

INTRODUCTION

This publication chronicles AMDA's role as a focal point for debating issues of planned urban development and responsive management of cities by sensitizing municipalities and development authorities, State and Central governments, during the 25 years since its inception. This journey has seen many transformations in its institutional structure in consonance with the changing scenario of urbanization and institutional structure in urban development planning and management in the country. The publication endeavours to capture its activities with an account of its development as an institution and as a record of the people who have steered the organization successfully for a quarter of a century. This publication of **Twenty-five Years of AMDA** will be disseminated widely with a view to enlighten the members of AMDA and municipalities and development authorities in the country including Central and State governments and various organizations and institutions engaged in the field of urban development in the country.

ESTABLISHMENT OF AMDA

As cities grew in the post-Independence period in the 1950s and the 1960s, there was the emergence of strong public interventions, considered inescapable and potentially fruitful, in the planning and development of urban areas in the country. This trend gained impetus with the enactment of the Delhi Development Act resulting in the setting up of the Delhi Development Authority in 1957 by the Central Government. By the 1970s, the Central government encouraged the States to set up Metropolitan/Urban Development Authorities throughout the country (*Inspiration came mainly from the Delhi Development Authority having been set up in 1957*). In **1970**, the Calcutta Metropolitan Development Authority (CMDA) was set up followed by the Madras Metropolitan Development Authority in **1972**. The Bombay Metropolitan Region Development Authority and the Hyderabad Urban Development Authority were set up in **1975**. Of the 12 metropolitan cities in the country as per the 1981 Census, 10 had Metropolitan Development Authorities excepting two cities, Nagpur and Pune. The Delhi Development Authority (DDA) and the Calcutta Metropolitan Development Authority (CMDA) were made responsible for planning as well as execution of works. The Bombay Metropolitan Region Development Authority and the Madras Metropolitan Development Authority were set up as planning and coordinating bodies. During the above period, the urban local bodies started to lose the autonomy enjoyed by them

(by virtue of the 1934 Act). Until the 1992 passage of the 74th Constitution Amendment, more than 50 per cent of urban local bodies were typically superseded at any one time in the country by the States.

It was within this milieu, that the idea to create an Association of Urban Development Authorities was mooted in the meeting of 'Urban Development Authorities' held on 12 March, 1982 under the Chairmanship of the Secretary, Ministry of Works and Housing, Government of India. The **Association of Metropolitan Development Authorities (AMDA)** was formed on **6 January 1983** with the active support of Metropolitan Development Authorities around the country, as a focal point for exchange of ideas on urban planning and development.

Consequent to the historic 74th Constitution Amendment Act, 1992, which accords constitutional status to the municipalities with the aim of promoting the process of democratic decentralization, AMDA was restructured and renamed as **Association of Urban Management and Development Authorities (AMDA)** keeping the acronym **AMDA** as it is on 7th March, 2005 to address issues pertaining to interface between State, Municipal Bodies and Urban Development Authorities and to promote good urban governance. The title of the Association has since been changed with effect from **17 November, 2006** as **Association of Municipalities and Development Authorities** with a view to providing rationalization of inter-institutional relationships and better coordination between municipalities and development authorities. With the passage of time, the Association has emerged as an experience-sharing and knowledge-integration platform.

EMBLEM OF AMDA



The Emblem of the Association came into existence in 1985. The Emblem reflects the concept of partnership among municipalities and development authorities in the country. It has three circles:

The central circle with the map of India reflects that it is an Association of municipalities and development authorities around the country.

The middle circle with figures of people holding hands with each other depicts the true partnership among the municipalities and development authorities of the country.

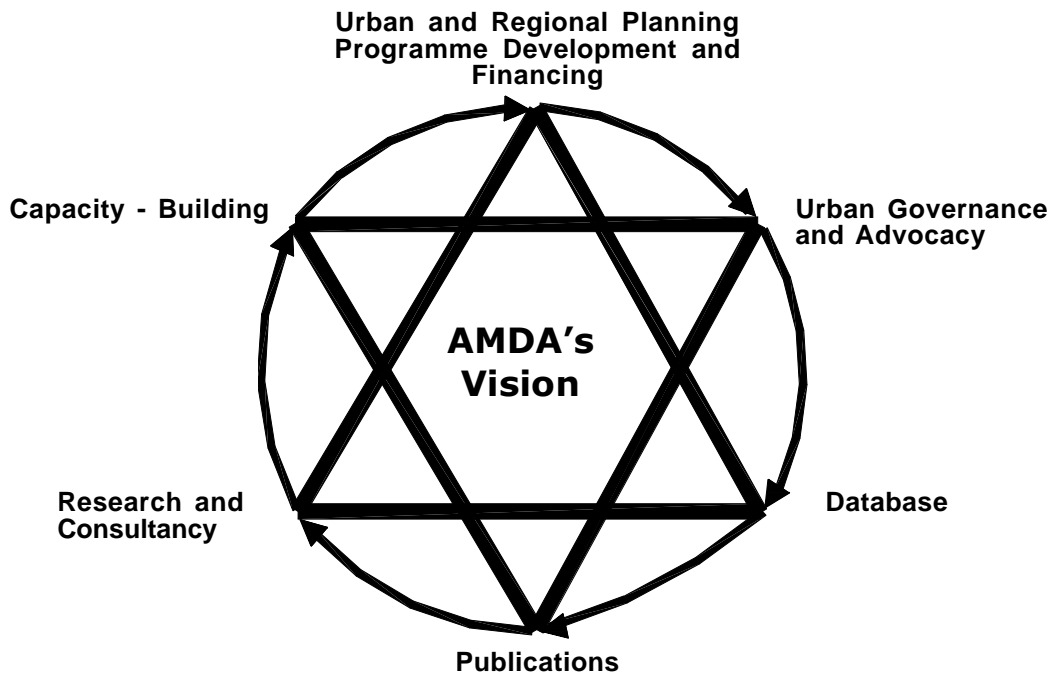
The outer circle with the script **Association of Municipalities and Development Authorities** signifies the name of the Association and its categories of membership.

The bottom of the outer circle with the letters **A M D A** reflects the acronym of the Association.

AMDA's VISION

The vision of AMDA is to be a centre point for frontier research, a treasure house of critical data, a meeting place for sharing informations and experiences, a think-tank for planned development of towns and cities, a forum for advocacy of progressive urban development and management issues and policies through the process of regional planning based on the rural–urban continuum and an advocate of greater decentralization with citizens' participation in local governance.

AMDA envisions itself as an organisation which promotes decentralization and institutionalization of empowered local government bodies with core activities as shown in the figure below:



The Vision is thus a statement of goals and principles and a guide to develop itself as a knowledge-integration and experience-exchange platform, a platform for developing database and institutional capacity-building, in order to support an integrated approach to the development of cities for the municipalities and development authorities.

AMDA'S GOALS

AMDA's goals are to focus on the concerns of municipalities and development authorities with the overall objectives of improving urban settlements and improving the quality of life in urban areas; and to promote and facilitate economically efficient, environmentally sustainable, socially just and politically participatory urbanization in the country by information sharing, mutual learning and networking between municipalities, development authorities and other agencies involved in urban development.

In the wake of rapid urbanization following the processes of liberalization of the economy and ongoing globalization, there is going to be increasing inability of city governments to provide efficient and equitable services. This requires drawing up of a road-map that would meet the specific requirements of towns and cities in terms of planning, management and governance. In the context of the above imperatives and within the framework of its vision AMDA lays stress on augmenting the professional capacities of municipalities and development authorities in respect of institutional development, organizational development and human resource development touching, inter alia, the legal and regulatory changes required, bring in changes of processes and practices and human resource development through upgrading of skills.

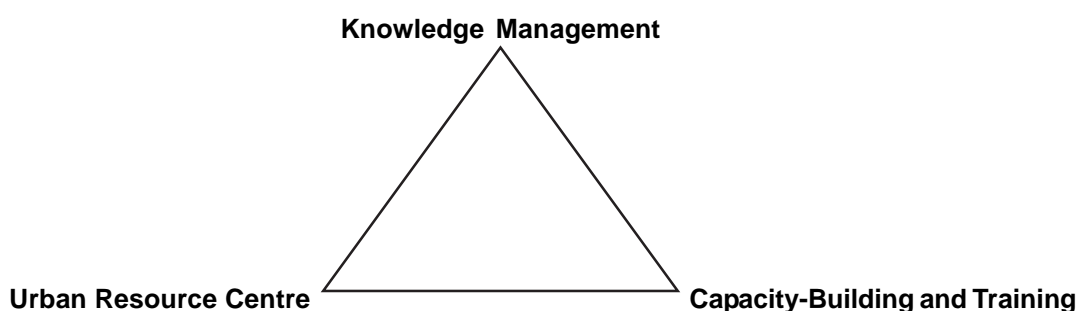
AMDA would also endeavour to establish a network of urban capacity-building institutions and programmes to provide institutional and professional support through the exchange of information and experience, and press for changes in approaches to capacity-building, with particular emphasis on training and education.

Aims and Objectives

| | |
|-------------------|--|
| Enrich | knowledge in the field of urban planning and development |
| Promote | better urban and regional planning of human settlements relevant to the Indian social and economic context |
| Document | all relevant information pertaining to urban settlements and related environmental issues |
| Exchange | information on various aspects relating to urban development and develop an urban information system |
| Promote | education, research, training and professional development on human settlement and environment related issues |
| Organize | training programmes for upgrading the skills of officials of member organizations with special emphasis on latest technical tools |
| Facilitate | coordination amongst members for evolving common practices, norms and standards |
| Promote | knowledge on urban planning and development through seminars, conferences, newsletters and other publications |
| Cooperate | and collaborate with other national institutions in order to foster the development of a more responsive and efficient urban administration in the context of rapid urban growth |
| Research | on matters conducive to improvement in the efficiency of municipalities and development authorities |
| Provide | consultancy services to member organizations and other bodies |
| Offer | awards and certificates of excellence to further the objectives of the Association |
| Emerge | as a think-tank on matters related to good urban governance in the context of District and Regional planning |
| Constitute | or cause to be constituted State Chapters of the Association at convenient places (Regional Centres) to promote the objectives of the Association |
| Advise | if needed, to assist the Central and State governments in the formulation of policies and programmes relating to urban and rural settlement |
| Foster | an integrated environment in which various professions and institutions dealing with different facets of urban settlement related environmental issues could function and interact |
| Discuss | matters of mutual interest to the members |

THE THRUST OF THE VISION PLAN

The overriding thrust of the Vision Plan is strengthening AMDA as a national platform for knowledge management, as an urban resource centre, and as a centre for capacity-building and training as illustrated in the diagram below:



Knowledge Management

- Urban and Regional Planning
- Urban Governance and Advocacy
- Information and Experience Exchange
- Research and Studies
- Partnerships and Networking with National and International Institutions

Capacity-Building and Training

- Delivery of Urban Infrastructure and Services
- Urban and Regional Planning
- Urban Poverty Alleviation
- Urban Transport
- Urban Environment Management

Urban Resource Centre

- Prepare database on Municipal Governance
- Newsletter for disseminating information on urban governance, best practices, research findings, case studies, etc.
- **Website:** to present and promote activities of AMDA, research findings, best practices, etc.

BROAD AREAS OF ACTIVITIES

In pursuit of the broad goals, aims and objectives, AMDA focuses on the following areas of activities:

1. Information Exchange and Dissemination

To develop a database on municipal governance by multifaceted documentation, exchange through meetings and disseminate it through publications and newsletters.

2. Research and Studies

To conduct research and in-depth appraisal of programmes and projects relating to urban development. The spatial implications of present and future urbanization, rural-urban interaction in District Planning Committees/Metropolitan Planning Committees and participatory urban governance are of special interest to AMDA.

3. Capacity-Building

To conduct participatory training programmes for professional development in different functional areas through workshops, seminars and short in-house training programmes.

4. Advocacy

To organize workshops, seminars, conference and brainstorming sessions for reforms and advocacy in the sphere of good urban governance

5. Building partnership and networks

To build partnerships and networks with academic institutions, research institutions, NGOs as well as with the Central, State and local government institutions and international agencies.

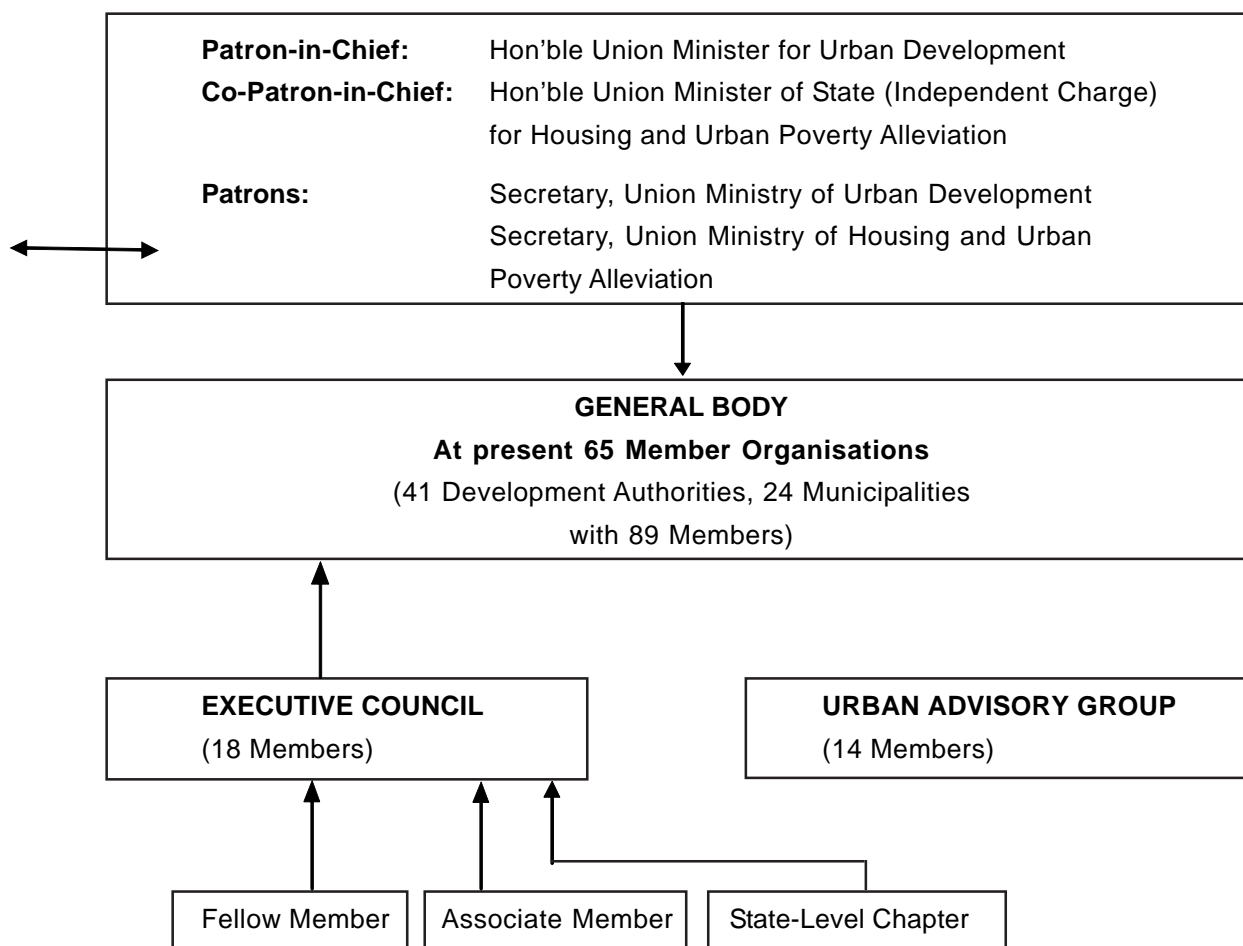
6. Urban and Regional Planning

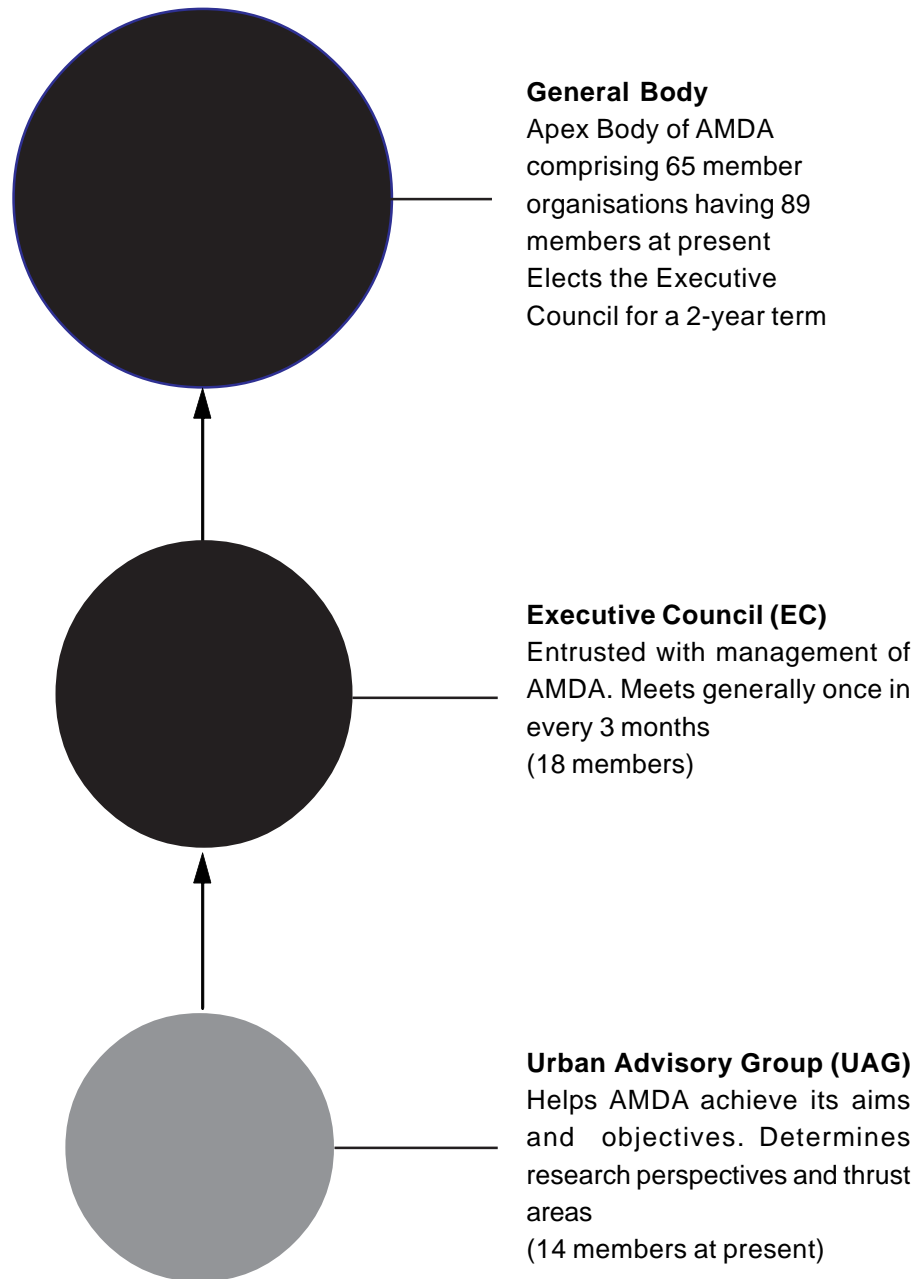
To promote the regional planning approach, taking into account the holistic nature of human settlement systems, rather than just rural or urban development policies in isolation by developing a regional plan at the State level.

INSTITUTIONAL SET-UP OF AMDA

Today, AMDA is recognized for its national stature, supported by 65 development authorities and municipalities in the country with a General Body consisting of 89 members. The affairs of the Association are managed by an Executive Council (18 members). AMDA has constituted an Urban Advisory Group (UAG), having 14 members at present, comprising experts, professionals and academics from the field of urban planning and development. The UAG functions as a think-tank for assisting AMDA to achieve its aims and objectives.

INSTITUTIONAL STRUCTURE





General Body

The General Body of AMDA comprises (a) two representatives – by designation – each from Metro member organizations – one the Chief Executive and the other a Senior Officer nominated by the Chief Executive, and (b) one representative – by designation – each from Non-Metro member organizations i.e., the Chief Executive. Whenever a representative/nominee is transferred from his/her organization, the successor automatically takes over his/her place to represent his/her organization in the General Body of AMDA. The Chairman of the Urban Advisory Group (UAG) of AMDA is the ex-officio member of the General Body and the Director, AMDA is the ex-officio Member Secretary of the General Body.

The General Body elects the Executive Council for a two-year term. The General Body meets in Annual General Meetings to transact the following business:

- a) consideration of the Annual Report and the Audited Statement of Accounts for the preceding year
- b) appointment of auditors for the ensuing year and
- c) any other business as may be brought forward with the permission of the Chairman.

The General Body is the apex body of AMDA and the Executive Council reports to the General Body. At present the General Body consists of 65 Member Organisations with 89 Members (**Annex-I**).

Executive Council

The management of the Association of Municipalities and Development Authorities (AMDA) vests in the Executive Council. The Executive Council is elected by the General Body for a two-year term. The Executive Council consists of the Chairman, Vice-Chairman, Member-Secretary and 15 Members (**Annex-II**). The Chairman, Vice-Chairman and Member-Secretary are the office-bearers of AMDA. The Director, AMDA is concurrently the Member-Secretary. The Executive Council generally meets once in every three months. Subject to the provisions of the Memorandum of Association and Rules & Regulations of AMDA, the Executive Council has the following powers in the governance of AMDA's affairs:

- To prepare and execute detailed plans and programmes for the Association and to carry out its administration and management, including recruitment of staff for the office of the Association

- To receive grants and contributions from members, State Governments and the Government of India
- To have custody of the funds of the Association and to manage the movable and immovable properties of the Association
- To deposit the funds and invest them in such a manner as the Executive Council may deem fit, provided that the surplus funds of the Association shall be invested only in accordance with the provisions of the Income-tax Act, 1961
- To borrow, raise or receive funds
- To incur all expenses of the Association in accordance with the regulations to be framed by the Member-Secretary and approved by the Executive Council in this regard
- To consider and pass such resolutions on the annual report, the annual accounts and the financial estimates of the Association as it thinks fit for submission to the General Body for approval
- To prepare the budget estimates of the Association for each year

Urban Advisory Group (UAG)

The Urban Advisory Group (earlier known as Research Programmes Committee) consisting of eminent professionals and academics in the field of urban development and persons with experience and expertise in that field is structured by the Executive Council for a 2-year term. The UAG has a Chairman and a Member-Secretary with 10-15 Members. Director, AMDA is concurrently the Member-Secretary of the UAG. The UAG plays an important role in helping AMDA achieve its aims and objectives to further the cause of urban development and efficient city management through research, seminars, discussion, training and other activities. The UAG determines the research perspective and thrust areas year to year in the context of contemporary development and policy imperatives. At present, UAG comprises 14 Members (**Annex-III**).

The role of the UAG is to advise AMDA on the following core activities:

- (i) Urban and Regional Planning, Programme Development and Financing
- (ii) Urban Governance and Advocacy
- (iii) Database
- (iv) Publications
- (v) Research and Consultancy, and
- (vi) Capacity-Building

State-Level Chapters

State-Level Chapters are proposed to be established with a view to developing new focal points for the activities of AMDA. The Executive Council of AMDA, in its Meeting on 9 March 2007, approved the proposal and the General Body, in its meeting on 17 November 2007, ratified the rules for creation of State-Level Chapters of AMDA as follows:

1. A State-Level Chapter of the Association of Municipalities and Development Authorities (AMDA) will be set up in States in India, provided any seven members of AMDA in a State should send a written resolution requesting AMDA for forming such a Chapter.
2. The resolution, duly signed by seven members, shall be sent to the Director/Member Secretary, AMDA for consideration in the meeting of the Executive Council of AMDA. The Executive Council shall consider it along with such views as may be received from the members at the meeting, and after satisfying itself that the Chapter will fulfil the purposes for which it is being established, may approve the establishment of the Chapter after which the State-Level Chapter shall come formally into being.
3. After obtaining the approval of the Executive Council, the said seven members will enlist a minimum of another seven members and hold a formal meeting for election of the office bearers.
4. The Chapter shall elect a President, Vice President, Secretary and a Treasurer from amongst them to preside over the meetings of the Chapter and to manage its affairs.
5. The Chapter shall be governed and guided by the Executive Council of AMDA in all matters.
6. There will be an Executive Committee of seven members for the Chapter.
7. The Chapter will have the same fee structure as AMDA and 50% of the fees collected from existing and new members will be remitted to AMDA, after the Chapter comes into being.
8. Activities of the Chapter will be in consonance with the aims and objectives of AMDA as contained in the Memorandum of Association and Rules & Regulations of AMDA currently in force. An Annual Programme of the Chapter will be approved by the Executive Council of AMDA.
9. In the event of any dispute, the decision of the Executive Council of AMDA shall be final and binding.

MEMBERSHIP OF AMDA

As per the Memorandum of Association and Rules & Regulation of the Association, there are two types of Membership of AMDA – i) Institutional and ii) Individual.

i) Institutional Members: All Municipalities and Development Authorities in India qualify to be members of the Association through an annual fee prescribed by the General Body. Based on the population size, there are two types of members from a) Metro Cities and b) Non-Metro Cities. In the AMDA Membership, two Officers represent the municipalities/development authorities of Metro Cities and one Officer from the municipalities/development authorities of Non-Metro Cities. For mode of payment of fee, there are two types of Members – i) Life Member (by paying a one-time life membership fee) and ii) Non-Life Member (by paying an annual fee).

a) Life Member – Out of the 65 AMDA Member Organisations at present, 45 are Life Members. These comprise twenty-two Development Authorities and ten Municipalities from Metro Cities and eleven Development Authorities and two Municipalities from Non-Metro Cities (**Annex-IV**).

b) Non-Life Members – Out of the 65 AMDA Member Organisations at present, 20 are Non-Life Members. These comprise three Development Authorities and seven Municipalities from Metro Cities and five Development Authorities and five Municipalities from Non-Metro Cities (**Annex-IV**).

ii) Individual Members: There are two types of Individual Members of AMDA a) Fellow Member and b) Associate Member.

a) Fellow Member – In amplification of Clause 6 of the Rules and Regulations of Association of Municipalities and Development Authorities, the new guideline for Fellow Membership approved by the Executive Council in its meeting on 13 July 2007 and ratified by the General Body on 17 November 2007 for appointment of Fellows of AMDA with prospective effect are as follows:

An individual can become a Fellow Member of AMDA with the following qualifications:

- (i) A minimum of 10 years in the field of urban development either in terms of an academic tenure or in terms of experience in significant positions as a practitioner of urban development.

- (ii) Significant publications in the sphere of urban development.
- (iii) Willingness to prepare a monograph on a mutually accepted theme within a period of one or two years.
- (iv) The applicant should have presented papers at national and international conferences.
- (v) Besides writing a monograph, the applicant should be willing to spare time for participating in the ongoing activities of AMDA during his tenure as Fellow.

The following terms and conditions will determine the tenure of a Fellow chosen by AMDA:

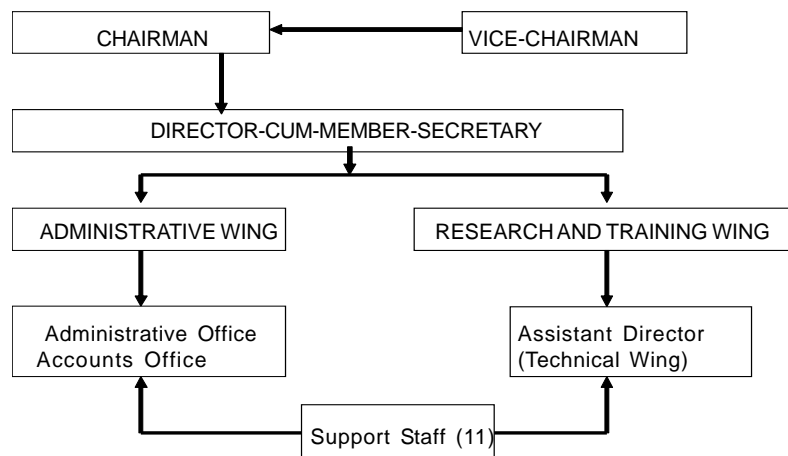
- a) He/she will make a presentation on the monograph he/she is writing, at least once every six months, during the course of his/her tenure.
- b) He/she will be provided a work station in the Office of AMDA at Delhi (if, he/she so requires) so that he/she can use his/her laptop as well as hold discussions with other researchers at the AMDA Office.
- c) He/she will be provided the facility of both using the library for reference purposes as well as issuing books.
- d) He/she will be extended invitations for all functions and training courses organized by AMDA during the tenure of his/her fellowship.
- e) He/she will be required to pay an annual fee of Rs.700.
- f) He/she will be provided stenography services at the AMDA office free of charge from a small pool of stenographers.
- g) He/she will be allowed to use stationery and other materials to the extent of Rs.500 per month.
- h) He/she will not participate in the meetings of the EC or the General Body.
- i) In case he produces a significant monograph at the end of his/her fellowship, AMDA reserves the right to publish it on mutually acceptable terms.
- j) His/her tenure will be upto two years depending upon the nature of the monograph to be written and mutual agreement between the said person and AMDA about the time it will take to write it. An extension of 6 months can be given by AMDA for finishing the monograph beyond the mutually agreed period of Fellowship. However, in no case, will the period of Fellowship be more than 30 months.

- b) Associate Member** – AMDA has decided to introduce Associate Membership as a new category of membership of AMDA in individual capacity which was approved by the Executive Council of AMDA in its meeting held on 9 March 2007 and the General Body in its meeting on 17 November 2007 with the following qualifications:

Persons who are working or have retired as Professionals in the sphere of Urban Planning and Development/Secretaries to the Central and State Governments pertaining to Urban Development, Local Self-Government, Housing, Jal Nigams and Sewerage Boards, Slum Boards etc.

ORGANISATIONAL SET-UP

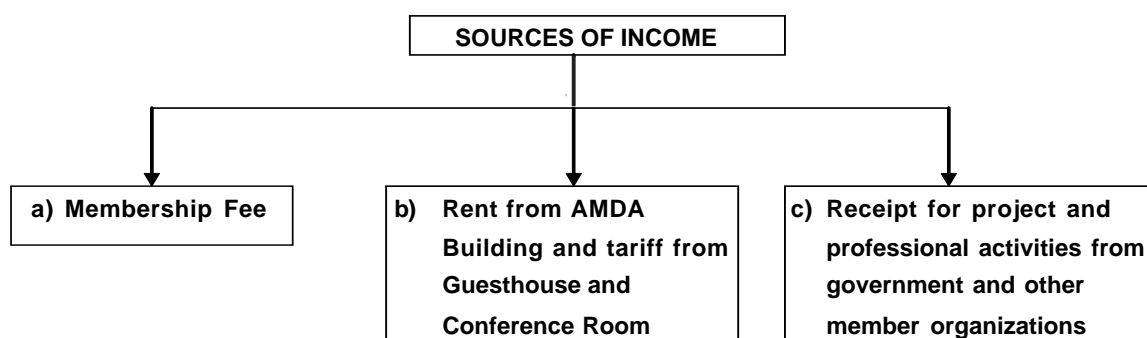
Existing Organizational Structure



FINANCIAL RESOURCES

AMDA draws on a regular and an operational budget based on voluntary contributions from government and other member organizations for its professional activities. The regular budget represents (a) the assessed contributions of its membership fee (b) rents of office building and tariff of guesthouse and conference room. The operational budget is based on grants received for (c) project and professional activities from government and other member organizations.

The Chart given below illustrates the sources of income of AMDA:



AMDA IN ACTION

The Association of Municipalities and Development Authorities (AMDA), established in 1983, is an association of 65 municipalities and development authorities in the country at present. As the name signifies, this institution addresses the issues pertaining to interface between the State, municipal bodies and urban development authorities in the realm of urbanization, urban development and urban governance. For twenty-five years AMDA has been working on issues of planned development and management of cities by sensitizing local, State and Central governments.

It will be worth highlighting some of the important achievements within the broad framework of AMDA's aims and objectives. This publication highlights some of the activities relevant to the aims and objectives of the organization as given below:

- AMDA NEWS – the Newsletter of the Association is a regular, quarterly publication, covering major issues and events in the field of urban development. It also promotes exchange of information on common urban issues having bearing on urban governance among its member organizations. This is supported by its website which disseminates information about the Association and its activities.
- AMDA has conducted 13 research papers and studies related to urban planning and urban development touching inter-alia expenditures and returns for metropolitan cities in India, traffic and transportation study, appraisal studies of resettlement colonies, land pooling and land exchange, land policies for urban development etc.
- AMDA has conducted a series of training programmes for the capacity-building of officials of municipalities, municipal corporations and urban development authorities, and parastatal organizations.
- AMDA has conducted about a total of 25 workshops, seminars, conferences, and brain-storming sessions etc., as a part of advocacy for reforms in the sphere of good urban governance.

Such activities have been highlighted under “Areas of Activities” in the latter part of this publication.

AMDA had Chief Ministers, Secretaries, Chairmen, Vice-Chairmen of different States/authorities, Mayors of Municipal Corporations as Chief Guests in most of the events.

AREAS OF ACTIVITIES

Information Exchange and Dissemination

AMDA has emerged as a knowledge-integration and experience-exchange platform. In this respect, multifaceted documentation and exchange of information and dissemination through publications and Newsletters are undertaken.

AMDA NEWS

The Newsletter of the Association "AMDA NEWS" started in April-June, 1986. It was a quarterly issue till the issue of October-December, 2004 and became bi-monthly since the issue of January-February, 2005. It covers the major issues/events in the field of urban development. The Newsletter also seeks to promote exchange of information on common urban issues having a bearing on urban governance. It endeavours to provide substantive and well-focused information. In the recent issues, the Newsletter has six sections. The first section covers leading news on current urban policy or issues at the national level; the second section carries news on national level 'Policy and Strategy'; the third section highlights the State level news under 'State Initiatives'; the fourth section highlights the city-level news under the section 'City Initiatives' and brief news on urban development in the fifth section entitled 'News in Brief'; the last section highlights the database on some aspects of development in 'Fact-Sheet'. The Newsletter also highlights the proceedings and recommendations of Seminars and Workshops organized by AMDA.

Website of AMDA

AMDA launched its website in 2004. Through the website, www.amdaindia.org, AMDA disseminates information about the Association and its activities. The website carries the latest information about AMDA Members and also the bi-monthly Newsletter focusing on issues of urban development.

Research and Studies

AMDA has conducted research and studies relating to urban planning and urban development. The spatial implications of present and future urbanisation, rural-urban integration in District Planning Committees, Metropolitan Planning Committees and participatory urban governance are of special interest to AMDA. Results are usually published as special and used as inputs in Seminars, Workshops and Training Programmes apart from facilitating researches. Since its formation AMDA, has taken up Research and Studies as indicated on the following page.

RESEARCH AND STUDIES

| S. No. | Title | Sponsored by | Year |
|--------|--|--|------|
| 1. | Expenditure and Returns for selected Metropolitan Cities of India (Volume I and II) | Calcutta Metropolitan Development Authority (CMDA) | 1986 |
| 2. | Traffic and Transportation Study, Kanpur <i>(with Technical Collaboration of Consultancy Engineering Services (India) Private Limited, New Delhi)</i> | Central Institute of Road Transport (CIRT), Pune | 1987 |
| 3. | Investment, Current Expenditure and Returns for selected Metropolitan Cities – three approach papers prepared <i>(with Technical Collaboration of Consultancy Engineering Services (India) Private Limited, New Delhi)</i> | Calcutta Metropolitan Development Authority (CMDA) | 1988 |
| 4. | Traffic and Transportation Study of Patna <i>(with Technical Collaboration of Consultancy Engineering Services (India) Private Limited, New Delhi)</i> | Central Institute of Road Transport (CIRT), Pune | 1990 |
| 5. | Optimisation of Project-mix for Self-Sustaining Financing Mechanism for Infrastructure Development in Mega City, Bangalore | Planning Commission, Government of India | 1991 |
| 6. | An Appraisal Study of Delhi Resettlement Colonies | Delhi Development Authority | 1993 |
| 7. | Revision of Development Plan of SUDA and SMC <i>(in collaboration with CEPT, Ahmedabad)</i> | Surat Urban Development Authority | 1993 |
| 8. | Land Pooling and Land Exchange Scheme of PUDA | Punjab Urban Planning and Development Authority (PUDA) | 1996 |
| 9. | Revision of Building Bylaws in Haryana | Town and Country Planning Department of Haryana and Chief Administrator, Haryana Urban Development Authority | 1996 |
| 10. | Urban Development in Punjab – Present Scenario and Future Perspective | Punjab Urban Planning and Development Authority (PUDA) | 1997 |
| 11. | Preparation of an Action Plan-Cum-Training Module for Potential Durable Employment Generation for Slum Women of Calcutta with Special Reference to Credit Flow Marketing and Management <i>(in collaboration with CMDA, Calcutta)</i> | National Commission for Women (NCW) and Overseas Development Administration (ODA) | 1997 |
| 12. | Projection of Employment Structure in Greater Noida Industrial Area | Greater Noida Industrial Development Authority (GNIDA) | 1999 |
| 13. | Land Policy for Development in the National Capital Territory of Delhi: 2021, Considering various alternative techniques of Access to Land | Delhi Development Authority (DDA) | 2003 |

| S. No. | Title | Sponsored by | Year |
|--------|---|---|------|
| 14. | States/UTs of India – A Profile | In-house (<i>printed with a grant from Ministry of Urban Development</i>) | 2003 |
| 15. | The Metropolitan Agglomerations and the Proposed Grouping of Urban Areas in India | In-house | 2007 |
| 16. | Alternative Modes of Assembly and Development of Land in the NCT of Delhi | Delhi Development Authority | 2008 |

Capacity-Building

AMDA has conducted a series of participatory training programmes in the 1990s. AMDA is also deploying technical staff in DDA and in the Department of Urban Development, Government of NCT of Delhi since February, 2008 as a part of its capacity-building initiative. It is also deploying Physical Planners/Landscape Architects/Conservation Architects/Urban Designers/Junior Architects/Draughtsmen/Computer Operators in the different departments of DDA since 2002.

TRAINING PROGRAMMES

| S. No | Title | In collaboration with | Year |
|-------|---|---|------|
| 1. | Formulation of Land Development and Shelter Projects (training programme workshop I-III) | National Housing Bank, New Delhi | 1989 |
| 2. | Formulation of Land Development and Shelter Projects (training programme workshop IV-VI) | National Housing Bank, New Delhi | 1990 |
| 3. | Formulation of Land Development and Shelter Projects (training programme workshop VII-VIII) | National Housing Bank, New Delhi | 1991 |
| 4. | Formulation of Land Development and Shelter Projects (training programme workshop IX-X) | National Housing Bank, New Delhi | 1992 |
| 5. | Training Course for Managers in Municipalities, Municipal Corporations and Urban Development Authorities in Gujarat | Gandhi Labour Institute and Gujarat Municipal Finance Board | 1993 |
| 6. | Formulation of Land Development and Shelter Projects (training programme workshop XI) | National Housing Bank, New Delhi | 1995 |
| 7. | Housing and Urban Infrastructure Projects – Formulation, Implementation and Financing | National Housing Bank, New Delhi | 1996 |
| 8. | Training Workshop on Urban Infrastructure Projects – Resource Mobilisation, Privatisation, Pricing, Costing and Cost Recovery | National Institute of Urban Affairs (NIUA) | 1997 |

Advocacy

AMDA conducted the following **Workshops, Seminars, Conferences, and Brainstorming Sessions** as a part of advocacy for reforms in the sphere of good urban governance.

| S No | Title | Organised/ Sponsored by | Held at | Year |
|------|--|---|------------|------|
| 1. | Housing Strategy for Metropolitan Cities – <i>(Workshop)</i> | AMDA in collaboration with Ministry of Urban Development and National Housing Bank | Darjeeling | 1991 |
| 2. | Economic Status and Opportunities of Women Living in Calcutta Slums <i>(Two Review Seminars)</i> | AMDA in collaboration with CMDA, Calcutta | Calcutta | 1994 |
| 3. | Urban Transport – Safety and Environment <i>(National Conference)</i> | AMDA in collaboration with The Chartered Institute of Transport in India | New Delhi | 1995 |
| 4. | Revision of Building Bylaws in Haryana <i>(Conference)</i> | AMDA in collaboration with Town and Country Planning Department , Haryana and Chief Administrator, Haryana Urban Development Authority | New Delhi | 1995 |
| 5. | Composit Credit Mechanism (CCM) for the Urban Poor <i>(Seminar)</i> | AMDA in collaboration with Planning Commission, Government of India. | Bangalore | 1995 |
| 6. | Planning and Development of Mega Cities – Issues, Problems and Prospects <i>(Seminar)</i> | AMDA in collaboration with Ministry of Urban Affairs and Employment in collaboration with the Centre for Economic Studies, University of Calcutta | Calcutta | 1996 |

| S No | Title | Organised/ Sponsored by | Held at | Year |
|------|---|---|---------------|------|
| 7. | Study of Cooperative Housing Sector for Seeking Assistance from International Agencies and Preparation of Comprehensive Projects of Kachchi Basti in Jaipur (<i>Three Meetings</i>) | AMDA in collaboration with Jaipur Development Authority | Jaipur | 1996 |
| 8. | Role of Development Authorities – Change of Urban Governance in the 1990s and Beyond (in the context of the 74th Amendment of the Constitution) (<i>National Seminar</i>) | AMDA | New Delhi | 1997 |
| 9. | Infrastructure Financing (<i>Seminar</i>) | AMDA | Nainital | 1998 |
| 10. | Infrastructure Financing – Mechanisms and Issues (<i>Workshop</i>) | AMDA | Darjeeling | 1999 |
| 11. | Urban Governance and Management of Urban Environment (<i>National Consultation</i>) | AMDA | Jaipur | 2000 |
| 12. | National Slum Policy (<i>Brainstorming Session</i>) | AMDA | Greater Noida | 2000 |
| 13. | Simplification of Urban Development Control Regulations and Incorporation of Heritage Regulations in Urban Development Plans (<i>Conference</i>) | AMDA | Panaji, | 2000 |
| 14. | Simplification of Development Control Regulations – The Haryana Model (<i>Experience Exchange</i>) | AMDA | Surajkund | 2001 |
| 15. | Toolkit for Contract Management in Basic Services (<i>Seminar</i>) | AMDA | Ranikhet | 2001 |
| 16. | The Future of Metropolitan Planning Committees (<i>Conference</i>) | AMDA | New Delhi | 2001 |
| 17. | Knowledge Base for Good Urban Governance (<i>Seminar</i>) | AMDA (<i>with Technical Support from the Society for Development Studies</i>) | Gangtok | 2002 |
| 18. | Catering to a Metropolitan Area Vision-2021 (<i>Conference</i>) | AMDA | New Delhi | 2003 |
| 19. | The Municipal Ward as the Basic Urban Planned Development Area (<i>Seminar</i>) | AMDA | Daman | 2004 |

| S No | Title | Organised/ Sponsored by | Held at | Year |
|-------------|--|---|----------------|-------------|
| 20. | The Municipal Ward as the Basic Platform for the Integrated and Platform for the Integrated and Participatory Planned Development of the Urban Settlement (<i>Brainstorming Session</i>) | AMDA | New Delhi | 2004 |
| 21. | Innovative Planning Process for Socio-economic Development (<i>Seminar</i>) | AMDA | Mount Abu | 2005 |
| 22. | Strategic Issues concerning Preparation of Master Plan for Core Areas (<i>Seminar</i>) | Hyderabad Urban Development Authority with Technical Support of AMDA | Hyderabad | 2006 |
| 23. | Securing Tax Exemption for Development Authorities (<i>Workshop</i>) | AMDA | New Delhi | 2006 |
| 24. | Urban Governance in the context of JNNURM (<i>National Seminar</i>) | AMDA in collaboration with MoUD, UN-HABITAT, HUDCO, DDA, BMRDA, CMDA, Haryana UDA PUDA, and MMRDA | New Delhi | 2006 |
| 25. | Planning and Development of Metropolitan Regions in the context of Special Initiatives relating to Infrastructure Development and Provision of Basic Services (<i>Seminar</i>) | AMDA in collaboration with MoUD, MoH&UPA, DDA, CMDA, HUDA, AUDA, MMRDA, PUDA, BMRDA, Haryana UDA, HUDCO and NCRPB | New Delhi | 2007 |

Building Partnerships and Networks

AMDA has built partnerships and networks with academic and research institutions, NGOs as well as with central government institutions such as:

- i) National Housing Bank (NHB)
- ii) Consultancy Engineering Services (India) Private Limited
- ii) National Institute of Urban Affairs (NIUA)
- iii) School of Planning, CEPT, Ahmedabad
- iv) Society for Development Studies, New Delhi

Matters of Common Interest

The finance bill for the year 2002-03 withdrew Section 10 (20-A) of the Income Tax Act, which granted tax free status to all the Development Authorities from payment of Income Tax. In spite of the efforts made by the development authorities, the provision could not be rolled back and hence the development authorities were liable to pay Income Tax from the F.Y. 2002-2003 onwards. Some of the development authorities approached AMDA in order to evolve a strategy for common cause. Accordingly a workshop was organized by AMDA at Delhi on 22 Sep. 2006 in which 26 participants from 13 authorities participated. The emerging outcome of the deliberations were discussed with legal experts who suggested an action plan to deal with the matter. The action plan has since been circulated to all member authorities.

Publications

AMDA has to its credit more than 50 publications based on research studies, training programmes, workshops and seminars.

FUTURE PERSPECTIVES OF AMDA – A ROAD MAP

Emerging Urban Perspectives

The liberalization of the economy and the ongoing globalization process have made significant impact on cities touching, interalia, housing and land markets including participation of private sector in infrastructure investments and provisions with likely impetus on urban growth. This is likely to exacerbate many of the problems of our cities stressing further inability to provide efficient and equitable services and sustain a good quality of life. There is need, therefore, to draw up a road map that would deal effectively with the multifaceted issues and requirements of towns and cities in terms of planning, management and governance.

To deal with this scenario, the Government took two significant initiatives as indicated below:-

- enacted the 74th Constitution Amendment Act (CAA) as an important landmark in the process which advocates decentralization aiming at conferring a Constitutional status to the urban local bodies as the third-tier of the government with the objective of further empowering municipalities as units of local self-government. The Amendment provides a broad structure for organizing urban governance with an accountable and decentralized system.
- launched the Jawaharlal Nehru Urban Renewal Mission (JNNURM) in December 2005, with the aim of encouraging cities to initiate steps to bring improvement in the existing service levels in a sustainable manner. It envisages that in order to make cities work efficiently and equitably, it is essential to create incentives and support urban reforms at State and city levels, develop appropriate enabling and regulatory frameworks, enhance the credit worthiness of municipalities, and integrate the poor with the service delivery systems.

Thrust Areas

In the context of the above imperatives and within the framework of a long term vision, AMDA proposes to broadbase its activities further with thrust on the following areas:

(1) Database on Municipal Governance

AMDA will develop a database system on municipal governance with a view to get grass-root feedback followed by an analytical research study about the decentralization process, to evaluate whether the 74th Constitution Amendment Act (CAA) has led to increased local autonomy, accountability, participation, transparency and effective service delivery. AMDA, by virtue of being an association of municipalities and development authorities, is amply suited to prepare a dynamic database on municipal governance, based on implementation of the 74th CAA by the States.

(2) Study of State Municipal Laws in India

There is no comprehensive compilation of State Municipal Laws in the country available highlighting the commonalities and variations in their provisions. Some organizations such as National Institute of Urban Affairs (NIUA), All India Institute of Local Self-Government (AIIILSG), Administrative Staff College (ASC), Hyderabad and Regional Centres for Urban Environmental Studies (RCUES) have taken an initiative of listing a set of commonalities and variations in various municipal legislations of some States, but none have done it on an all-India basis. Such a compilation of State Municipal Laws is essential in the context of monitoring the implementation of mandatory reforms, as envisaged in Jawaharlal Nehru National Urban Renewal Mission (JNNURM). The study will compile State Municipal Laws in 30 States in the country, capturing variations among the States (excluding five States where urban local bodies do not exist) with regard to structure, composition, duration, functions and financial domain.

(3) Information on Best Practices

Information on 'Best Practices' on local self-government deserves dissemination. AMDA would gather such information from secondary sources apart from its own initiative to invite entries on best practices from municipalities and development authorities in the country.

(4) Capacity-Building and Training

Upgrading the skills of the officials of municipalities and development authorities involved in various processes of urban and regional planning development, urban service delivery and infrastructure, urban transport, poverty alleviation and urban environment to equip them with the latest development on the subject.

(5) Urban Networks

There are many urban networks. Some are global, such as the International Union of Local Authorities (IULA). There are a few management networks, such as the CITYNET, and the International Centre for Local Environment Initiatives (ICLEI).

Their usual functions include the promotion of local autonomy, holding of conferences on matters of common interest which have become important platforms for promoting international exchanges and sharing experiences.

AMDA has not yet joined any of the international networks. Joining the network will benefit its member organizations to strengthen their capacity-building and will become an important component of cooperation mechanism and network for member organizations in the country.

Tasks

Within the ambit of its thrust areas, some of the *tasks* envisaged are as follows

1. Research Activities

Some of the areas of researches in the current context relate to:

- Studies undertaken for some States where urban corridors are emerging as the new geography of urbanization for assessment of the issues, stakeholders, conflicts and their resolution
- Researches for an approach for managing multi-municipal urban agglomerations
- How best to secure participatory governance and the organizational arrangements and process to secure the same
- Researches on Decentralization process achieved under Municipalities focusing on the implementation of the 74th Constitution Amendment and provisions under JNNURM as well as conformity laws of the State Government.

The Urban Advisory Group, besides its assigned role should act as a think-tank at a national level in AMDA to provide an interdisciplinary platform for exchange of ideas between planning and policy-making to abridge the gap between research and practices in the Development Authorities and Municipalities as envisaged in the Memorandum of Association.

2. Resource Centre – Database

The tasks relating to Database to be taken up by the Resource Centre include:

- expanding its documentation capacity and develop it as a self-contained unit of technical wing which can assist in chain of operations from information generation to dissemination.
- enhancing the effectiveness of information delivery channels and to enable the maximum use of indigenously generated operation in development activities.
- developing the database on municipal governance containing comparative information on composition, structure and form of representations of municipal and development authorities, which can be accessed and utilized by officials, elected representatives, researchers, and NGOs.
- developing the database touching (1) Municipal Authorities and Committees (2) Functional Domain of Municipalities – extent of decentralization (3) District Planning Committees and Metropolitan Planning Committees (4) NGO and citizen participation in urban governance.
- setting up of a collaborative arrangement with different institutions e.g., RCUES, Institute of Social Sciences etc. for collection of relevant data.
- evolving an organizational structure for the AMDA resource centre as an effective institution interacting closely with like-minded organizations.

3. Capacity-Building

The task will mainly focus on:

- Institutional development – legal and regulatory changes
- Organizational development – changes of processes and practices
- Human resource development – upgrading skills

Institutional development encompasses the legal and regulatory changes that have to be made in order to enable organizations at various levels to enhance their capacities. It embraces such issues as regulations, capacity of government agencies and municipal authorities, legislative controls, the ability of local governments to form partnerships with private enterprises and community organizations etc.

Organizational development requiring changes in processes and practices needed across government, local authority departments, private sector enterprises, NGOs

and Community groups. It focuses on management practices and procedures, rules and regulations.

Human resource development entails the generation of awareness of “quality of life” and of opportunities and possibilities for individual development and achievement. It includes motivating people and providing opportunities for individual creativity, advancement and development.

4. Best Practices

A compilation of Case studies of development initiatives will be undertaken that have successfully achieved their intended goals and made a significant contribution to improvement in governance and implementation practices. AMDA aims to highlight such initiatives, facilitate inter-temporal and inter-state comparisons and encourage their replication in other parts of the country. AMDA proposes to share these experiences through discussions, publications or direct participation that facilitate such exchange of ideas.

AMDA has already instituted an annual award for Best Practices at the National Level.

5. Corpus Fund

The idea of building up a Corpus Fund with contributions from interested institutions has already been approved by AMDA General Body.

6. Restructuring Organizational Structure

The organizational structure envisaging three broad areas of professional activities encompassing knowledge management, urban resource centre and capacity-building, and training need to be operationalized .

7. Establishment of State Chapters of AMDA

This has since been approved as per the rules already notified. Efforts will be made to set up State level Chapters to pursue the aims and objectives of AMDA

8. Membership drive

Will be vigorously pursued for increasing the membership of AMDA comprising municipalities and development authorities having due regard to the number of municipalities and development authorities in the country.

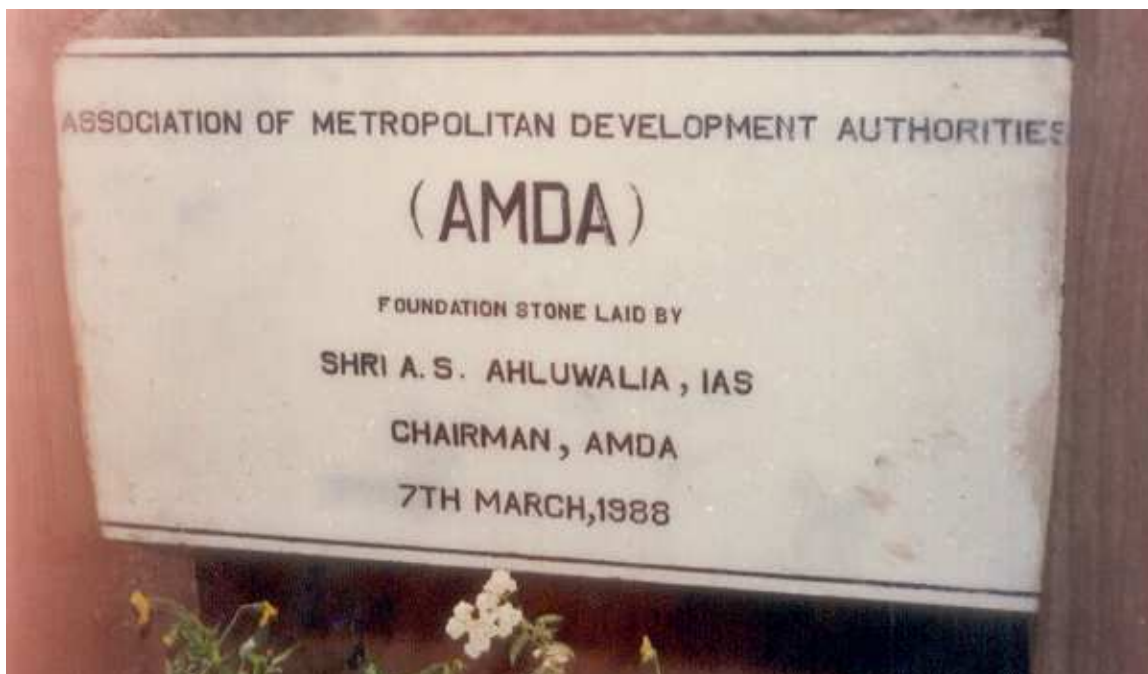
GLIMPSES OF AMDA

OFFICE BUILDING

The office building of the Association of Municipalities and Development Authorities (AMDA) is situated at 7/6, Sirifort Institutional Area, August Kranti Marg, New Delhi – 110 049. The total plot area of the office building is 1732.00 sq.m. It is a ground plus three floor building structure with a basement. It has a Guest House comprising five air-conditioned rooms and a Conference Room with a seating capacity of about forty persons within the premises.

Bhoomi Pujan of the Office Building of AMDA – March, 1988

The Bhoomi Pujan (the foundation ceremony) of the Office Building of AMDA at 7/6, Sirifort Institutional Area, New Delhi was performed on 7 March, 1988. This ceremony was attended by Chairman Shri A. S. Ahluwalia and Vice-Chairman Shri A. Prasad of AMDA, apart from senior officers from Ministry of Urban Development, 11 Members from Development Authorities, Chairman, Research Programmes Committee (RPC) Shri R. Parthasarathy, Secretary AMDA Shri R. Seshadri and other AMDA Staff.



Foundation Stone of AMDA Building