

AMDA

Bulletin



ASSOCIATION OF
MUNICIPALITIES AND
DEVELOPMENT AUTHORITIES

October-December 2015
Volume V, Issue 4



FEATURED BULLETINS

Urbanization | pg 01

Innovations in
Urban Management | pg 03

Financing the
Sanitation in India | pg 07

Housing For All
By 2022 | pg 14

Chairman's Message

B K Tripathi
Chairman, AMDA



Founded in the year 1983, AMDA on January 6, 2016 has successfully completed its 33 years. The organisation has grown from its foundation to be a reliable partner to ULBs offering unmatched value to our members in fields of Capacity Building & Training, Planning Consultation, Research and Studies, Information Exchange and its Dissemination and Advocacy. Since its inception, the organisation has grown manifold on the basis of trust and confidence of its stakeholders and it still continues to inspire and challenge ULBs to find innovative ways to strengthen services to address community needs and lead the way towards better alignment of social strategies.

We have registered strong growth in our membership over years and now we have 79 proud members. AMDA membership value strengthens our operating position and allows AMDA to serve Municipal Corporations, Municipalities and Development Authorities in better ways.

2015 has seen major shift in urban policy and schemes, which is sure to assign ULBs with greater responsibilities which demands to take up effective and area based solutions. In our forthcoming months we are planning to conduct various Capacity Building and Training programs to help our members improve their services and to support them to maintain the momentum of their achievements.

On behalf of AMDA, I would like to thank ULBs for their tireless efforts in helping deliver our mission across developing urban India. Our committed members make a real impact on their communities and together we will continue making our towns and cities better places to live in.

A handwritten signature in blue ink that reads "B K Tripathi".

B K Tripathi
*Chairman AMDA & Member Secretary,
NCR Planning Board*



Contents

- I | **Urbanization** | pg 01
A Driver of Sustainable Development in India by **Alain Grimard**
- II | **Innovations in Urban Management** by **Jagan Shah** | pg 03
- III | **Financing the Sanitation in India** | pg 07
Practice and Prospects by **Dr. K K Pandey**
- IV | **Housing For All By 2022** | pg 14
“Forthcoming Major Challenges For ULBs” By **Shipra Ranjani**
- V | **AMDA Updates** | pg 16
- VI | **Members List** | pg 17

Editor In-Chief

B K Tripathi
Chairman, AMDA

Editor

Shipra Ranjani
*Assistant Director,
Capacity Building & Training*

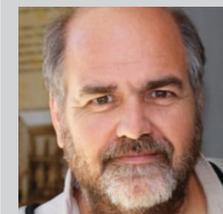
Team in Support

Renu Rana
Training Coordinator

Urbanization

A Driver of *Sustainable Development* in India

by **Alain Grimard**, UN-Habitat Country Representative for India



Alain Grimard

For too long, urbanization has been portrayed as something negative. Over the last twenty years, policy makers have normally focused their attention on the negative aspects of urbanization. It is time to move forward from those negative assumptions and to look at urbanization from a positive perspective that identifies urbanization as a source of development and an engine for growth and prosperity. This vision was endorsed by world leaders at Rio+20 when they affirmed that well planned and developed (including through integrated planning and management approaches) cities can promote economically, socially and environmentally sustainable societies. The recent adoption of the Sustainable Development Goals is a step forward in the recognition of the vital role of urbanization in achieving sustainable development. This role is reflected strongly in SDG-11 to 'Make cities and human settlements inclusive, safe, resilient and sustainable', and five related goals. For the first time, urbanization has been recognized as a tool for development and prosperity.

The logic behind this new understanding is simple. Cities have long been the engines of growth and job creation in most countries, with the prosperity of nations intimately linked to the prosperity of their cities. Indian cities are a clear example. 31 percent of the total population lives in urban areas, while contributing to more than twice (66 percent) to the GDP of the country. No doubt that India is going through an unparalleled process of urban transformation. In a matter of less than one generation, more than 50% of Indians will live in cities and should take advantage of this impetus. In

the words of Prime Minister Narendra Modi, urbanization should be seen as an opportunity and not as a problem.

This is the vision that UN-Habitat is also advocating for. In our view, urbanization is not the 'problem,' but the 'solution' to many of the challenges the world is facing today. Urbanization is a way of life and a human process that can generate prosperity and wealth for the future generations. Therefore the advantages of urbanization in India will need to address the basic needs of dwellers living in poverty without adequate housing, clean drinking water, sanitation and transport. By improving basic services, India will promote sustainability that is human-centered, improving the quality of life of its citizens. Conurbation and urbanization processes in India will also need to be planned in order that these patterns solve the basic problems without creating new ones related to spontaneous and unplanned urbanization

By getting urban development right, cities will create jobs and improve social inclusion, and also protect local ecosystems.

If we want to make cities inclusive, safe, resilient and sustainable we must invest in three key aspects.

First, adequate legislation and governance is needed to improve the lives of the people sharing common services.

UN-Habitat believes that urban legislation should be a priority area for sustainable urban development. Cities and local authorities must legislate to manage land, planning, financing, including taxation, housing, basic services, infrastructure, transport,

Urbanization is not the 'problem,' but the 'solution' to many of the challenges the world is facing today. Urbanization is a way of life and a human process that can generate prosperity and wealth for the future generations. Conurbation and urbanization processes in India will also need to be planned in order that these patterns solve the basic problems without creating new ones related to spontaneous and unplanned urbanization.

economic development and social exclusion.

Obsolete, inappropriate and poor regulatory frameworks are among the major obstacles for urban management and governance. This gives rise to an informal economy and parallel systems to circumvent the system of governance. Good laws and institutions are therefore the basis of effective urban governance, management and planning.

UN-Habitat can help cities identify and recommend reforms and strategic actions which can help urban expansion, while strengthening decentralisation and local democracy. The production of large scale serviced land can accommodate rapid urban growth, create more public space, and in some cases enable development cost sharing through land value capture

Second, better spatial planning and design is needed to ensure appropriate density and improve the connectivity of cities..

UN-Habitat's approach to Urban Planning and Design emphasizes: (1) preventive planning; (2) planning at the scale of the problems; and (3) planning in phases, beginning with ensuring adequate physical access and basic urban services, especially water and sanitation, and linking planning with financial capacities.

Combined with modern technology, better urban planning can solve most of the problems that we are facing, and lead cities to prosperity. Cities are engines of wealth and employment, innovation and creativity, and provide the best opportunities to improve livelihoods. Cities give great economies of scale, and opportunities for efficient infrastructure development.

And third, a financial plan and management is fundamental to sustain the functioning of the city in order to generate shared prosperity.

Many cities and towns lack the resources to meet the ever-growing demand for more housing, more basic services, new public transport, and new infrastructure and maintenance.

Municipal authorities - with the backing of central government - are looking for new ways of generating resources. They need to be able to raise revenue with the help of advisory technical and capacity building support, which UN-Habitat and its partners can provide. These mechanisms include land value capture, borrowing and access to capital markets, identifying bankable projects attractive to the private sector, and privatization of municipal and revenue collection. Options to generate income include the issuing of permits to business operators, forming public-private partnerships, privatization of the provision of municipal services or obtaining grants or loans from multilateral financial institutions.



UN-Habitat helps local governments, especially in secondary towns and cities, develop and exploit local assets and urban development opportunities for growth, jobs and increased tax revenue.

In October 2016, the United Nations Conference on Housing and Sustainable Urban Development (Habitat III) in Quito will address these issues. Habitat III will be the first global UN conference after the SDGs summit and COP-21 and will be an opportunity to assess the last 20 years of urbanization in the world, as well as to rethink the current model of urbanization and develop a new urban agenda. I hope that, by then, India's urban transformation can serve as a role model for other developing countries on how to use urbanization to drive national prosperity.

Innovations in Urban Management

by **Jagan Shah**, Director - National Institute of Urban Affairs



Jagan Shah

Various government flagship schemes aimed at changing the face of urban India were recently launched-Smart Cities mission, Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and Housing for All mission-with an expected expenditure of around Rs.4 trillion over the next few years. Given the multiplier potential of construction, the schemes are expected to help create jobs and give a fillip to the economy.

The Housing for all scheme or Pradhan Mantri Awas Yojana that aims to provide at least 20 million homes to people belonging to the economically weaker sections and lower income categories over the next seven years is expected to cost around Rs.3 trillion. The Smart City and AMRUT projects are expected to cost Rs.48,000 crore and Rs.50,000 crore, respectively, over the next five years.

The 97 smart cities as of now have been selected on the basis of a city challenge competition. In the first stage, each state and Union Territory have given a score to their cities on the basis of four parameters, including existing service levels, institutional systems and capacities, self-financing and past track records. States nominated top cities based on the scores. These cities have prepared smart city plans, which will be evaluated again. The top 20 cities will be finally selected for funding in the first phase.

Under AMRUT, which replaces the Jawaharlal Nehru National Urban Renewal Mission (JNNURM), funds will be allocated in view of the urban population and number of cities/towns in each state/UT. Without availability of

land and all necessary clearances, no project shall be included in the mission. States will transfer funds to urban local bodies within seven days of transfer by the centre and no diversion of funds will be allowed, failing which penal interest would be charged in addition to action by the centre.

Under the Pradhan Mantri Awas Yojana, the selection will be based on the number of urban poor and slum dwellers. Under Housing for All mission in urban areas, two crore houses will be built. First right will be given to women. Municipal bodies see potential in the project.

The outlay for an individual city under both schemes-AMRUT and Smart City-is Rs.100 crore each, every year. Given the significant outlays envisaged for basic infrastructure (such as water and sewerage network expansion) alone, even after state and local government investments, private-sector investment would be critical.

The present Missions are all directed to making the interventions innovative. The following section overviews the innovations in urban management.

The Smart Cities Mission is outcome oriented. It aims to make governance citizen-friendly and cost effective - relying on online services to bring about accountability and transparency, especially using mobiles to reduce cost of services and providing services without having to go to municipal offices; form e-groups to listen to people and obtain feedback and use online monitoring of programs and activities with the aid of cyber tour of worksites; it aims at giving an identity to the city - based on its main economic

“ The Smart Cities Mission is outcome oriented. It aims to make governance citizen-friendly and cost effective. ”

activity, such as local cuisine, health, education, arts and craft, culture, sports goods, furniture, hosiery, textile and dairy.

Applying Smart Solutions to infrastructure and services in area-based development in order to make them better is another innovation. For example, making areas less vulnerable to disasters, using fewer resources, and providing cheaper services. Also, the missions are based on convergence of area plans with National and State level sectoral financial plans, for example the Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Housing for All, Swachh Bharat and Digital India.

The proposal development will lead to creation of a smart citizenry. The proposal will be citizen-driven from the beginning, achieved through citizen consultations, including active participation of groups of people, such as Residents Welfare Associations, Tax Payers Associations, Senior Citizens and Slum Dwellers Associations. During consultations, issues, needs and priorities of citizens and groups of people will be identified and citizen-driven solutions generated. Also, the planning and monitoring of the Mission will be evidence-based.

SPECIAL PURPOSE VEHICLE (SPV)

The implementation of the Mission at the City level will be done by a SPV created for the purpose. The SPV will plan, appraise, approve, release funds, implement, manage, operate, monitor and evaluate the Smart City development projects. Each Smart City will have a SPV which will be headed by a full time CEO and have nominees of Central Government, State Government and ULB on its

Board. The States/ULBs shall ensure that, (a) a dedicated and substantial revenue stream is made available to the SPV so as to make it self-sustainable and could evolve its own credit worthiness for raising

additional resources from the market and (b) Government contribution for Smart City is used only to create infrastructure that has public benefit outcomes. The execution of projects may be done through joint ventures, subsidiaries, public-private partnership (PPP), turnkey contracts, etc. suitably dovetailed with revenue streams.

The SPV will be a limited company incorporated under the Companies Act, 2013 at the city-level, in which the State/UT and the ULB will be the promoters having 50:50 equity shareholdings. The

private sector or financial institutions could be considered for taking equity stake in the SPV, provided the shareholding pattern of 50:50 of the State/UT and the ULB is maintained and the State/UT and the ULB together have majority shareholding and control of the SPV.

It is proposed to give complete flexibility to the SPV to implement and manage the Smart City project and the State/ULB will undertake measures as detailed in Annexure 5 for this purpose. The SPV may appoint Project Management Consultants (PMC) for designing, developing, managing and implementing area-based projects. SPVs may take assistance from any of the empanelled consulting firms in the list prepared by MoUD and the handholding agencies. For procurement of goods and services, transparent and fair procedures as prescribed under the



State/ULB financial rules may be followed. Model frameworks as developed by MoUD may also be used for Smart City projects.

REPLICABILITY

In the approach to the Smart Cities Mission, the objective is to promote cities that provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment and application of ‘Smart’ Solutions. The focus is on sustainable and inclusive development and the idea is to look at compact areas, create a **replicable model which will act like a light house to other aspiring cities.** The Smart Cities Mission of the Government is a bold, new initiative. It is meant to set examples that can be replicated both within and outside the Smart City, catalysing the creation of similar Smart Cities in various regions and parts of the country.

“ The objective is to promote cities that provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment and application of ‘Smart’ Solutions. ”

AMRUT

Earlier, the MoUD used to give project-by-project sanctions. In the AMRUT this has been replaced by approval of the State Annual Action Plan once a year by the MoUD and the States has to give project sanctions and approval at their end. In this way, the AMRUT makes States equal partners in planning and implementation of projects, thus actualizing the spirit of **cooperative federalism.**

Past experience shows that projects get delayed if release of project funds is linked to non-completion of Reforms. Therefore, the AMRUT shifts from

penalization to incentivization. Ten percent of the annual budget allocation shall be kept apart and given to the States/UTs every year as incentive for achievement of Reforms. The Mission will give incentives for the previous year at the start of the succeeding Financial Year (FY). The States/UTs shall do the self-assessment in the prescribed procedure.

Like the Smart City Mission, the AMRUT is also builds on evidence base, viz, available data, information and plans on water supply and sewerage with the States/ULBs. To assess existing levels of coverage of water supply and sewerage, information will be taken from the Census (2011) or the baseline survey done by the MoUD1 (No new baseline survey is envisaged and the State/ULB should accept /endorse the earlier baseline).

Once the gap is computed, plans will be prepared to bridge the gaps.

A one-size-fits-all approach will not work and alternatives should be generated in order to do more with less resources and do it in a way that the benefits reach the people.

Non-availability of land or delayed availability was one of the key factors that had delayed projects in the earlier Mission. Another connected issue is obtaining clearances from other departments. To address this issue, the policy document states that in the AMRUT no projects should be included which do not have



land available and no project work order should be issued if all clearances from all the departments have not been received by that time. Moreover, the cost of land purchase will be borne by the States/ULBs. Finally, the AMRUT funds should not be used to complete some components in the JnNURM which were shown in the Detailed Project Report submitted and approved by the MoUD. For example, if the main lines have been laid by using JnNURM grants and provision of taps was also a part of the project, but has not been provided by the ULB, then such left over portions are not eligible for funding in the AMRUT.

The basic building block for the SAAP will be the SLIPs prepared by the ULBs. At the State level, the SLIPs of all Mission cities will be aggregated into the SAAP. Therefore, the SAAP is basically a State level service improvement plan indicating the year-wise improvements in water-supply and sewerage connections to households.

PRINCIPLES OF PRIORITIZATION: The States will decide on the inter-ULB allocation based on gap analysis and financial strength of ULBs and choose those ULBs in the first year that have higher gaps in provision of water supply and sewerage. Importantly, at the State level the SAAP should only contain those projects where complete project cost is completely linked with revenue sources. This will include dovetailing with other sectoral and financial programmes of the Centre and State Governments.

A useful way is to create a Financial Intermediary, also a Reform in the AMRUT, in order to pool funds from all sources and release funds to ULBs in time. Such intermediaries will also be able to access external sources of finance, such as debt and bonds, which small and financially distressed ULBs are unable to access. The potential opened by the promulgation of Regulations by the SEBI for municipal bonds can be fully realized by such an intermediary. During the process of

developing the SAAP, the States/UTs should explore the possibility of using Public Private Partnerships (PPP), which should be the preferred execution model. The PPP should include appropriate Service Level Agreements (SLAs) with strong citizen feedback built into it. This will lead to the People Public Private Partnership (PPPP) model.

Urban India, in recent times, has been exposed to multi-dimensional challenges. Many cities in India magnify global threats such as climate change, water and food security and resource shortages along with huge inequalities in access to basic amenities, but also provide a framework for addressing them. If the future of our cities cannot be one of unsustainable expansion, it should rather be one of tireless innovation in urban management. Most of these solutions are scalable, replicable and can be adapted to a variety of urban environments. Some are possible only due to new technologies. Some cities also have the option of applying technology to ideas that are as old as the city itself. Among these, people-centric innovations are of prime importance to address the current urban challenges. The present Urban Missions, if implemented in true spirit, would help in ushering balanced urban development in the country.

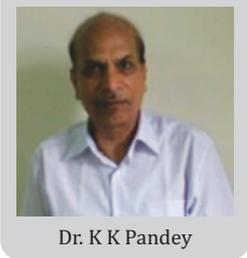
“ During the process of developing the SAAP, the States/UTs should explore the possibility of using Public Private Partnerships (PPP), which should be the preferred execution model.

”

Financing the Sanitation in India

Practice & Prospects

by **Dr. K K Pandey**, Professor of Urban Management, Centre for Urban Studies, IIPA



Financing the sanitation in recent one and half decade assumed special significance in line with global focus on adequate access to sanitation. Habitat Agenda (1996), United Nations Millennium Development Goals (UNMDG's) and UN sustainable development goals 2030 (UNSDG's) etc. have created global awareness and actions towards adequate access to sanitation.



Financing of sanitation has been largely confined to budgetary allocation. However, these allocations cannot undergo a quantum jump and therefore, non budgetary resources assume special significance .in this regard the government initiatives in India including local actions, in recent past, have shown special emphasis on 'liquidity' and 'outreach' of financing system .It is noted from the Indian experience that multiple sources of financing are emerging as a recognized policy instrument for the intergovernmental actions.

Recent initiatives under Clean India (Swachchh Bharat) mission duly recognize limitation of budgetary allocation and include multiple sources of funding. It is accepted that budgetary allocation alone cannot provide the requisite amount of funds for improved sanitation. At the same time it is also noted that earmarked funds in the past are not fully utilized by potential beneficiaries particularly the urban and rural local government. It is also noted that the gap in sanitation is largely frozen and not converted into effective demand. Accordingly, the flow of funds for investment and operation and maintenance (o&m) is considerably low than

requirements Therefore, enhanced availability of funds and larger access (outreach) associated with effective demand are the two most essential issues for financing sanitation in India.

ACCESS TO IMPROVED SANITATION IN INDIA

India, has given special emphasis on improved sanitation. Total Sanitation Campaign (TSC) was initiated in 1999 to address rural sanitation whereas urban sanitation was addressed by Integrated Low Cost Sanitation (ILCS). The progress in rural areas was reported to be improved from 9% in 1990 to 15% coverage in 1999 to and 39% in 2012, although 21% toilets were found de-functional (MDWS website). It is also noted that urban areas show a relatively better coverage of improved sanitation covering 82% HHs(58% HHs with Individual toilets and 24% with shared toilet) having access to safe sanitation,7% unsafe access and 11% show open defecation (Table 1).



De functional toilets are also linked with perception and mindset. In this regard government of India is giving emphases on Community - led total Sanitation and School-led Total Sanitation. These instruments have facilitated Open Defecation Free status to as many as 35938 villages out of 611753 villages in India

(Website of MDWS, GOI). Therefore, Capacity building of local governments should specifically include funding to promote SLTS and CLTS approaches. At the same time development of appropriate cost effective, affordable, local and pro poor technology for toilet construction should also be duly covered under the financing system.

RECENT ESTIMATES

Recent estimates by government of India for rural and urban sanitation have placed a requirement of Rs.100447 crore and Rs.62009 crore (1 crore=10 million) respectively under the government of India's flagship programme of clean India mission (Swachh Bharat Abhiyan-SBM) to be accomplished by 2019.

Table:2 (2015-2019) (Rs. In Crore) Recent Estimates of Clean India Mission

Item	Requirement	Annual Requirement	Funds Allocated (2014-16)	Average Annual Flow (GOI)	Average Annual Flow from government of India as % of Annual Requirement
Rural Sanitation	100447	20894	6975	3488	17
Urban Sanitation	62009	12002	1700	850	7
All	162456	32896	8675	4338	13

Sources: (i) Guidelines Clean India Mission (SBM) , (ii)Ministry of Drinking water and sanitation and (iii) ministry of urban Development Government of India.(Urban does not include sewage system.)

Average annual flow from GOI is likely to have 40% additional contribution from provincial and local governments.

Another important area of concern is financing of O & M of the assets at the disposal of local governments. Successive studies have indicated a huge gap and fiscal stress at ULG/RLG (Urban /Rural Local Governments) level leading to the occurrence of emergency and break down maintenance and failure to take up repair and replacement of machinery and equipment's as per requirements (Pandey:2014-15a). This is reflected in a constant decline in the normative base of sanitation services. It is also noted that rural areas do not have adequate system of solid waste management whereas urban areas have wide gap in collection (25-50%), down time (3-5), scientific disposal (10-20%).

STRATEGIC FISCAL GAP IN SANITATION

Difference between financial requirements to meet mandatory commitments on sanitation and investible (available) funds is called strategic fiscal gap in sanitation. The gap is fairly high by any standard. The budgetary allocations as compared to requirements remain significantly low. As seen from Table 2, annual flow of funds through budgetary allocation from govt. of India is only 17% and 7% of annual requirements of funds for rural and urban sanitation confirming that budgetary allocation alone cannot deliver the desired results, although, it will

Table:1 Access to Improved sanitation in India

Access(%HHs)	1990	2001	2012
Rural India	9	15	39
Urban India	55	59	82

Sources: (I) Ministry of Drinking water and Sanitation and, (ii) Progress on DW&S, UNICEF, 2014., (iii) National Sample Survey-65th round.

have additional one fourth contribution from provincial /local governments. Therefore, it is realized by the Govt. of India that its budgetary allocation should be used as a seed capital to multiply flow of investments into sanitation sector.

INDIAN FUNDING STRATEGY

It was, therefore, realized that the entire amount of Rs.100000+ crores needed for SBM-rural and Rs.62000+ crore for SBM Urban cannot come from government alone although nearly 1/3 requirements were earmarked for budget allocation from central

and provincial government to achieve the objectives of the two missions by 2019. This pattern of allocation indicates that funds for sanitation have to come from multiple sources of financing. Accordingly nearly two third funds for clean India Mission (SBM rural) are expected to come from private sector (including CSR, NGO's/CBO's, community) and multilateral/ bilateral support (Guidelines: SBM-Rural, GOI).

At the same time, it is also realized that actual disbursement remains further low as compared to allocation. Govt. of India's pioneering programme JNNURM (Jawaharlal Nehru National Urban Renewal Mission) with a budget of Rs. 50000 crores to be spent during 2005-2012 could actually release nearly 40% of earmarked amount. This was caused by inability of local bodies to prepare and implement projects accordingly (Pandey 2016).

This magnitude of support is a difficult task to deliver/mobilize funds from respective sources. Therefore, liquidity in the financing is a major issue and stakeholder participation has to be used through a well-designed strategy. In this regard local governments can play decisive role to carry out stakeholder mapping and involvement along with community contribution.

Liquidity in the financing is a major issue and stakeholder participation has to be used through a well-designed strategy

Second important issue is 'outreach' of financial system caused by frozen demand for necessary investment in the sector. The requirements of funds are twofold: (i) individual households for construction of toilets and (ii) local governments for putting in place a detailed network of waste collection, disposal and treatment. The local government conventionally does not have effective demand to seek and absorb funds for respective task due to their historical weakness on technical ability and creditworthiness. UNICEF/Water Aid India have in their report indicated the need to ensure

financing for equitable access to poor, special focus on bottom up assessment, rural sanitation, and waste management by urban local bodies. (Water Aid 2005)



EMERGING INNOVATIONS IN INDIA

India is witnessing several innovations at different levels of governance to improve liquidity and outreach to mobilize potential resources for sanitation in urban and rural areas. This is twofold funds are mobilized directly to improve liquidity and funds are 'de-facto' mobilized through 'divestiture' and savings from management contracts. These are mobilized in a typology of instruments as follows:

- Revenue instruments
- Institutional options /Special purpose vehicle (SPV)
- Resources from private sector
- CSR (Corporate Social Responsibility) funds
- Community resources
- Convergence and synergy
- Multilateral/Bilateral Support

INSTITUTIONAL OPTIONS/SPECIAL PURPOSE VEHICLE

Special purpose vehicle (SPV) for sanitation related activities is gradually emerging as a tool to organize activities towards improved access to sanitation. Ahmedabad Municipal Corporation in Gujarat has created a fully municipal owned (100% equity) SPV to revive the Sabarmati River from a hazardous drain to a city life line. SPV is known as Sabarmati River Front Development Corporations (SRFDC). It has included a range of activities such as (a) resettlement of low income HHs living on the river band, (b)

Recreation and commercial development of river band area (c) local treatment of sewage coming to river at respective places(bio-digesters) (d) organization of cultural event and (e)turning river into a tourist attraction. The river now has a continuous flow of water drawn from Narmada Canal System and has provided a regular source for city water supply. It has also brought up the water table in the adjoining areas and has also contributed towards plantation and green areas in the city. (Pandey: 2016)

These types of SPV's can also be created in a regional context covering rural and urban local governments on the basis of inter local body cooperation for improved sanitation. This manner can include rural areas in the process.

Further nearly 4000 census towns which are still governed by RLG too deserve special attention on a different type of support than SBM-G. These are the towns that have undergone structural readjustment in their economic profile to become urban from rural status. Their requirements for sanitation need similar attention as for urban.

CONTRACTING OUT

Some important case studies on contracting out include: Rajkot, Hyderabad and Bengaluru. Substantial savings (in a range of 25% to 50% of municipal expenditure) in expenditure are achieved through contacting out of solid waste.

Box 1: CONTRACTING OUT FOR SANITATION

Rajkot

Street sweeping and transportation is contracted out for PSP. The city of Rajkot was one of the initial cities to apply PSP in early 90's with nearly 30% savings in the expenditure in municipal kitty. PSP was deployed on collection and transportation. Subsequently, several cities have followed the Rajkot experience.

Hyderabad

A recent case includes city of Hyderabad which out sourced three fourth of the city area for street sweeping in 2004-5 and the expenditure on this area was similar to the expenditure on 25% area served by GHMC(Greater Hyderabad Municipal Corporation) directly (HSMI-2006). This approach provided 50% saving in expenditure and enabled GHMC to start innovative projects, systematic campaign on public awareness on sanitation, night sweeping and developmental litter free areas.

Bengaluru

Another important area is the practice of Bulk Service Providers (BSP) in Bengaluru. The city of Bengaluru has empanelled BSPs to collect waste from domestic bulk generators (>50 dwelling units, commercial establishments, hotels, cinema halls, eateries, shopping malls and academic institution colleges etc.). They are bound to either process the waste or use BSP's. These BSP's collect and segregate solid waste and recover cost from fee paid by bulk producers. (Pandey: 2016)

Divestiture / BOOT / BOO Projects

Divestiture is used as another tool to involve private sector to deliver SWM as per specific standards. It brings investments as resources are mobilized by private sector. Some important cases from Bangaluru, Anand and Hyderabad are given in box-2

Box 2: Divestiture for Sanitation

(1) Bruhat Bengaluru Mahanagara Palike (BBMP): BBMP has involved private sector to process kitchen waste through bio-methanisation plant (5 tons capacity). The plant is operated by IKOs Environment Private Limited (IEPL) on management contract basis covering OT (Operate and Transfer) system of PSP. The plant is given on a 5 years contract @ Rs. 2.3 million per annum. The capital cost of Rs. 7 million is born by BBMP.

BBMP is getting power for 25 street Lights in the city and manure generated from the plant. (There are 3 other bio-methanisation units operating on similar pattern). It was told that BBMP is saving 50% potential costs in this O & M contract (involving private sector).

(2) Anand Municipal body: Anand Municipal Body in Gujarat has identified a private operator to collect kitchen waste from bulk generators who are paid by contractor @ Rs. 0.90 per kg of kitchen waste. Nearly 300 academic institutions and 100 commercial establishments in the city are using this facility. City Government is benefitting from service without spending any money.

(3) Greater Hyderabad Municipal Corporation (GHMC): GHMC has assigned scientific treatment to Ramkey Infrastructure on BOT basis to process the solid waste of entire city. The plant is generating manure and fuel. It is developed on DBOT (Design Build and Operate) basis. The project cost (Rs. 770 crore or Rs 7.7 billion) is mobilized by the concessionaire who is paid a sum of Rs. 58 crore per annum towards O & M.

(4) BBMP: BBMP has assigned construction and processing of coconut waste through briquetting plant to CIPL Resurge Pvt Ltd. The plant is operating since November 2015 and generating solid/carbon neutral fuel being used by farma industry. The plant is given on BOT basis for 5 years. CIPL has made investment of Rs. 7 million in the plant and is expected to recover capital cost and o& m through sale of products.

CONVERGENCE AND SYNERGY

Other government programmes and schemes also cover financing of sanitation in some way or other. It is noted that:

(1) Flagship programme of MNAREGA included roads/drainage, revival of tanks/lakes as part of activity under the scheme in rural areas.

(2) Pradhan mantri Awas Yojana (PMAY) aims to provide housing for all including on-plot sanitation (toilet) to low income households.

(3) Smart city mission, Atal Mission for Rejuvenation and Urban transformation etc. also aims to improve solid and liquid waste management at pan city level.

These types of initiatives need to be understood and incorporated in the overall plan for financing the

sanitation.

ROADMAP FOR FINANCING SANITATION IN INDIA

Intergovernmental focus in India has a common commitment to ensure availability and sustainable management of sanitation for all. We are also committed to address open defecation and adequate & equitable sanitations and hygiene for all. In this regard, governmental resources need to be used to stimulate non-budgetary resources to have optimum synergy and convergence. Following actions seem inevitable to improve financing the sanitation in India:

1. National economy has potential to finance improved

Governmental resources need to be used to stimulate non-budgetary resources to have optimum synergy and convergence

sanitation.

2. Liquidity of Govt funds is critical and needs to be maintained through Cess, Fund and innovative budgeting (Benchmarking and P-budget)

3. At the same time, self-financing potential of individual components of sanitation projects should also be fully utilized across the country. As applied in the frontline cities such as Pune, Bangaluru, Ahmedabad, Bhubaneswar, Hyderabad etc. this may include (a) cash from the trash (waste to energy, carbon credit), (b) differential pricing, (c) advance connection charges and (d) community contribution (labour and management responsibility).

4. Local government funding requirements should also be viewed in the local and regional context to maintain economies of scale for administrative, physical and functional identity of settlements. Institutions like NCR Planning Board should pool together projects for inter local body cooperation and may remise funds through bonds or involve private sector on DBO, BOO, BOOT basis. Institutional options for Financing such as SPV as applied in Ahmedabad should be used to expand outreach and provide liquidity as well as to have economies of scale in a regional context.

5. External assistance is decisive and should be used sparingly for Technology Transfer, demonstration and pilot projects. Public finance should be used to stimulate external funding and help local bodies or SPVs to provide partial contribution.

6. Special focus needs to be given on non-budgetary domestic resources. These include Private Sector Partnerships PSP covering Divestiture and Contracting out, Community resources and Corporate Social Responsibility (CSR)

7. Capacity building should also be covered in the financing and may include research, training, system development and handholding of stakeholders including NGOs and CBOs involved in triggering for change of mindset and perception.

8. Financing should be taken up in a mission mode giving priority to ODF (Open Defecation Free) status and appropriate low cost, environment friendly, pro-poor technology for waste disposal.

9. Mutual sharing of experience and learning should be included through periodic seminars, conferences, meets, study visits and exhibitions. These events could be self financing with the use of contribution from various stakeholders.

10. As ODF status is being achieved by local bodies, financing for second generation agenda of waste disposal should be taken up in a phased manner.

Finally, it appears that India need to give special attention on non budgetary sources of financing to improve sanitation. Multiple sources of funds need to be identified and used to meet colossal requirements of funds to promote improved sanitation in urban and rural area. At the same time the huge requirements of funds should be converted into effective demand. Accordingly outreach of financing should also be expanded to facilitate demand at the level of individual beneficiaries and respective local governments.

REFERENCES AND NOTES

1. UN (1996) Habitat Agenda: UN Habitat, 2. GOI (1997) IX Five Year Plan, Planning Commission Government of India, Government of India, 3. UN (2001): Millennium Development Goals (MDGs), 4. Water Aid India (2005): Drinking Water and Sanitation in India-coverage, Financing and Emerging Issues, 5. HSMI (2006): Status, Potential and Roadmap for Urban Finance, 6. WUF (2006) :Habitat issues in the Pursuit of the Millennium Development Targets for Water Supply and Sanitation, 7. HPEC (2010): High Power Expert Committee Report on Urban Infrastructure, Government of India., 8. GOI (2014): Economic Survey, Government of India, 9. GOI (2014) Guidelines-Swachchh Bharat Mission-Rural, Government of India, 10. GOI (2014): Guidelines-Swachchh Bharat Mission Urban, Government of India, 11. Mehta Dinesh and Mehta Meera,(November 2014) Financing Sanitation - Ideas for India, 12. UNICEF (2014): Progress on Drinking Water and Sanitation, 13. BBMP (2015): Budget-Bruhat Banguure Mahanagar Palika, 14. GOI (2015) Budget Speech, Ministry of Finance, GOI, 15. Pandey (2015-b): City Resource Pool for Sustainable Habitat in India appeared in the Administrator 56(2) July 2015, 16. Pandey (2015-a): Potential for Financing City Infrastructure, IIPA New Delhi., 17. UN (2015) UN Sustainable Development Goals, 18. WDI (2015) World Development Indicators, 19. Pandey (2016): Urban Governance Reforms in Ahmedabad and Bengaluru.

Important Websites:

- <http://www.mdws.gov.in/>
- http://www.worldbank.org/watsan/pdf/WSS_Franchise.pdf
- <http://mhupa.gov.in/Default.aspx?ReturnUrl=%2f>
- <http://moud.gov.in/contactus>
- [http://washfund.org/Blog/\(tag\)/Bill%20%26%20Melinda%20Gates%20Fou](http://washfund.org/Blog/(tag)/Bill%20%26%20Melinda%20Gates%20Fou)
ndation

SWEDEN WASTE MANAGEMENT RECYCLING REVOLUTION

Sweden has placed itself as global leader in converting energy from waste and has brought "Recycling Revolution". The country has 242 biogas plants (2012, the latest figures) -- 135 use municipal waste water (sludge), five use industrial waste (often waste water), 21 adopt co-fermentation of different kinds of waste including household waste. **The total amount of biogas produced in Sweden during 2012 amounted to 1,589 GWh (Giga Watt Hours), that is, approximately 1.6 TWh.** This corresponds to about 164 million cubic meters of bio-methane, that's the biogas that has been up-graded/refined to the quality of natural gas. There are around 50 installations for the up-grading of biogas to the quality of natural gas. It can then be used as CNG for vehicles, or even for cooking.



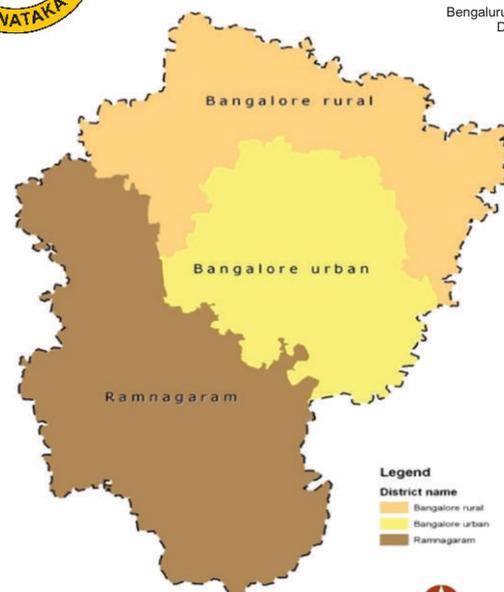
Sweden has 32 incinerator plants. Approximately 50% of all municipal solid waste (MSW) is converted into energy, and less than 1% of the MSW ends up as landfill (Sweden now has a ban on landfills in place). Swedes have adopted resorting and recycling of garbage as a way of life. 3 tons of waste has as much energy as one ton of fuel oil, so there is a lot of energy creation happening in Sweden. They not only use their own country's garbage but also import them from neighbouring countries. They have created waste into a commodity and are generating business out of it. Country like India which has huge potential must learn from these examples and implement these ideas to end menace of garbage problem.

Bengaluru Metropolitan Region Development Authority

Statutory Authority created under the provisions of the Bengaluru Metropolitan Region Development Authority Act, 1985.

Bengaluru Metropolitan Region comprises of Bengaluru Urban district, Bengaluru Rural district and Ramnagar district measures 8005 sq.kms.

Planning & Regulatory Authority for the Bengaluru Metropolitan Region.



Housing For All By 2022

“Forthcoming Major Challenges For ULBs”

by **Shipra Ranjani**, Assistant Director, Capacity Building & Training



Shipra Ranjani

The arrival of new government has rebranded the concept of development and it is getting its overdue attention more than ever. Amongst their major ground-breaking plans and policies is the “HOUSING FOR ALL BY 2022” which has gained appreciation from its beneficiaries all across segments of society. However, no matter how reassuring it may sound it has its own sets of challenges which are sure to make implementation of the plan onerous.

Towards this initiative Ministry of Housing and Urban Poverty Alleviation (HUPA) is working on various fiscal and non-fiscal incentives for various stakeholders. The technical group constituted by the ministry estimated the urban housing shortage at 18.78 million as of 2012, of which more than 96% pertain to Economically Weaker Section (EWS) / Lower Income Group (LIG). According to guidelines, Centre will no longer be involved in sanctioning and appraising projects instead the states will be at liberty to design and formulate their plans.

The mission seeks affordable housing requirements of urban poor through public and private partnership and credit linked subsidy. This will minimise the problem of ‘urban slums’ in India and

will provide respectable shelter to EWS/LIG group. According to a senior HUPA official, at present, current EMI on loan component of Rs. 6 lakhs, over 15-year loan duration at interest rate of 10.50% works out to be Rs. 6,632 per month. With the government deciding to provide credit linked subsidy at 6.50%, EMI comes down to Rs. 4,050 per month. Thereby, benefitting the urban poor by Rs. 2,582 per month. Under the housing mission in urban areas, houses of up to 30sqm carpet area would be built with basic civic infrastructure like water, sewerage, roads, power and telephone lines and social infrastructure such as community centres, parks and play grounds, livelihood centres etc. This project is deemed beneficial as it will give a push to country’s economy by 3.5% by 2022. In the implementation process state and ULBs are equal equity holders with PPP models being the main source of resource mobilisation.

Apparently, this scheme is going to increase the demand for municipal services such as sewage, drinking water, sanitation, solid waste and city transport among others. The burden added by Housing for All (HFA) will emphasise stress on already burdened Municipal authorities.



Housing Requirements

UNITS	SLUM AREAS MILLION	NON SLUM AREAS MILLION TOTAL	MILLION
Need for Fresh Housing Unit	10.61	5.68	16.29
Incremental Housing to Address Congestion	4.78	7.89	12.27
Provision for Infrastructure for New Housing Unit	10.61	5.68	10.61
Up-gradation of Infrastructure in Existing Slums	10.85	0	10.85

CHALLENGES AHEAD

The scheme will cover the entire urban area consisting of 4041 statutory towns with initial focus on 500 Class I cities and it will be implemented in three phases viz. Phase-I (April 2015 - March 2017) to cover 100 cities to be selected from State/UTs as per their willingness; Phase - II (April 2017 - March 2019) to cover additional 200 Cities and Phase-III (April 2019 - March 2022) to cover all other remaining cities.

The scheme, aiming to build about 2 crore houses in urban centres for economically weaker and lower income group people, would need over 57,000 acres of land (about 50% of Mumbai's municipal area). This raises the issue of availability of appropriate and adequate lands to meet the target. ULBs will have to formulate a proper strategy and system for land procurement for the successful implementation of the scheme.

This scheme would be further challenged in order to meet the demand with a steady supply. Constructing 20 million houses in the next seven years would be a daunting task. "Every year, India needs to construct about 3 million houses. If previous records are to be considered, this task seems to be unrealistic. As per the erstwhile Planning Commission's report, construction of houses in the past five years, both by the government and private builders, has averaged about one million only. This means that India needs to more than double its current capacity to build required member of houses. Such capacity building would need faster regulatory clearances and resolving land litigation issues carefully to improve the

participation from all stakeholders.

Also, Income-poor urban residents make housing choices on the basis of work, not the quality of the housing unit. Key challenge for Housing for All is not to construct at scale but to find innovative ways to enable communities to gain security of tenure on already existing self-built housing.

“ HFA scheme is going to increase the demand for municipal services such as sewage, drinking water, sanitation, solid waste and city transport among others. The burden added by Housing for All (HFA) will emphasise stress on already burdened Municipal authorities ”

ULBs must be directly involved in acquiring/ identifying land for urban planning needs in a democratic manner. State government should provide all out assistance for standardisation of basic procedures, quality of manpower and experts involved. ULBs should incorporate the views of local population and identify pockets of land in accordance with the distance from the major places of occupation/ development.

ULBs must:

- Plan, strategise, adapt and implement the upgrading mission
- Extend secure tenure through community and co-operative titling on ULB-owned public land
- Convert slums occupying ULB-owned land into social rentals
- Develop appropriate and flexible planning and development norms for upgrading settlements.

Shipra Ranjani
Asst. Director
Capacity Building & Training AMDA

AMDA Updates

The Annual General Meeting was held on 29th September, 2015 at the Conference Room of AMDA under the chairmanship of Shri B K Tripathi, IAS (Chairman, AMDA and Member Secretary, NCR Planning Board). The following members were present in the meeting Shri Tushar Giri Nath, IAS (Metropolitan Commissioner, Bangalore Metropolitan Regional Development Authority & Vice-Chairman, AMDA); Shri Satyendra Singh, IAS (Vice-Chairman, Lucknow Development Authority); Shri Lalit Jain, IAS (Chief Executive Officer, BBNDA); Shri Rajeev Malhotra (Chief Regional Planner, NCR Planning Board); Shri S. B. Khodankar (Director (Planning), Delhi Development Authority); Shri Pradeep Khandelwal (Chief Engineer, East Delhi Municipal Corporation); Shri Qaiser Javed (Executive Engineer (P), North Delhi Municipal Corporation); Shri Bhupender Singh (Executive Engineer, Haryana Urban Development Authority); Shri Pankaj Bhushan (Environment Engineer, Kanpur Nagar Nigam); Shri Ajay Gupta, (Superintending Engineer (Civil), New Delhi Municipal Council); Shri Ashok Singh (Assistant Architect, New Delhi Municipal Council); Shri A.K. Gupta (Assistant Engineer, South Delhi Municipal Corporation).

The Chairman of AMDA welcomed all the participants in the meeting. Issues like: Adoption of Audited Accounts for the financial year 2014-15, Appointment of Auditors for the financial year 2015-16, Activity-cum-Annual Report for Financial year 2014-15, Membership Drive, Professional Activities, etc. was discussed in detail.



The Executive Council Meeting was held on 29th September, 2015 at the Conference Room of AMDA under the chairmanship of Shri B K Tripathi, IAS (Chairman, AMDA and Member Secretary, NCR Planning Board). The following members were present in the meeting Shri Tushar Giri Nath, IAS (Metropolitan Commissioner, Bangalore Metropolitan Regional Development Authority & Vice-Chairman, AMDA); Shri S. B. Khodankar (Director-Planning, Delhi Development Authority); Shri Bhupender Singh (Executive Engineer, Haryana Urban Development Authority); Shri A.K. Gupta (Assistant Engineer, South Delhi Municipal Corporation); Shri Pankaj Bhushan (Environment Engineer, Kanpur Nagar Nigam); Shri Ashok Singh (Assistant Architect, New Delhi Municipal Council); Shri Pradeep Khandelwal (Chief Engineer, East Delhi Municipal Corporation); Shri Qaiser Javed (Executive Engineer (P), North Delhi Municipal Corporation); Shri Lalit Jain, IAS (Chief Executive Officer, Baddi Barotiwala Nalagarh Development Authority); Shri Rajeev Malhotra (Chief Regional Planner, NCR Planning Board); Shri Ajay Gupta (Superintending Engineer (Civil), New Delhi Municipal Council).

The Chairman, AMDA welcomed all the participants in the meeting. Issues like: Audited Accounts for the financial year 2014-15, Appointment of Director-cum-Member Secretary & Assistant Director, Professional Activities, Membership Drive, etc. was discussed in details. At the end, the Chairman thanked all the participants.

AMDA Members

S.NO.	AMDA MEMBERS - DEVELOPMENT AUTHORITIES	S.NO.	AMDA MEMBERS - MUNICIPAL CORPORATIONS
1	Hyderabad Metropolitan Development Authority	1	Municipal Corporation of Guntur
2	Capital Region Development Authority	2	Greater Hyderabad Municipal Corporation
3	Visakhapatnam Urban Development Authority	3	Greater Visakhapatnam Municipal Corporation
4	Kakatiya Urban Development Authority	4	Ahmedabad Municipal Corporation
5	Ahmedabad Urban Development Authority	5	Vadodara Municipal Corporation
6	Jamnagar Area Development Authority	6	Rajkot Municipal Corporation
7	Rajkot Urban Development Authority	7	Surat Municipal Corporation
8	Surat Urban Development Authority	8	Bhopal Municipal Corporation
9	Vadodara Urban Development Authority	9	Indore Municipal Corporation
10	Bhuj Area Development Authority	10	Municipal Corporation Jabalpur
11	Bhavnagar Area Development Authority	11	Nashik Municipal Corporation
12	Haryana Urban Development Authority	12	Kolhapur Municipal Corporation
13	Bangalore Development Authority	13	Dhule Municipal Corporation
14	Bangalore Metropolitan Region Development Authority	14	Municipal Corporation of Greater Mumbai
15	Bijapur Urban Development Authority	15	Coimbatore City Municipal Corporation
16	Chitradurga Urban Development Authority	16	Tiruchirapalli City Corporation
17	Thiruvananthapuram Development Authority	17	Tirunelveli City Municipal Corporation
18	Greater Cochin Development Authority	18	Kanpur Nagar Nigam
19	Calicut Development Authority	19	Durgapur Municipal Corporation
20	Goshree Islands Development Authority	20	North Delhi Municipal Corporation
21	Mumbai Metropolitan Region Development Authority	21	South Delhi Municipal Corporation
22	Punjab Urban Planning and Development Authority	22	East Delhi Municipal Corporation
23	Jaipur Development Authority	23	Nanded Waghala City Municipal Corporation
24	Chennai Metropolitan Development Authority	24	Corporation of the City of Belgaum
25	Lucknow Development Authority	25	Singrauli Municipal Corporation
26	Kanpur Development Authority	26	Ujjain Municipal Corporation
27	Agra Development Authority	27	Lucknow Municipal Corporation
28	New Okhla Industrial Development Authority	28	Municipal Corporation Gurgaon
29	Varanasi Development Authority	29	Municipal Corporation Faridabad
30	Allahabad Development Authority		
31	Meerut Development Authority		
32	Ghaziabad Development Authority		
33	Greater Noida Industrial Development Authority		
34	Bulandshahr-Khurja Development Authority		
35	Hapur-Pilkhuwa Development Authority		
36	Kolkata Metropolitan Development Authority		
37	Haldia Development Authority		
38	Asansol-Durgapur Development Authority		
39	Siliguri Jalpaiguri Development Authority		
40	Delhi Development Authority		
41	Special Area Development Authority, Gwalior		
42	Greater Mohali Area Development Authority		
43	Mussorie-Dehradun Development Authority		
44	Baddi Barotiwala Nalagarh Development Authority		
		S.NO.	AMDA MEMBERS - MUNICIPALITY
		1	Guruvayur Municipality
		S.NO.	AMDA MEMBERS - MUNICIPAL COUNCIL
		1	Bruhat Bangalore Mahanagar Palike
		2	Aizwal Municipal Council
		3	New Delhi Municipal Council
		S.NO.	AMDA MEMBERS - STATE REGIONAL LEVEL BOARDS
		1	Gujarat Municipal Finance Board
		2	NCR Planning Board

Glimpse From The Past



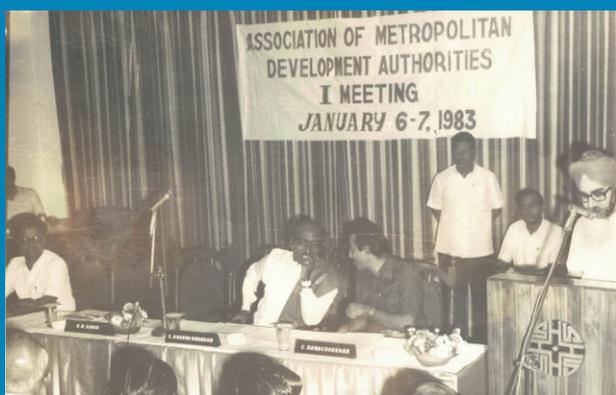
Foundation Stone laid by Shri A.S. Ahluwalia, IAS, Chairman, AMDA on 7 March, 1988 (from left to right) Shri A.S. Ahluwalia, IAS; Shri R. Seshadri, Secretary, AMDA; Shri Om Kumar, IAS, Vice Chairman, DDA; Shri A. Prasad, IAS, Chairman AUDA and Vice Chairman, AMDA and Shri R. Parthasharthy, IAS, Chairman, R.P.C. of AMDA. The Deputy Secretary and Joint Secretary (UD), Ministry of Urban Development were also present at the ceremony.



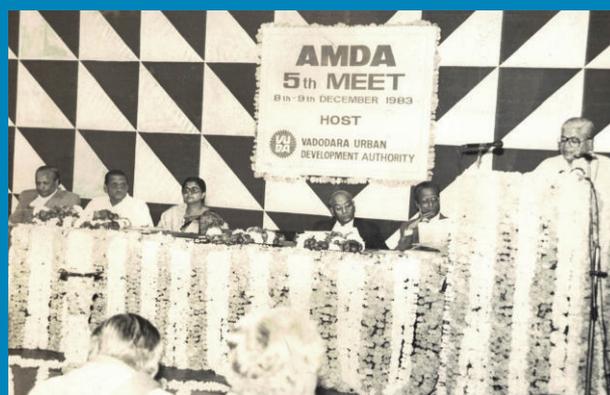
AMDA Building



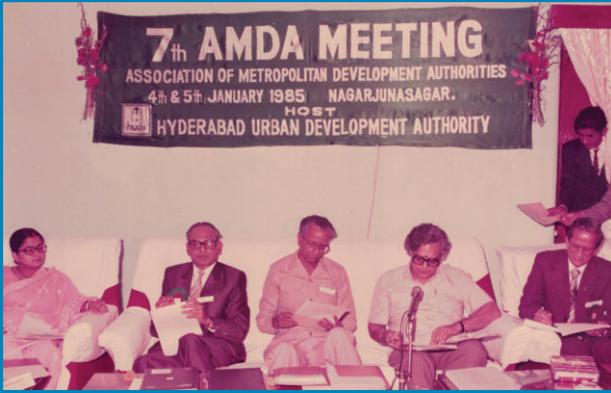
Participants of the first meeting of AMDA held at Hotel Connemara, Madras on 6 January, 1983.



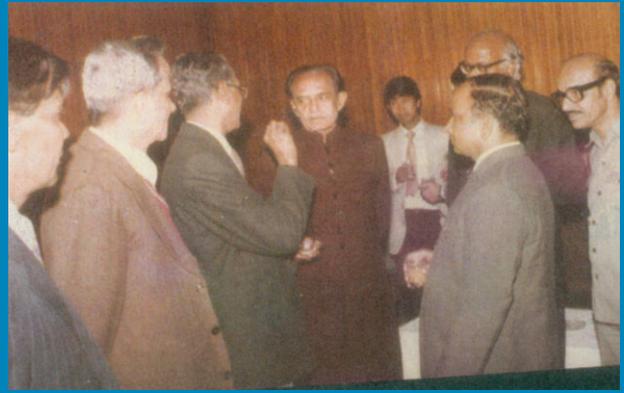
Shri H.M. Singh, IAS, Vice Chairman, Madras Metropolitan Development Authority and the first Chairman of AMDA welcoming the participants in the first meeting of AMDA on 6 January, 1983. (from left to right) **The Hon'ble Minister for Local Administration, Kerala, Thiru. S. Raghavandandam, (inaugurating the meeting)** and **Thiru C. Ramachandran** sitting on the dais.



Hon'ble Chief Minister of Gujarat, Shri Madhavsingh Solanki addressing the 5th Meeting of AMDA on 8 October, 1983 held at Federation Hall, Vadodara.



(Left to right) Mrs. Leena Chakravorty, IAS, CEO, CMDA, Calcutta; Shri M.V. Thomas, VC, HUDA; Shri R. Parthasharathy, IAS, President, RPC, AMDA Shri Prem Kumar, VC, DDA, and Shri R. Seshadri, Secretary, AMDA seen sitting on the dais in 7th Meeting of AMDA held at Nagarjunasagar, Hyderabad on 4-5 January, 1985.



Hon'ble Union Minister for Urban Development, Shri Abdul Gafoor attended a dinner after the 8th Meeting of AMDA at India International Centre, New Delhi on 20 February, 1986. The Lt. Governor of Delhi and Secretary, Ministry of Urban Development were also present on the occasion.



Hon'ble Chief Minister of NCT of Delhi, Smt. Sheila Dikshit inaugurated the National Seminar of AMDA by lighting the lamp on 24 November, 2006 at India Habitat Centre, New Delhi. Shri Anwarul Hoda, Member, Planning Commission; Shri Ranjit Issar, IAS, Secretary, Ministry of Housing and Urban Poverty Alleviation; Dr. H.S. Anand, IAS, Chairman AMDA and Member-Secretary, NCRPB were present (from left to right) on this occasion.



Hon'ble Minister for Urban Development, Shri S. Jaipal Reddy addressed the gathering on the concluding session of the National Seminar of AMDA on 25 November, 2006 at India Habitat Centre, New Delhi.

AMDA INVITES

AMDA invites Municipal Corporation, Municipalities and Development Authorities to advertise in its quarterly bulletin for edition of (Jan-March) 2016 which will reach out to member/ non-member ULBs, Development Authorities, Ministries, Premier Institutions, Organisations concerning Urban Development and related fields of every State and UT.

Advt.		Size (Inches)	Rate (Rs.)
Full Pg. (Cover page, inner & Back page inner/outer)		7.75 in X 10.5 in	50,000
Half Page		7.75 in X 5.75 in	35,000
1/3rd Square		4.5 in X 4.5 in	20,000
1/3rd Vertical		10.5 in X 2 in	20,000
1/6th of the Page		3.5 in X 5.5 in	12,000
Visiting Card Size		3 in X 1.75 in	12,000

The Ad should reach to Assistant Director, AMDA latest by **March 25, 2016**.

Payments will be accepted in cheque in favor of "AMDA, Delhi"

Please contact AMDA office + (91) 11 264944 86 or email at amdadelhi@gmail.com for further enquiry.

**Be a part of AMDA's future welfare activities, capacity building and training programs.
Enroll your organisation with AMDA.**

Membership Categories	Metros	Non-Metro
Life Membership Fee (Rs.)	6.00 Lakh	3.00 Lakh
10 Year Membership Fee (Rs.)	3.00 Lakh	1.50 Lakh

For further enquiry please contact office + (91) 11 264944 86 / 26497973, 41017641 or email at amdadelhi@gmail.com

Now organise your meetings in AMDA Conference Hall

S.No.	Category	Full day (9.00 hrs to 19.00 hrs)		Half Day (9.00 hrs to 14.00 hrs) or (14.00 hrs to 19.00 hrs)	
		Working days	Holidays	Working days	Holidays
1.	Non-member organisations	Working days	2,000/-	Working days	1,335/-
		Holidays	2,500/-	Holidays	1,670/-
2.	AMDA members	Working days	1,000/-	Working days	675/-
		Holidays	1,250/-	Holidays	835/-

Additional Facility of L.C.D. Projector is available @ **Rs. 2000/- per day**

For further information kindly contact Admin Officer: + (91) 11 264944 86 or email at amdadelhi@gmail.com



ASSOCIATION OF MUNICIPALITIES AND DEVELOPMENT AUTHORITIES

The Association of Municipalities and Development Authorities (AMDA), is the flagship organisation having Municipal Corporations, Municipalities, Council and Development Authorities of India as its members. AMDA is performing the work of institutional development and capacity building of ULBs and development authorities across India.

It acts as a focal point for exchange of ideas and information on urban planning and development. The main goal of the organisation is to assist in institutional, organizational and human resource development of its member organisation through numerous capacity building and trainings.

Since its inception AMDA has witnessed many developments and has emerged as knowledge - integration and experience-exchange platform for the Urban Local Bodies and Development authorities. It has been playing a pivotal role in the field of urban development and related issues and acts as a storehouse of critical data and the focal point of adoption of better urban management practices by ULBs.

CONTACT INFORMATION

Association of Municipalities and Development Authorities (AMDA)
7/6, Sirifort Institutional Area, August Kranti Marg, New Delhi-110049, India
Phone: 91-11-26494486, 91-11-26497973, 91-11-41017641, Fax: 91-11-26491675
E-mail : amdadelhi@gmail.com, info@amdaindia.org
Web : www.amdaindia.org