institute for Transforming India (NITI) Ayog, National Mission for Clean Ganga (NMCG), National Ministry of Housing & Urban Affairs (MoHUA), Ministry of Human Resource Development (MHRD), Ministry of Health and Family Welfare (MoHFW)

- Hyderabad Metro Water Supply & Sewerage Board (HMWS&SB), Department of Information Technology, Electronics and Communications

- Ministry of Urban Development Department (MoUD) Govt. of Telangana, Andhra Pradesh, Uttar Pradesh, Karnataka

Experience

- **Programme management and quality assurance**
  - Accountable to the senior leadership on strategy and execution against plan.
  - Initiating challenging and innovative programmes for high impact and change.
  - Developing operational plans and budgets for the implementation of programmatic, research, and advocacy activities in consultation with concerned teams.
  - Ensuring efficient and effective use of time and resources.
  - Developing cross-departmental collaboration
  - Managing and monitoring financial discipline and contractual commitments.
  - Monitor the outcomes and impacts of the programme and partners' work.
  - Developing knowledge products and dissemination plan to ensure that learning is applied for improved programme effectiveness and external influencing.
  - Managing social media to bolster organisation brand and amplify work and impact.

- **People Management**
  - Creating and promoting a positive, multicultural work environment that is representative of diversity, gender equity and inclusion.
  - Building a team most suitable to deliver the programme results.
  - Managing the performance of all involved members to maximize their contribution to the team, organization, and their own professional development.
  - Mentoring for building a strong second line leadership within the organization

- **Teaching and Capacity Building**
  - Design and delivery of high-quality short and long duration training programs.
  - Design and implementation of capacity building programs involving classroom training, field visits, immersion study in national and international contexts, goal setting, mentoring, coaching and follow up.
  - Trained several hundred senior professionals from government, corporates, and NGOs.

- **Research, Publications and Speaking Assignments**
  - Delivered technical lectures as an invited speaker in several national/ international (visited more than 15 countries) academic and professional forums to share learnings from projects.
  - Participated as a panellist, chaired panels, and contributed to overall understanding of sector and management experts.
  - Developed more than 100 knowledge and communication products to amplify the work and impact.

July 2011-13
Associate Professor, Department of Marketing, Institute of Management Technology, Hyderabad
Reporting: Director of the institute

June 2006- 11
Assistant Professor (June 2007-11) & Senior Lecturer (June 2006-07), Department of Marketing, ICFAI Business School, Hyderabad.
Reporting: Head of Department of Marketing

August 1997-2003
Assistant Professor & Course Director, Garment Manufacturing Technology department, National Institute of Fashion Technology, Hyderabad.
Reporting: Head of the Institute

June 1997-2001
Proprietress, 'Le Soleil', Retail of apparel and fashion products (1997-2001)

Roles & Responsibilities:

- **Teaching:** Trained thousands of post-graduate students of management. Visiting faculty at United India Insurance Limited Company Ltd; National Thermal Power Corporation; Ultratech Cements; Narsee Monjee Institute of Management Studies, Hyderabad (NMIMS); Indian Institute of Craft and Design (IICD), Jaipur; Tata Institute of Social Sciences (TISS), Hyderabad.

- **Management** (Services Marketing, Customer Relationship Management, Social responsibility, Branding and Communication, Business communication)

- **Sanitation** (Faecal Sludge and Septage Management, Integrated Solid Waste Management, WASH in Schools, Gender in Sanitation)

- **Water** (24*7 Water Supply, Citizen Orientation, Stakeholder Mapping, Behaviour Change Communication)

- **Urban services and infrastructure** (PPP, Service Excellence and Benchmarking, Social Marketing and Behaviour Change, ICT for Development, Complaint Management and Recovery, Innovations and Social Entrepreneurship)

- **Education** (e-learning, educational quality, accreditation - AACSB, EFMD, AMDISA, and AMBA)

- **Entrepreneurship:** Served as an advisor to Sarvatra, Green Olives, Black Pepper, Bamboo Hut , 1997- 2013, entrepreneurial ventures in the hospitality sector. As the sole proprietress of the retail outlet Le Soleil, I have attained a comprehensive view of retailing by being involved in retail store operations and marketing. The store has the distinction of being the flagship launch store of APCO's brand "Vastra". Andhra Pradesh State Handloom Weavers Cooperative Society Ltd's (APCO) brand "Vastra".

- **Research:** Published close to 150 research papers, case studies, book reviews and articles in international and national journals, newspapers, and magazines of repute. I have been a reviewer with Sage Publications India, Emerald Emerging Markets and Case Studies, Asian Education and Development Studies, Educational Management, Administration and Leadership and Tata McGraw Hill, and a Consulting Editor for The FedUni Journal of Higher Education from 2009 to 2011.

Education   Upto July 2021

Degrees & Diplomas
- PhD: Assessment & Enhancement of Student Learning – ICFAI University, Dehradun (2006-2009)
- Management Teacher Program - ICFAI University, Dehradun (2003-2006)
- Post Graduate Diploma in Garment Manufacturing Technology - National Institute of Fashion Technology (NIFT), New Delhi (1995-97)
- B.A. (Hons.) Economics – Sriram College of Commerce (1992-95)

Certificates
- Fundraising Program - India Leaders for Social Sector (April -July 2021)
- Cost-benefit Analysis of Sanitation- ADBI and LKYSPP, National University of Singapore (21-22, October 2020)
- Strategic Perspectives in Non-profit Management at Harvard Business School Boston (14-20, July 2019)
- Social Impact Leadership Program – Dasra (June 2016- March 2017)
- Faecal Sludge Management (FSM) Toolbox "Training of Trainers" -Asian Institute of Technology, Bangkok, Thailand (7-10, June 2016)

Workshops
i.school workshop on social innovations & entrepreneurship | CityFix Lab | Digital technologies & data science| Philanthropic fundraising | Gender Equity | Monitoring, Learning & Evaluation | Digital Marketing | Business writing for Professionals | Case writing & Teaching | Capstone Simulation | International accreditation & quality assurance systems – AACSB, EFMD, SAQS | Internal Auditing of Quality System (ISO 9001:2000) | Teaching & simulations |

References

On request

Indicative list of projects with brief description and intellectual contributions is enclosed. The value of the projects is not included due to client confidentiality reasons.

Program Management Experience (Indicative List)

1. **"Improving Public Health and Environment in Hyderabad through Faecal Sludge and Septage Management (FSSM)"**, CSR by HT Parekh Foundation, 2020-2021 (ongoing)
   Hyderabad city does not have 100% coverage of sewerage network connected to a sewerage treatment plant. More than 50% of the households in Hyderabad are dependent on septic tanks. The waste from these tanks is collected by private desludging operators who dispose it untreated into water bodies and open areas posing risk to public health and environment. This project aims to demonstrate a comprehensive approach (regulation, technology, processes) to managing this problem such that it can be scaled up by Hyderabad to cover other geographical areas and be replicated by other cities. It involves licensing and training desludging operators, deployment of GPS to monitor the movement of trucks, ICT systems to introduce dial-a-desludger services and to support monitoring and reporting, implementing an innovative faecal sludge treatment plant, standard operating procedures for desludging and for running the plant, capacity building of stakeholders. The project is being implemented under CSR support by HT Parekh Foundation (by HDFC Bank), HMWS&SB, concerned district authorities, Samhita and ASCI.

2. **"Safety and well-being of sanitation workers"**, CSR by Bio-Chemical & Synthetic Products Pvt Ltd, 2020. (ongoing)
   The programme involves fitting GPS devices on private desludging trucks across cities in Andhra Pradesh and Telangana upon getting licensed and completing a training program on standard operating procedures for safe emptying and transportation. The GPS devises across towns will be connected to a centralized monitoring system serving as a pilot for the State Governments to understand the value of the system particularly in the light of Swachhta Mitra programmes under Swachh Bharat Mission. Supported under CSR of Bio-Chemical & Synthetic Products Pvt. Ltd and implemented in partnership with ASCI and municipalities, the project components include identification of workers, licensing, capacity building, and ICT solutions. Developing women led enterprises in sanitation PPE.

3. **"Promoting Access and Usage of Personal Protective Equipment for Sanitation Workers in Urban Telangana"**, Altran (part of Capgemini) under CSR, 2020.
   India has close to 7.66 lakh sanitation workers in its 4227 towns. The importance of Personal Protective Equipment (PPE) for sanitation workers being continuously exposed to hazardous waste has come to be increasingly felt and recognized during the COVID pandemic. This programme involved distribution of PPE kits to workers and educating them on the importance and proper use of the kits. Altron (part of Capgemini), Samhita (initiator of India Protectors Alliance) and ASCI joined forces to source and distribute PPE kits to sanitation workers in 8 municipalities in Telangana in partnership with the Commissioner and Director of Municipal Administration (CDMA), Telangana.

4. **"Improving Water, Sanitation and Hygiene in Indian Government Schools"**, CSR by OICL and TASL, 2016-2019
   The programme involved helping government schools in the towns of Warangal (Telangana) and Narsapur, Palacole and Kovvur (Andhra Pradesh) in improving the Water, Sanitation and Hygiene (WASH) infrastructure and processes. Funded by Oriental Insurance Company Limited (OICL) and Tata Advanced Systems Limited (TASL) the programme involved conducting detailed baseline study, identifying and implementing infrastructure improvements, capacity building of students and teachers on WASH and Menstrual Hygiene Management, implementing sanitation worker safety and well-being programme, implementing operations and maintenance protocols, establishing ICT based monitoring systems, and results-based advocacy for enhanced budgetary support by city and state governments.

5. **"Innovative Decentralized Wastewater Treatment Plant in Dignity Housing"**, CSR by VA TBCH WABAG Ltd., 2019-20.
   This programme involved identifying, procuring, installing, and advocating innovative decentralized approach to wastewater treatment system in Government funded low-income housing projects (Dignity housing) to benefit the residents and the immediate environment they live in. This pilot aimed to present a cost-effective approach and advocated for incorporating such systems in all the dignity housing projects in the country. Implemented in Warangal city, Telangana has led to State Government of Telangana and Andhra Pradesh to extend to all dignity housing projects through public funding. The same is presented as best practice by National government.

6. **"Third Party Evaluation of Namami Gange Programme"**, Under National Mission for Clean Ganga, 2020-21
   The Namami Gange Programme (NGP) is the world's largest river conservation and revitalisation programme. As on 30th June 2020, a total of 314 projects were sanctioned with an investment of Rs 28,862 crores. ASCI has conducted the third-party evaluation of programme's effectiveness in achieving the environment, social, institutional, and capacity building goals set out and the impact thereof. The evaluation was conducted as per the performance indicators outlined in output-outcome framework and as prescribed by Department of Expenditure (DoE)/National Institute for Transforming India (NITI) Aayog as well as using the criteria laid out by the Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) for evaluating development projects,

programmes and policies. The evaluation thus covered a wide range of issues such as the appropriateness of the Programme design, the cost and efficiency of the programme, its impacts, unintended effects and how the experience gained can be used to improve the design in the future.

7. **"Hyderabad CITY 2.0 - City Innovation & Transformation Yojana",** Honorable Chief Minister of Telangana, 2019-20
The city of Hyderabad is growing at an exponential speed and undergoing rapid transformation in its social, economic and cultural character. Its services are handled by a multitude of public providers, and the city itself is being driven by the dynamism of the state to rediscover itself towards becoming a world city in India. It has sustained the envious position of being the top Indian city to live in for the fifth year in a row. The Honorable Chief Minister of Telangana awarded asked ASCI to support Government of Telangana in preparing a City Development Strategy (CDS) that would provide a reference point and be the guiding instrument for city initiatives and interventions. The key objective of this engagement was to prepare through a participative process, the city development strategy for Hyderabad for bringing transformative change to achieve growth and development that is sustainable and equitable. It involved:
- Appreciation of the demographic, socio-economic, environmental, and cultural contexts
- Objective review of options for growth and development
- Analysis of global good practices as relevant for Hyderabad
- Analysis and conclusions from the visioning and scoping exercises
- Visualization of the development considering land-use, financial, social, and environmental aspects
- Developing an investment and financial operating plan leveraging land, private sector investments etc.
- Identifying approaches for institutional strengthening for enhanced service delivery and governance
- Developing a change management and implementation plan

8. **"INK@WASH: Innovations & New Knowledge in Water Sanitation and Hygiene",** Government of Telangana, 2019 (ongoing)
WASH and waste management challenges faced by India are daunting and are causing tremendous damage to public health and environment. A multi-dimensional and multi-pronged approach of implementing innovations in technology, data, planning, monitoring and behavior change is the need of the hour. Also required is the coming together of multiple-stakeholders to collaborate and push the agenda. Government of Telangana (GoT) has prioritized WASH and is deeply committed to achieve the sustainable development goals (SDG) targets well ahead of the globally agreed timelines. ASCI is knowledge partner to GoT in these efforts. It is establishing a Sanitation Innovation Hub (S-Hub) to support and promote start-ups and innovators in WASH. GoT pledged INR 25 Cr seed fund for S-Hub.

INK@WASH, the first offering from Telangana's S-Hub, is a unique platform for collaboration and partnerships between startups/innovators, mentors, academic institutions, non-profits, funders, and state/city governments. It provides an opportunity for promising innovators to pitch their innovation/idea, and funders and governments to assess suitability of the innovations and promote them for implementation at scale. The platform aims to achieve its objectives through learning events, pitch presentations, exhibitions, partnership meets, peer learning, and knowledge dissemination. Under INK@WASH banner, ASCI has achieved the following:
- Identified 150 startups in WASH and 60 startups in plastic waste management.
- Conducted summits attended by representatives of more than 300 cities, numerous investors and other stakeholders.
- Engaged over 500 stakeholders engaged in capacity building and outreach initiatives.
- Government directives issued to cities to implement innovations.
- Worked with the GoT to commission and facilitate the construction of 11,000 public toilets over a matter of months, by promoting innovative models of design and procurement.
- Engaged the GoT to commission Self-Help Groups to operate and maintain (O&M) public sanitation facilities, leading Telangana to be highlighted as a national best practice for O&M models.
- Scaled innovative models for exclusive toilets for women (She toilets) and mobile toilets in every town, through successful advocacy with the GoT.
- Supported NITI Aayog and Namami Gange Programme at the national level with catalogues of innovations.
- Organised webinars on Women Leadership in WASH
- Developed various publications.
- Strengthened collaboration between WASH peers.

9. **"Online Certificate Course on Leadership Development for City wide Inclusive Sanitation in South Asia"**, ADBI, 2020-22 (ongoing)
This program aims to develop senior government officials and sanitation professionals as leaders and champions of safe sanitation for all. Currently, the online program has been conducted twice and trained over 150 members from across 15 states in India and from Bangladesh and Nepal.

10. **"COVID-19 surveillance: Developing Wastewater & Faecal Sludge Testing System",** Centre for Innovations in Public Systems., 2020-21 (complete)
This project aimed to ascertain the presence of COVID-19 virus in the wastewater systems - sewers, open drains, septage, decentralized wastewater systems - in the city of Hyderabad and draw inferences. It contributed to development of a framework for Sewage Surveillance Protocol for India following national and international experiences with an aim to help city and health officials for early detection of COVID-19 using wastewater surveillance. A systematic literature survey on Environmental Surveillance of SARS-CoV-2 in sewage and septage was conducted, a report prepared and widely discussed with Policy makers and researchers. ASCI continues to track developments in these areas for the benefit of city practitioners in India. Further, a global advisory group on Environmental Surveillance for COVID-19 has been established to understand the emerging trends.

11. **"Programme Cooperation Agreement for WASH in Schools Leadership Course"**, UNICEF, 2016-2019; UNICEF, Unilever 2020-21 (ongoing)
The program provides support to UNICEF and Ministry of Human Resource Development (MHRD) for rolling out national benchmarking WASH in schools program, the Swachh Vidyalaya Puraskar (2016-17 and 2017-18). The program involved development of the benchmarking framework, rollout of mobile and web-based tools for facilitating participation by 15,00,000 schools in India, capacity building of state and district officials, data management and supporting the ministry in identifying and awarding schools that demonstrate excellence in WASH. More than 6 lakhs schools participated in the awards programs in year two of implementation. Train-the-trainer programs (handbook, sessions, audio-visuals) for different stakeholders for implementation through the MHRD is supported by Unilever.

12. **"Online Teacher Training Programme on COVID-19 Preparedness and WASH in Schools ",** UNICEF, State Government of Jharkhand and Gujarat, 2019-2020.
More than 1.5 lakhs school teachers in Jharkhand and 2.5 lakh teachers in Gujarat are trained on COVID-19 preparedness/responsiveness and WASH in schools. An online certificate course comprising content and testing modules was developed and implemented over a period of a month. Training effectiveness in terms of recall, understanding and actual implementation was also assessed. A dashboard was also developed to monitor the progress of training completion across Districts and Mandals.

13. **"City Wide Inclusive Sanitation"**, Narsapur and Warangal, Bill and Melinda Gates Foundation, 2018-2022 (ongoing)
The program involves lending knowledge and technical support to the cities of Narsapur (Andhra Pradesh State) and Warangal (Telangana State) in bringing wide scale and sustainable sanitation improvements to meet the needs of all, particularly women, urban poor and vulnerable. It involves helping the cities develop an enabling ecosystem to support sanitation innovations, building capacities of the cities to establish institutional mechanisms to support planning, implementation and monitoring of sustainable and equitable sanitation programs.

14. **"Intersectionality Informed Gender Mainstreaming in Sanitation",** Bill and Melinda Gates Foundation, 2017-19
The programme involved developing a framework from mainstreaming gender in sanitation by way of enhancing women's agency, voice and participation in sanitation decision making and service delivery. Based on grounded research, the framework is tested in three towns in Andhra Pradesh leading to state wide scale up. The program involves incorporating gender elements to strengthen the state sanitation policy, capability building of key functionaries at state and town level, and sharing of learning with other states and organizations for scaled implementation of the framework.

15. **"National Awards to Teachers"**, Ministry of Human Resources Development, 2018 and 2019
This programme involved supporting the MHRD in defining the parameters and digitizing the process for selecting teacher for awards that has been running in a manual format for more than 50 years. It involved developing a user-friendly and robust mobile and web-based system for the more than 40,00,000 teachers in India to self-nominate themselves to the NAT awards (2016-17 as 2017-18) and for all the districts and states to screen the nominations and recommend for national level screening.

16. **"Implementation of Menstrual Hygiene Management Tool Kit in Andhra Pradesh"**, WASH United gGmbh, 2018.
This programme involved testing and implementing an MHM tool kit developed by WASH United in 150 schools in Andhra Pradesh to benefit 20,000 adolescent girls. It also involves building capacities of 250 resource persons and state functionaries from related departments to enable scaled implementation of the kit.

17. **"Results-based approach for Capacity Building of Municipal Functionaries for effective implementation of FSSM",** IHE Delft and Bill and Melinda gates Foundation, 2017-18
Sensitizing and educating municipal functionaries is the key driver towards successfully implementing non-sewered options in urban India. The programme involved conducting detailed training needs assessment for the states of Andhra Pradesh and Telangana. The programme involved development of customized training programs, course material, blended learning delivery plan and post training support systems for senior state municipal functionaries, Commissioners, Mayors (elected representative and policy maker), Municipal engineers (technical team) and Sanitary inspectors (field implementors).

18. **"Technical assistance to the Government of Andhra Pradesh and Telangana for scaling Faecal Sludge & Septage Management solutions in urban areas with focus on urban poor",** Bill and Melinda Gates Foundation, 2016-2021 (Ongoing)
The programme aims at promoting integrated sanitation in all the 120 urban areas through a combination of policy, regulation, private sector participation, Public-private partnerships, non-networked technology solutions, gender inclusion and behavioral change interventions. The focus is on building institutional mechanisms, capacities and dedicated funding for sanitation to implement and sustain safe sanitation.

19. **"City Wide Delivery of Sustainable and Equitable Sanitation Services in Warangal"**, Bill and Melinda Gates Foundation, 2015-2021 (ongoing)
The programme aims at promoting non-networked innovative options across sanitation value chain in Warangal in a PPP format that is equitable and sustainable. Social Marketing; Behavioral Change Studies; Information Education and Communication Campaigns; School Sanitation (WASH in Schools) and encouraging Social Entrepreneurship particularly among women are crucial areas of activities in the project contributing to demand generation and adoption of safe sanitation practices by citizens.

20. **"Decentralised sanitation management support in select river front towns in Andhra Pradesh (AP) and technical assistant to SBM sub-group at Niti Aayog"**, Bill and Melinda Gates Foundation (BMGF), 2015-16.
The project aimed to improve the lives of the population in select towns by proposing decentralized sanitation technologies and solutions in these towns to create demonstration sanitation river towns, using innovative private sector engagement and financing models for scaling up in other towns in the state of Andhra Pradesh, and by other states in their river towns. Social Marketing; Behavioral Change Studies; Information Education and Communication Campaigns; School Sanitation (WASH in Schools) and encouraging Social Entrepreneurship are crucial areas of activities in the project contributing to demand generation and adoption of safe sanitation practices by citizens.

21. **"Co-treatment of Faecal Sludge at Functional Sewerage Treatment Plants in Hyderabad",** Hyderabad Metropolitan Water Supply & Sewerage Board (HMWS&SB), 2019
The program involved conducting detailed analysis of the functionality of all the STPs in Hyderabad and assess feasibility of converting them into co-treatment facilities that accept faecal sludge. It involved preparation of Detailed Project Reports, operational plan and providing implementation support to Hyderabad Metro Water Supply and Sewerage Board (HMWSSB) to develop 18 co-treatment facilities. It also involves implementing a sanitation worker registry, training, health and well-being programs.

22. **"Impact Assessment Study of Safe Drinking Water Program",** Tata Projects Community Development Trust (TPCDT), 2017-18
This programme involved gaining a deeper understanding of the reach and impact of TPCDT's work related to setting up around 300 community-based RO water treatment plants over 4 years in the states of Andhra Pradesh, Telangana, Maharashtra, Tamilnadu, Jammu & Kashmir and Karnataka benefitting more than 3 lakhs people. It included field-based study in 7 districts in the 3 states through interviewing social entrepreneurs, surveying households and focus group discussions at each location with multiple stakeholders with a view to support programmatic improvements.

23. **"Smart Bus-shelters in Cities in Telangana"**, Greater Hyderabad Muncipal Corporation, Greater Warangal Municipal Corporation, and Telangana Urban Finance & Infrastructure Development Corporation Limited (TUFIDC), 2017-19
The program provides support to the organizations in provisioning good quality bus shelters with modern facilities to its citizens. It involves using ICT based tools to map the requirements, coordination and capacity building of the different departments involved, developing Public Private Partnership (PPP) model and providing transaction advisory support for bid process management, design finalization and establishing monitoring tools for project management.

24. **"Benchmarking WASH in Schools"**, District of Sabarkantha, Government of Gujarat, UNICEF, 2017-2019.
The program provides capacity building and handholding support to the District of Sabarkantha for implementation of Benchmarking System in Water Sanitation and Hygiene (WASH) in schools and monitoring of functionality using ICT based solutions. It also supports the district in developing an action plan for implementing wash improvements, and pilot Model WASH schools as demonstration and develop a school sanitation fund for sustaining the interventions.

25. **"Benchmarking WASH in Schools and ICT based teacher and student attendance system "**, District of Malda, Government of West Bengal, UNICEF, 2015-2016.
The program provides capacity building and handholding support to the District of Malda for implementation of Benchmarking System in Wash in Schools (WinS) and monitoring of functionality using ICT based solutions. The district also commissioned the development of ICT based attendance systems for daily use by teachers and students.

26. **"Study on Implementation of Water, Sanitation and Hygiene in Schools"**, Sarva Shikhsa Abhiyaan, Telangana. 2015-16.
This is a Monitoring and Evaluation Study of Water Sanitation and Hygiene (WASH) in schools program implemented by Telangana state government. A web enabled mobile based quantitative survey would be used for data collection followed by field validation of about 100 schools. The study would benefit the more than 28,000 schools in the ten districts of the state by helping the state establish a process for Monitoring its WASH in Schools initiatives.

27. **"Programme Cooperation Agreement for WASH in Schools Leadership Course"**, UNICEF, 2015-2016
The program aimed to provide support to UNICEF by capacity building through development of manuals and conducting workshops; development of Behavioral Change strategies and material; Monitoring WASH in Schools program in India, as aligned with the National Agenda.

28. **"Contribution of Participatory Processes for Effective Service Development"**, Asian Institute of Management, Manila, 2014-2015.
The research project aimed to study inclusive growth in terms of what participatory processes lead to effective delivery of services in the specific context of WASH in Schools program in India.

29. "**Assessing Digital Marketing Capabilities** of Mee-Seva", Department of Information Technology, Electronics and Communications, Andhra Pradesh, 2014.
The project involved understanding and identifying opportunities for enhancing the Digital Marketing capabilities of Mee-seva, the e-governance initiative by the undivided state of Andhra Pradesh.

30. **"Product Review- Online Tutorials for Engineering Education"**, Winzest Edutech Private Limited, 2011.
The project involved developing instruction material ; establishing quality assurance system to review content, delivery; establishing and testing online study material usability; establishing feedback mechanisms.

31. **"Online Education- Program Design and Quality"**, Triburg Centre for Learning, 2010-2011.
The project involved developing a one-year foundation program on Garment Merchandising and Manufacturing to be delivered in both 'on line' as well as 'on campus' mode. The development included content for students, teaching notes for instructors, compilation of resources, preparation of assessments and evaluation schemes, development of online tutorials and so on.

32. "**Assessing Market Potential for Parenterals in Seven Southern States of India"**, Srikara Parenterals Ltd", 2014.
The Market Research project involved assessing the market potential for parenterals products in seven southern states of Iindia in both the open market and tender market segments. Secondary research, quantitative surveys and indepth interviews were conducted across different stakeholders to estimate market potential.

33. **"Branding and Communication Strategy"**, Hyderabad Institute of Technology and Management, 2014.
The project involved enhancing the visibility and image of the institute through Branding and Communication strategy and implementation in online and offline mediums.

34. **"Capacity Building support for Establishing Patrolling System for Hyderabad and Cyberabad"**, Telangana State Police, 2014-2015.
The program involved establishing a patrolling systems to aid Telangana State Police in enhancing its effectiveness. Branding and communication to enhance the visibility as well as appeal as citizen friendly policing was a key aspect of the project.

Intellectual Contributions (Indicative List)

Program Documents
- Developed more than 100 reports, documents, communication products across all projects.
- Presented project progress and findings at several international and national conferences, convenings, meetings.

Research Papers

1. Reddy, Y.M., Srividya, R., Chary, V.S (2019). A Narrative Exposition on Public Toilet Usage by Women: A Study from Warangal. *Indian Journal of Gender Studies*, *Sage Publications,* Issue 26, No. 1 &2, pp. 108-137
2. Chary,V.S., Reddy, Y.M. and Ahmad, S. (2017). Towards a Model Sanitation City: Operationalizing FSM Regulations in Warangal. *FSM Innovation - Case Studies on the Business, Policy and Technology of Faecal Sludge Management, Bill and Melinda Gates Foundation*, 2nd Edition, pp 33-46.
3. Chary,V.S., Reddy, Y.M. and Ahmad, S. (2017). Implementing FSM Regulations at City Level: A Case Study of Warangal, India, *Bill and Melinda Gates Foundation*, Edition 1, pp 27-33**.**
4. Reddy, Y.M. and Chandra,A. (2015). Implementation of Village Health & Nutrition Day (VHND): Learning from Experiences of Unakoti District. Vol. 8, Issue:1, Oct-March'15 issue of *International Journal of Business Insights and Transformation.*
5. Srilekha, R. and Reddy Y.M. (2015). Creating Inclusive Markets- Voices from the field. Accepted from publication in International Journal "NOVUS" (ISSN:2394 - 269X), Edition February, 2015.Vol. 1, Issue: 1, pp 156-167
6. Reddy, Y.M. and Sanjay Jaju (2015), Assessing the Quality of e-Enabled Delivery of Public Services: A Case Study of Meeseva. *Journal of Economics, Business and Management*, Vol.3, No.10, pp 984-989.
7. Malini Reddy& Shankha Sengupta (2012).Online medical education: determinants and development prospects with reference to Indian institutions. *On the Horizon*, Vol. 20 Issue: 2 pp. 117 – 125.
8. Reddy, Y.M. (2012). Examining The Relationship Between Rubric Assessment Tools And Enhancement Of Student Learning. *International Journal of Management In Education (IJMIE),* Vol.6, No. 3,pp 273-293.
9. Reddy, M. (2011). Determinants of student choice of business schools in India: A factor analytic investigation. *International Journal of Management*, 28 (3), 751-762.
10. Malini Y. Reddy, (2011) Design and development of rubrics to improve assessment outcomes: A pilot study in a Master's level business program in India, *Quality Assurance in Education*, Vol. 19 Iss: 1, pp.84 – 104.
11. Reddy, Y.M. & Andrade. H. (2010). A Review of Rubric Use in Higher Education. *Assessment and Evaluation in Higher Education,*1469-297X, 35(4), 435 – 448.
12. Reddy, Y.M. (2008).Global Accreditation Systems in Management Education - A Critical Analysis. *South Asian Journal of Management,* 15(2), 61-80.
13. Reddy, Y.M. (2008). Quality Assurance at Doctoral Level: Observations in the Context of Management Education in India. *ICFAI Journal of Higher Education*, III(3), 48-56.
14. Reddy. Y.M. (2008). Outsourcing of Finance and Accounting Operation: The Feasibility of the Vertical in the Indian Context. *Icfai Journal of Services Marketing,* VI (1), 23-39.
15. Reddy, Y.M. (2007). Effect of Rubrics on Enhancement of Student Learning. *Educate,* 7(1), 3-17. Available:http://www.educatejournal.org/index.php/educate/index.php?journal=educate&page=article&op=view&path%5B%5D=117&path%5B%5D=148
16. Reddy, Y.M.(2007, February 12-14). *Innovative Approaches to Internationalization by Indian Management Institutions.* Abstract Published in Conference Proceedings (p. 41) of the 8th International Research Conference on Quality, Innovation and Knowledge Management, organized by Monash University in collaboration with the Department of Management Studies, IIT Delhi, and the IMT Ghaziabad at New Delhi.
17. Reddy, Y.M. (2006). Nothing Endures But Quality, Using QFD to Advance Quality in Indian Management Institutions. *PES Business Review*, 1(1), 3-14.

18. Reddy, Y.M. (2005, March 11-13). *To Be or Not To Be Accredited.* Paper Published in the Proceedings (759-766) of International Conference on Services Marketing, Institute of International Management and Technology, Oxford Brooks University, Gurgaon.
19. Reddy, Y.M.,Bhattacharya, S. (2004, December 21-22). *Need for Effective Promotional Actions by Indian Management Institutes*. Paper Published (pp 190-208) in Book of Proceedings "Managing Customer Relationships in Services Industries" in The management Strategy Conference By IIM Kozikode, New Delhi: Excel Books.
20. Gupta, N., Sharma, D., Gabbita, V.S., Reddy, Y.M. (2005). Customer Focused Product Planning: A Conjoint Study on Hostel Accommodation Attributes. *The Icfai Journal of Services Marketing*, June, 33-47.
21. Reddy, Y.M. (2004). Importance and Measurement of Services Quality in Business Schools. *The Icfai Journal of Services Marketing*, December, 18-26.

Papers Presented in Conferences

1. Webinar and curated discussion paper published by SUSANA, IRC and ISC in May 2020 titled "Thematic Discussion Synthesis: Testing Sewage for Early Warnings About Covid-19" https://www.ircwash.org/sites/default/files/testing_sewage_for_early_warnings_about_covid-19_-_thematic_discussion_synthesis.pdf
2. 5th International Faecal Sludge Management conference cohosted with AfricaSac5, 18-22 February 2019, Cape Town, South Africa
   - PPP Model for Developing Faecal Sludge Treatment Facilities at Scale: Andhra Pradesh, India
   - Gender and FSM - Implementation Experience from Narsapur, India
   - Technology Innovations for Co-Treatment of Septage at Sewage Treatment Plants - Andhra Pradesh, India
   - GIS analysis for city-wide FSM optimisation and decision making: Narsapur, India
3. World Water Week by Stockholm Environment Institute, 26-31 August, 2018, Loughborough, UK.
   - Benchmarking WASH in Schools – India experience (Swachh Vidyalaya Puraskar)
4. The 40th WEDC International Conference. 24-28 July, 2017
   - Why do women in India not use public toilets? : Patterns and Determinants of Usage by Women in Warangal City
   - Operationalizing FSM Regulations at City Level: A Case Study of Warangal, India
5. 4th International Faecal Sludge Management Conference, 19-23 February 2017
   - Operationalizing FSM Regulations at City Level: A Case study of Warangal City
   - ICT for effective Planning and Implementation of FSM Programme: A Case study of Warangal City
   - Improving Sanitation Services through Service Level Agreements and Public Private Partnerships: A Case study of Warangal City
   - Why do Women in India not use Public Toilets?: Patterns and Determinants of PT Usage by Women in Warangal City
6. Srilekha, R. and Reddy Y.M. (2015). Creating Inclusive Markets- Voices from the field. 3rd International Conference "NOVUS 2015" on the Theme "Change for Sustainable Businesses" on February 27th & 28th 2015, Pune.
7. Reddy, Y.M. and Chandra,A. (2014) 'Implementation of Village Health & Nutrition Day (VHND): Learning from Experiences of Unakoti District', Accepted for presentation at International Seminar on Social Sector Development: Issues, Challenges and Policy, 27-28 November 2014, Institute of Public Enterprise, Hyderabad
8. Reddy, Y.M. and Jaju, S. (2014). Assessing the Quality of e-enabled Delivery of Public Services: A Case Study of Meeseva. 2014 2nd Journal Conference on e-Education, e-Business, e-Management and e-Learning at Madrid, Spain, July, 19-20th, 2014. Selected as the best paper. To be published in Journal of Economics, Business and Management (JOEBM, ISSN: 2013-2014).
9. Reddy, Y.M. and Pamidipati, S. (2014). Optimal ERP- PLM Integrated Solution by Srisaa Labs – ApparelSolutionz (A2Z): A Case study. International Conference on Fashion, Retail and Management (ICFRM), January, 9-11th, 2014, NIFT Hyderabad. To be Published in Conference Proceedings.
10. Reddy, Y.M , Khan, S (2012). Customer Satisfaction with 3 G Services – A Study in Hyderabad. International Conference on Business and Management - ARC 2012, December 28-29, Bangalore. Published in Conference Proceedings, pp 194-197, ISBN Number : 978-0-615-73960-1
11. Bhattacharya, S., Reddy, Y.M. (2004, December 28-30). Information Systems in Supply Chain Management in Construction Industry - An experience. Paper Presented at AIMS International Conference, Indian Institute of Management Bangalore
12. Reddy, Y.M. (2004, October 28& 29). Students Appraisal of Business Schools. National Conference 'Marketing 2004 and Beyond', IBS Bangalore.

Recent Speaking Sessions (partial)

1. City wide inclusive sanitation: July 2021, WRI
2. Panelist in Evolution of WASH in Schools (2010-2030), 18th November 2020, By World toilet Organisation and Ecosan services
3. City resilience and sanitation: August 2019, Western Sydney University
4. City wide inclusive sanitation, decentralised package treatment plants in India: August 2019, ADBI and JICA
5. City resilience - Hyderabad 2.0: September 2019, 100 Resilient Cities, Bloomberg
6. River water monitoring: September 2019, University of Chicaco
7. Monitoring, learning and evaluation in sanitation: October 2019, MEDS conference, BMGF
8. Reinvent Toilets: September 2019, Duke University
9. Convening on City Wide Inclusive Sanitation, Bill and Melinda Gates Foundation, 10-14 December 2018, Manila
10. BMGF-DFID : City Partnership Convening, 4-6 December 2017, Malawi
11. South Asia City Partners Convening, 14-18 November, 2016, Dakar
12. 2nd World Summit on Accreditation by National Board of Accreditation, 8-10th March, 2014, Delhi.
13. Chairperson of the "Innovations in Tourism" session in the National Conference by Dr. YSR National Institute of Tourism and Hospitality Management, 25th and 26th October, 2013, Hyderabad.
14. Panelist and Panel Chair in Workshop on Menstrual Health Management and Gender in Sanitation – Delhi: 30th and 31st May 2018
15. Speaker in technical workshop on WASH in Schools: Monitoring & Evaluation, Taj Lands End, Mumbai: 18th November 2018
16. Participated in panel discussions at Sustainable Sanitation Alliance meetings organized by Stockholm Environment Institute – Stockholm, 25th August to 2nd September 2018

Case Studies

1. Reddy, Y.M. (2008). Advertising Campaigns of ICICI Prudential Life Insurance Company. In the Case Book by The Department of Business Administration, Annamalai University, *Developing Analytical Skills : Case Studies in Management* (pp 327-337), Mumbai, India: Shroff publishers.

2. Reddy, Y.M. (2006). Seagram India. *Asia Case Research Journal*, 10(2), 161-192.

Book Reviews

1. Reddy, Y.M. (2006). The Future of the Multinational Company. The Smart Manager, 91-94. Available http://www.thesmartmanager.com/elibrary/elibrary.asp
2. Reddy, Y.M. (2006). Advertising: Innovative Media Options. www.indianmba.com. Available http://www.indianmba.com/Faculty_Column/FC351/fc351.html
3. Reddy, Y.M. (2005). Tectonic Shift, The Geoeconomic Realignbment of Globalizing Markets. Pitch, III(6), 74
4. Reddy, Y.M. (2005). Madison & Vine. Pitch, II(12), 83.
5. Reddy, Y. M. (2005). Joyful Organization. South Asian Journal of Management, 12 (3), 89-91.

Research Summary

1. Reddy, Y.M. (2010). Can Live Case Analysis Be Used Effectively in Management Education? Summary of "Live Case Analysis: Pedagogical Problems and Prospects in Management Education, By Roth K.J. and Smith C., American Journal of Business Education, Vol.2, No.9, 2009, pp. 59-66". The FedUni Journal of Higher Education, Vol V, No.3, pp. 82-83.
2. Reddy, Y.M. (2006). Knowing Religious-Minded Shoppers. Summary of the paper "The Effect of Reliogisty on Shopping Orientation: An Exploratory Study in Malaysia, By Safiek Mokhlis, Journal of American Academy of Business, Cambridge, 9(1), 64-75". *Pitch*, III(7), 58.
3. Reddy, Y.M. (2006). Marketing and Consumerism. Summary of the Paper " Marketing and Consumerism:A response to O'Shaughnessy and O'Shaughnessy, by Andrew V Albela, European Journal of Marketing, 40(1/2), 5-16". *Pitch*, III(7), 59.
4. Reddy, Y.M. (2005). Effects of Collaborative Marketing. Summary of the paper "Do Suppliers Benefit from Collaborative Relationships with Large Retailers? An Empirical Investigation of Efficient Consumer Response Adoption, By Daniel Corsten & Nirmal Kumar, Journal of Marketing, 69(80-94)". *Pitch*, II(11), 92.
5. Reddy, Y.M. (2005). Issues Mega Retailers Face. Summary of the paper "An Analysis of Global Retail Strategies: A Case of US Based Retailers, by Soo-Young Moon, The Journal of American Academy of Business, Cambridge, 7(1), 219-222". *Pitch*, II(11), 93.

Magazine/ Newspaper Articles

1. Reddy, Y. M., Jyothsna, D. (2019), The hidden opportunity in wastewater reuse, Developing India, India, TOI, 25th November, https://timesofindia.indiatimes.com/blogs/developing-contemporary-india/the-hidden-opportunity-in-wastewater-reuse/
2. Reddy, Y.M, Green Marketing (2012), Education Times, TOI, 29th October, p.3.
3. Reddy, Y.M, Shop till you drop and get paid for it (2012), Education Times, TOI, 24th September, p.2.
4. Reddy, Y. M., Placement Considerations (2012), Education Times, TOI, 17th September, p 1-2.
5. Pattnaik, R.K., Gupta N.,Reddy, Y. M. (2012) Railway's Artificially Low Pricing Structure an Anathema for the Consumer? The Free Press, Business News, pp.4.
6. Reddy, Y.M. (2005). I Like It…………..I Like It Not……..*Marketing Mastermind*. January, 7-9.
7. Reddy, Y.M., Bhattacharya, S. (2005). The Way We Shop - Exploring Gender Differences in Shopping For Personal Care Products. *Marketing Mastermind,* February, 55-63.
8. Reddy, Y.M., Bhattacharya, S. (2005). E-Supply Chain - Creating New Business Models. *E-Business*, March, 46-51.
9. Reddy, Y.M. (2004). The Concept of Retail Anthropology. *Marketing Mastermind*, November, 26-28.
10. Reddy, Y.M. (2004). Hinterland: The Better Land. *Marketing Mastermind*, December, 29-31.
11. 60 articles on Fashion and Fashion Management and Marketing in the Fashion and Lifestyle supplementary of Deccan Chronicle newspaper between 1997- 2002.

Books

1. "Student Learning in Higher Education Programs in India" (ISBN 978-3-639-70271-2), Scholar's Press
   This book focuses on evaluating the effectiveness of rubric assessment procedure in measuring and promoting student learning. The dimensions of learning considered were (a) attitudes towards assessment, specifically satisfaction with grading and feedback; (b) motivation levels and self-regulated learning behaviors; and (c) academic performance on cognitive and affective learning outcomes. To assess the influence of rubric usage on these aspects of learning, multiple field investigations were carried out at four higher education institutions and four business organizations using quasi-experimental designs.

Articles in Edited Book

1. Reddy, Y.M. (2005). Do We Understand Our Rural Customer. In edited Book (p. 168- 175), Consumer Behavior- Approaches and Applications, by G. Radha krishna, India: Icfai University Press.
2. Reddy, Y.M. (2005). Positioning to Indian Consumer. In edited Book (p.   ), Indian Consumer Issues and Analysis, India: Icfai University Press.

Editorial Activities

- Technical Editor, ASCI Journal of Management, Special issue on Innovations in Water Sanitation and Hygiene, Vol. 49, Issue No.1, March 2020.
- Consulting Editor of Icfai Journal of Higher Education. June 2009 – June 2011 (Associate Consulting Editor of Icfai Journal of Higher Education. May 2006 – May 2009).
- Member of the review panel
  - Sage publications India. (Reviewed three manuscripts so far : *BOUNDARIES &*
  - *BEYOND: Enhancing Equity, Efficiency & Effectiveness; Cultural Schizophrenia and its*
  - *impact on customer service quality: Exploring Policy-Practice Gaps in Customer Care;*
  - *Emotional Intelligence in the Workplace)*
  - Emerald Emerging Markets and Case Studies (Journal). (Reviewed two case studies so far : *"A loaf of bread is just a loaf of bread : The bread war between Gardenia and Massimo"*)
  - Asian Education and Development Studies (Reviewed one paper so far) *"Student Expectations of Business School Placements in India- An Exploratory Study"*
  - Educational Management, Administration and Leadership (Sage Publication). *"Teacher retention in the business schools: A study from the Indian perspective".* *"Workplace Predictors of Secondary School Teachers' Intention to Leave: An Exploration of Career Stages."*
- Actively involved in institutional development activities related to Educational Quality Management and Systems. In addition to AICTE, I have working knowledge of globally known management education accreditation systems such as AACSB, EFMD, AMDISA, AMBA. I have attended and conducted workshops on Assessment of learning.

The *ASCI Journal of Management*, published every March and September by the Administrative Staff College of India, is devoted to discussions on policy and management issues concerning various aspects of national life. The papers published in the journal are based on research work, consulting and professional experience. The *ASCI Journal of Management* also publishes analytical reviews of literature on specific themes, research notes, short notes from practising executives on issues and concerns of current interest, and book reviews. Manuscripts of papers (see **Notes for Contributors**) should reach the Editor four months prior to the date of release of a particular issue. The papers received for publication are sent to referees for their comments before a final decision is taken on their inclusion. The authors of papers that are published will receive 25 reprints free of cost.

Subscription

Country/category	One year	Two years	Three years
India	Rs. 500	Rs. 900	Rs. 1,200
Bellavistans (members of ASCI Association)	Rs. 500	Rs. 800	Rs. 1,000
USA/other countries	$ 30	$ 55	$ 80
UK	£ 18	£ 30	£ 45

Note: All payments may ideally be made by demand draft in favour of **Administrative Staff College of India**. In case of outstation cheques, please add Rs. 30 towards collection charges.

Advertisements: The *ASCI Journal of Management* accepts a limited number of advertisements. The advertisement tariffs are available on request.

A Narrative Exposition on Public Toilet Usage by Women: A Study from Warangal

Y. Malini Reddy[1]

Srividya Raghavan[2]

Srinivas Chary Vedala[3]

Abstract

Despite the heightened emphasis on the sanitation agenda of the country, driven by both international and national development goals, there is little scholarly work to base our understanding of infrastructural needs of users for effective implementation. This research was conceived as a part of an extended study to assess sanitation needs in the city of Warangal, Telangana, India. The aim of this study is, specifically, to understand the needs of women for public toilets (PTs) and sanitation facilities. This article presents the results from the analysis of interviews conducted among a cross section of women from various walks of life, and of different ages and qualifications. The interviews were subjectively parsed and interlinked by two independent women reviewers unacquainted with the project. The raw qualitative data was then text analysed, and networks were created to map the co-occurring concepts. This exercise led to the revelation that there is a need for

[1] Associate Professor, Administrative Staff College of India, Hyderabad, India.
[2] Associate Professor, Institute of Finance and International Management (IFIM) Business School, Bangalore, India.
[3] Professor and Director, Administrative Staff College of India, Hyderabad, India.

Corresponding author:
Srividya Raghavan, Associate Professor, IFIM Business School, Bangalore, India.
E-mail: srividya@ifimbschool.com, srividya.rags@gmail.com

Implementing FSM Regulations at City Level: A Case Study of Warangal, India

V. S. Chary, Y. M. Reddy and S. Ahmad

EXECUTIVE SUMMARY

Warangal is the first city in India to introduce and implement faecal sludge management (FSM) regulations. Evidence-based advocacy, leadership at city level, citizen awareness campaigns, capacity building of stakeholders (particularly mechanised desludging operators) and extensive use of information and communication technology (ICT) tools for monitoring have played an important role in implementing the regulations. In the last year, the city government, through FSM regulation, has successfully introduced: a) licensing and training of masons (as toilet builders) to ensure toilets are built to design specifications, b) site inspection by the sanitation team prior to issuance of building plan approval, c) licences to operate mechanised desludging and service level agreements with private operators, d) use of personal protective equipment by the operators e) a mobile app in vernacular language for record-keeping on desludging, f) a dedicated helpline for citizens seeking support with FSM operations and, g) awareness campaigns on safe FSM and scheduled desludging. A comprehensive property database is being developed to schedule desludging of septage. The city government has also earmarked land and financial resources for a faecal sludge treatment plant (FSTP), demonstrating its commitment to safe FSM. Lessons from Warangal are being scaled up through the introduction of state-level

of Urban Development brought out an advisory note and primer on FSM and septage management in urban India in 2013 and in 2016, and encouraged urban local bodies to formulate their own by-laws and rules for management of septage in the city. Recognising the importance of safe FSM, the Greater Warangal municipal corporation (GWMC) took a lead in developing a regulatory framework covering the entire sanitation value chain.

FSM SERVICES IN WARANGAL

With a population of 610,000 (2011), Warangal is the second largest city in the newly formed state of Telangana, India. The Administrative Staff College of India (ASCI) conducted a detailed diagnostic study in 2015 to understand the condition of FSM in Warangal. It furthered this understanding with continuous interactions and in-depth interviews with FSM operators and functionaries of the GWMC, field visits and focus group discussions with other stakeholders in 2015–16.

In 2015, about 77 percent of households had access to onsite sanitation (59 percent had septic tanks, 18 percent had pit toilets). The design and construction of toilets has not been regulated, and there was a prevalence of insanitary toilets. These pit toilets typically comprise of single or twin pits, and in many

YOUTH   November 19, 2019

The hidden opportunity in wastewater reuse

Leveraging sanitation infrastructure for water conservation will help address India's water scarcity problem.

by Y. MALINI REDDY, JYOTHSNA DEVI

5 min read

Earlier this year, the government of India launched a new Ministry of Jal Shakti with an aim to work on the escalating water crisis in the country. This ministry was born out of merging the Ministry of Water Resources, Ministry of River Development and Ganga Rejuvenation, and the Ministry of Drinking Water and Sanitation.

This new ministry has announced the launch of the Jal Shakti Abhiyan, a large-scale water conservation effort with a five-fold focus: water conservation and rainwater harvesting, renovation of traditional and other water bodies, reuse of water and recharging of structures, watershed development, and intensive afforestation.

Creating Inclusive Markets – Voices from the Field

Ms. SrilekhaRavvarapu
Centre for Poverty Studies and Rural Development,
Administrative Staff College of India, Hyderabad

Dr. Y.Malini Reddy
Centre for Management Studies,
Administrative Staff College of India, Hyderabad.

Abstract

Changes in the global business environment drive businesses to look beyond numbers and integrate environmental and social aspects into their business practices. This is not only important for creating impact, but also significantfor an organization's good will and investor relations. Sustainability in businesses has gained a lot of importance as more than 4000 companies around the world are producing sustainability reports annually. India follows the suit and Indian companies have begun to comprehend the importance of sustainable business models.

One of the key means to achieve sustainability is 'inclusive markets' which has its focus on co-creating value with the poor and marginalized sections of the society. By involving poor as producers, consumers and employees, inclusive markets aid their economic, social and human development. A large number of social entrepreneurs work on path-breaking social innovations and are successfully converting them into financially viable business models. These however tend to remain as pockets of excellence, not being able to reach the scale to impact a larger number of people.

This research paper captures the experiences of social entrepreneurs to understand the