



AMDA NEWS

Newsletter of Association of Municipalities and Development Authorities (AMDA)

VOLUME 24 • NUMBER 4 • JULY-AUGUST, 2008

AMDA

The Association of Municipalities and Development Authorities (AMDA), established in 1983, is an association of 65 municipalities and development authorities in the country. 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. It offers (a) a valuable forum for members to exchange ideas of topical interest in the field of urbanisation; (b) information on good practices in the field of urban development through newsletters, workshops, seminars, training programmes, applied research and the kind; and (c) a valuable contribution in the field of planned urban settlements and their development. The Association has emerged as a knowledge-integration and experience exchange platform across the country, besides performing an advocacy and interfacing role to improve efficiency of urban local bodies and development authorities. For over two decades, AMDA has been working on issues of planned development and management of cities by sensitising local, state and central governments.

AMDA NEWS is a bi-monthly publication brought out by AMDA. The Newsletter covers major events in the field of urban development. The Newsletter seeks to promote exchange of information on common urban issues having a bearing on urban governance. It endeavours to provide substantive and well focussed information.

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WORLD HABITAT DAY, 2008 TO FOCUS ON HARMONIOUS CITIES

The United Nations has designated the first Monday in October each year as World Habitat Day. This year World habitat Day is going to be celebrated on 6 October . The idea is to reflect on the state of our towns and cities and the basic right to adequate shelter for all. It is also intended to remind the world of its collective responsibility for the future of the human habitat.

The global observance of the occasion this year will be led from the Angolan capital, Luanda. The celebrations in Angola will show the world, how the country, after years of conflict, is progressing in the establishment of harmonious cities through urban development, poverty alleviation, improved land and housing rights, and providing access to basic urban services.

The United Nations has chosen the theme of Harmonious Cities for 2008 to raise awareness about the problems of rapid urbanization, its impact on the environment, the growth of slums, and the urbanization of poverty as more and more people teem into towns and cities looking for a better life.

In an age where for the first time half of humanity is now living in towns and cities, the quest for adequate shelter for all along with basic services such as water, sanitation, electricity, decent health care, safe streets, etc., is more urgent than ever, especially in developing countries. There should also be no illusion that cities have the greatest impact on the environment and climate change. And where they are poorly managed, with weak governance structures, it is their citizens and their surrounds that suffer most.

Urgent action is thus needed to foster wide spread use of new energy efficient and environmentally friendly technologies to reduce urban pollution.

Harmonious Cities are inclusive cities where everyone and every culture is at home.

"**Harmony** is the basic element of Chinese Philosophy. The concept of **harmony** has been rooted in the Epistemology and of Chinese people. The concept of **harmonious urban development** is with the overall development trend of China and the whole world."

Source: www.unhabitat.org

POLICY AND STRATEGY

INTRODUCING e-GOVERNANCE IN URBAN LOCAL BODIES

The Ministry of Urban Development (MoUD) has undertaken a Mission Mode Project (MMP) for introduction of e-Governance in Municipalities across the country. This project is an important component of the National e-Governance Plan (NeGP), and is expected to impact a significant population of the citizens in the urban areas. One of the measurable outcomes under JNNURM is deployment of e-Governance applications to meet the expectations of government, citizens, as well as businesses. Infact, introduction of e-Governance systems is one of the mandatory reforms at the municipality level, and is expected to result in reduced cost and time of service delivery to the citizens.

Basic services delivered by urban local bodies include education, health, public transport, water supply, sanitation, and environmental issues can benefit tremendously by the use of Information Technology (IT). IT has the potential to improve service delivery to the citizens at the local level and thus improving the relationship between governments and citizens.

Municipal operations, from an IT perspective, can be divided into three categories:

- 1) External (Government to Citizen, Government to Business)
- 2) Internal (Government to Employee)
- 3) Intra-governmental (Government to Government)

1) External Municipal Operations

Government to Citizen

The core operations of the municipal corporations are to deliver key citizen centric services such as grievance redressal, issuing of certificates, tax collection and providing vital civic services. The key for the citizen delivery framework is to render services to citizens quickly and hence help in reducing the overall cost. All citizen interactions should be integrated and provide true 24x7 and multi-channel communication. In Andhra Pradesh, the e-Seva project is delivering more than 20 citizen centric services.

Government to Business

Local government also provides services to businesses. Businesses can be of two kinds – business from which revenue is generated e.g., trade licenses and procurement of goods and services by the government from vendors.

Establishments carrying out specific businesses are required to obtain a trade license. It is important to regulate this to ensure that this does not adversely affect the citizens. The issue of trade license is a means to ensure that the manner in which business is being carried on is in accordance with the relevant rules, standards and safety guidelines.

Procurement of goods and services for municipal functions are daily activities. e-Procurement holds immense potential in terms of effectively and efficiently leveraging information technology to centralise and standardise the procurement function. It streamlines the purchasing process and reduces costs thus providing better quality of goods and services to departments.

2) Internal Municipal Operations (Government to Employee)

Efficient and effective utilisation of employee is important to ensure effective administration. The focus is increasing on attracting, retaining, and developing a skilled workforce to align with the goals. To do this, human capital systems are becoming increasingly important.

The development of an integrated HR system including payroll and self-service applications is envisaged to culminate into a Government to Employee portal that will increase the value proposition of the services provided to the employees. This gives employees direct access to HR information and transactions. Employee self-service not only reduces administrative costs but also makes more time available to HR staff for strategic activities.

National Municipal Accounting Manual mentions regulatory requirements and guidelines. This is another area for which solutions may be put in place for an integrated management of budgets and control spending; simplify fund accounting; maintain cash- and accrual-based sets of books and manage projects, grants, and programs. This will help in reducing time to consolidate financial information as well as provide the officials with real time intelligence to take actions on.

3) **Intra-Governmental Municipal Operations (Government to Government)**

Rule-based case management system helps the movement of files between different departments in the urban local body and helps in automating the complete process. This enables an organisation to provide consistency of service over time and across all of its staff and organisational boundaries. It also fundamentally changes the focus of transactions from individual service activities to a more planned set of citizen outcomes. In fact, one of the urban local bodies in western India was able to streamline their processes and was able to increase the revenue collection by more than 125 per cent.

GIS and Spatial Data

One of the important components of a complete e-Governance solution is the Geographic Information System (GIS). The objective is to develop a system to assist in strategic planning and resource mobilisation and utilisation, streamlining municipal taxation and management functions and planning and management of day-to-day operations in all areas. This not only helps the officials to view details in graphical format but also help them take decisions.

There are four primary applications:

a. Revenue Mapping - Showing details of all municipal taxes and charges like property tax levied on various assesses. This will help the officials by improving assessment and thereby increasing collections and revenues.

b. Municipal Infrastructure Mapping - Showing the details of municipal infrastructure like roads, solid waste management system, streetlight, building etc., thereby helping the city planners in town planning.

c. Resource/Assets Mapping - Showing specifically the assets for optimum utilization and hence providing better services to the citizens.

d. Poverty Mapping - Showing socio-economic attributes of the poor households. This will help in targeting the correct citizen for the correct services.

Integration and Business Intelligence

There are a number of applications deployed by urban local bodies to deliver better citizen services. Better services to citizens require insight and visibility into municipal operations. The need to adapt processes quickly using existing infrastructure and services has led to the use of Service Oriented Architecture (SOA). Being able to analyse the performance impact of processes is a key advantage of SOA. This platform enables rapid development and adoption of processes using Business Process Execution Language, which allows the processes to be orchestrated across many complex systems using web services.

Citizen Interaction Channels

Citizens expect that the improvements that they see in private sector should be available in public services. Adopting technology that accommodates multi-channel access has become a prime concern for most governments. The complete framework of e-Governance multiple channels need to be taken into account.

In a country like India the Internet connectivity is still low, government has to look at alternative ways of delivering the services. The penetration of mobile phones is increasing exponentially and this is one channel for applications that needs closer look.

Source: *e-gov*, Volume 4, Issue 8, August 2008

THE EXPANSION OF MICROFINANCE PROMOTES PRO-POOR CITY GROWTH AND RURAL POVERTY ALLEVIATION

The last 20 years has seen the evolution of microfinance institutions (MFIs) that have created significant income and employment opportunities for the poor in Asian countries. Microfinance is a system for providing small loans to poor entrepreneurs, typically self-employed and running a home-based business. Although most MFIs started with public or philanthropic money, many have now become self-sustaining, profit-making enterprises. The performances of the Bank Rakyat Indonesia's Unit Desa program in Indonesia and the Grameen Bank in Bangladesh shows that it is possible for MFIs to make small loans to large numbers of poor people in a sustainable manner. However, the focus of such activity has been on people living in villages rather than in urban areas.

The trends in microfinance is toward a more professional, inclusive financial system that reaches into both rural and urban areas. At the same time, microfinance is moving beyond its small business base to offer the poor a wide

range of financial services, including savings, insurance, money transfers, and a broad array of loan options. Now that microfinance entrepreneurs have proved that the poor are bankable, an enabling environment must be created to encourage microfinance in urban areas. Business should be encouraged in urban slums through the provision of risk capital and technical expertise to work with local microfinance entrepreneurs, commercial banks, and non government organization. A feature of microfinance is the goal of self-sufficiency for both microentrepreneurs and MFIs. By combining access to private market financing with more efficient management and technology. MFIs can move from reliance on philanthropy to self-sufficiency. Unlike other loan programs. Microfinance does not require borrowers to have collateral. There is a need to build the capacity of microfinance practitioners, prepare a new legal framework with the central bank to facilitate the development of microfinance, and pilot the increasing operations of those commercial banks and financial institutions entering the microfinance market. A focus on savings is particularly beneficial for the development of microfinance in urban areas. Microfinance is not the total solution and will not defeat urban poverty on its own but it can play an important part.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

Modern microfinance

The modern origins of microfinance date back to the mid-1970s. Among the key innovators was Professor Mohammad Yunus of Bangladesh who started by making loans to the very poor, especially women in villages. He started the Grameen Bank Project in 1976, and in 1983 transformed it into a bank that now has nearly 6 million borrowers, 96% of them women, and some 2,000 branches in about 64,000 villages. The repayment rate for loans is 98%, and the bank is profitable.

Microcredit and microfinance

Microcredit covers loans and credit needs of clients, while microfinance provides a broader range of financial services that includes savings, insurance, housing loans, and remittance transfers. A microfinance institution might also offer microfinance, and entrepreneurial and life skills training; and provide advice on health and nutrition, sanitation, improving living conditions, and the importance of education

EARLY MUNICIPAL BONDS

The first real general obligation bond was issued in 1812 by New York City, but today there is more than \$1.8 trillion in outstanding municipal debt, comprising obligations of approximately 50,000 issuers. General obligation bonds were the main type issued during the early years, but now have been outpaced by revenue bonds and those issued by quasi-public bodies (special districts). England also provided the early revenue bond model through its sale of bonds for toll roads in the 1770s. In addition to long-term bonds, many issuers also use short-term municipal note borrowing, and this option has grown substantially since the 1960s.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

URBAN SPRAWL: HALF THE WORLD HEADED FOR CITIES

The report entitled 'World Urbanization Prospects: The 2007 Revision Population Database' by the United Nations released on 26 February, 2008 said that India would still be not as urbanized as China where currently 40% people live in cities and their number is projected to go up to 70% or one billion by 2050. Half of the global population will live in cities the end of 2008 year for the first time in human history while the percentage of urbanized in India will only be 29%.

Currently 3.3 billion people out of estimated population of 6.4 billion are living in urban areas and their number would double to 6.4 billion by 2050 when some 9.2 billion people are expected to inhabit the Earth, the report said.

Releasing latest projections on urbanization, Director of Department of Economic and Social Affairs' Population Division, Ms. Hania Zlotnik stressed that the migration to urban areas would continue in India despite attempts by the Indian planners to prevent people from moving to cities.

Indian planners, should, be trying to foster economic dynamism in rural areas where 70% of the population lives and rural development implies improving agriculture and establishment of agro industries. That would mean fewer people would be needed in that sector which, in turn, would require excess labour to be moved to non farm employment which is available mostly in cities. Ms. Zlotnik outlined two scenarios: either people would migrate to cities such as Mumbai, or onetime rural areas would transition into urban centres by generating other activities.

In India, the new megacities – Kolkata and Chennai , which are projected to have populations of 26.6 million and 10.1 million respectively would join Mumbai and Delhi by 2025. Mumbai had a population of 19 million and Delhi 18.8 million last year.

Worldwide the UN expects addition of 8 new mega cities with population of 10 million or more by 2025. These would include Shenzhen in China which will become third megacity in the country after Beijing and Shanghai. However, Tokyo will remain largest megacity. Its population of 35.7 million at the last count is expected to rise to 36.4 million by 2025.

Source: *The Times of India*, 28 February, 2008

MOVING TOWARD ENVIRONMENT - FRIENDLY FUEL TRANSPORT SYSTEM FOR URBAN INDIA

The first centralized effort to improve fuel quality in India was initiated by judicial activism. It began in 1994 with the phasing out of lead in petrol in the four metropolitan cities – Chennai, Delhi, Kolkata and Mumbai. The Ministry of Environment and Forests set out fuel specifications in 1996. A similar program to reduce the sulfur content in diesel has been in effect since 1996. Compressed natural gas (CNG) is used extensively in a few cities including Delhi, Mumbai and Surat. In an April 2002 directive, the Supreme Court imposed fines on diesel buses, issued orders for phasing out diesel buses, and accorded priority to the transport sector for CNG allocation. The court also ordered that a schedule be drawn up to supply CNG to other polluted cities, including Agra, Faridabad, Jharia, Jodhpur, Kanpur, Lucknow, Patna, Pune and Varanasi. Delhi today has the largest CNG bus fleet in the world, with about 7,200 buses and 4,000 minibuses. The auto rickshaw and taxi fleet of the city have also been converted to CNG. A number of oil companies are actively promoting liquefied petroleum gas (LPG) for automobiles in the major cities. In Bangalore, a transport department directive has made it mandatory since 2005 for all auto rickshaws to be fitted with authorized fixed cylinder kits that run on LPG. Alternate fuels like dim ethyl ether, biodiesel, hydrogen, electricity, and fuel cells are in various stages of experimentation

Source: *ADB, 2008 Managing Asian Cities*, Singapore

APPROACHES TO THE DISPOSAL OF MUNICIPAL SOLID WASTE

Cities have a choice of two types of municipal solid waste disposal: landfills and combustion or incineration. Modern landfills are needed to replace the poorly engineered dumpsites that are common in most Asian cities. They should be designed to protect the environment from waste contaminants. A landfill sitting plan and onsite environmental monitoring system provide additional safeguards. Many new landfills collect gas emissions and convert them into energy. Municipal solid waste landfills receive household waste, nonhazardous sludge, industrial solid waste, and construction and demolition debris. To protect the environment and the public, national or regional regulations are required with provisions on: location, to ensure construction only in

Solid Waste Management: The Philippines promotes the 3Rs – Reduce, Reuse and Recycle

The following initiatives have enabled recycling in Metro Manila to increase from 6% in 1997 to 28% in 2006.

Material recovery facilities/systems: *established in every barangay or cluster of barangays. From 144 in 2000, there were 1,723 by the end of 2006.*

Recyclables collection events (RCEs); *This started as a once-a-year Earth Day Celebration activity to increase awareness and promote the 3Rs. The public was encouraged to bring recyclables for sale to recyclers. In 2006, the Department of Environment and Natural Resources (DENR), Earth Day Network (EDN), and the Philippine Business for the Environment (PBE) brought the initiative to Davao City; la Trinidad, Benquet; Cebu City; and Quenzon City. Some provinces are now requesting assistance to organize and undertake similar events.*

Waste markets: *As an offshoot of the 2006 modifications to the RCE, the DENR, EDN, and PBE in partnership with the Ayala Foundation Inc, launched the "Waste markets" which involves mini-RCEs every month at the Ayala Malls (proem shopping malls in the Philippines).*

SM Initiatives: *On 24 February 2007, SM Supermalls- the largest network of shopping malls in the Philippines – hosted its first waste market for replication in all other malls. SM will also be setting up mall-selling spaces where goods from recycled waste can be sold to support initiatives toward 3Rs.*

Ecolabelling Program: *The National Solid Waste Management Commission (NSWMC) has prepared ecolabelling guidelines for packaging materials and products to facilitate waste recycling and reuse, including synthetic laundry detergents, tissue paper products, batteries, polyethylene and polypropylene packaging materials, engine oil, and printing and writing paper.*

Implementation of ISO 14001 Environmental management System (EMS):

The program encourages EMS in government agencies and business establishments. Paperless communication, reuse of one-sided used paper or internal communications, waste segregation, and selling or returning recyclables to recyclers and junkshops. In Metro Manila, 160 buildings are implementing waste segregation with six also undertaking composing. An average of 34,600 kg of recyclables is recovered monthly.

Industrial Waste Exchange Program (IWEP): *This establishes links between industries where waste becomes raw material.*

Source: ADB, 2008 *Managing Asian Cities*, Singapore

appropriate geological areas; liners; to protect groundwater and soil; leachate collection and removal; operating practices, including waste compacting and covering; groundwater monitoring; site closure and the care of closed sites; corrective actions, to control and clean up landfill releases and provide groundwater protection; and assuring that funds are available for environmental protection even after closure. New approaches include bioreactor landfills that are designed to transform and degrade organic waste through the addition of liquid and, in some cases, air to enhance microbial processes.

To reduce the waste volume, cities can adopt a controlled burning process of combustion or incineration, which can also be used to convert water into steam for heating systems or generate electricity. Incineration facilities can also remove materials for recycling. A variety of pollution control technologies reduce the gases emitted, including scrubbers and filters. Burning waste at very high temperatures destroys chemical compounds and bacteria but regular testing is needed to ensure that the residual ash is not hazardous before it is dumped in the landfill. Some of the ash can also be used productively. For example, in the United States, about 10% is used as cover for landfills or road construction.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

POOR QUALITY WATER IS COSTLY TO SOCIETY

The cost to society of poor quality water has generally been estimated with reference to the health effects and environmental costs of polluted water. This method computes the benefits of a good quality water supply as time savings, health and other closely related benefits. The World Health Organization's (WHO) *Evolution of the Costs and Benefits of Water and Sanitation Improvements at the Global Level*, by Guy Hutton and Lawrence Haller (2004) reviewed many urban and rural water supply and sanitation interventions and concluded that, in achieving the Millennium Development Goals (MDGs) for water supply and sanitation in developing regions, the return on a \$1 investment would be on the order of \$5-28. This return was achieved whether the interventions were for both water supply and sanitation, or for sanitation improvements for those already having improved water supply, or vice versa. The database used in this analysis was comprehensive, with analysis based on data generated from over 50 countries in all developing regions. Similar analysis

carried out by Water Aid refers to WHO estimates that 5.6 billion working days and 443 million school days would be gained by universal access to safe water and sanitation. While also concluding that the attribution of wider benefits of water supply and sanitation is not a straightforward matter, it estimates that for a range of water supply and sanitation investments, returns of between \$2 and \$52 are made for every \$1 invested, the result only of the time savings and better health that such investments generate.

Other research confirms that the greatest measurable benefits from water supply and sanitation improvements are in employment time savings, largely because of reduced incidence of diarrheal diseases. More than four billion cases of diarrheal diseases are reported each year, with between one and two million deaths annually. Thus, the burden of disease associated with poor water supply, sanitation, and personal hygiene has been estimated at 82 million disability-adjusted-life-years (DALYs) annually. Taking a low valuation of \$500 per day, the total economic cost amounts to \$40 billion annually. However, this figure is highly dependant on the valuation of the DALY. Rijsberman also provides estimates of total investment and recurrent costs for water supply (\$1.8 billion and sanitation (\$9.3 billion) to achieve the MDGs. These are estimated to generate benefits of \$54 billion – a benefit/cost ratio of almost 5. Again, the major benefits are delivered from time measurements-less time (and lives) lost from being sick, and less time spent caring for sick babies and infants. This implies a net present value (NPV) of \$400 billion at a discount rate of 5%, but still leaves half of population unreserved as of 2000 without safe water and sanitation access. Providing all with water supply and sanitation would generate an NPV estimated at \$600 billion. Work in Delhi indicates that a long chain of beneficial consequences is initiated by water supply improvements. These involved complex relationships between the time saved in obtaining water, the health benefits, and thus further time savings, and the impact on personal hygiene, food preparation, etc. The average cost to a household of illness caused by poor water quality and poor sanitation based on health expenses alone is estimated at Rs.143 per month for poor families, or about 3.5% of household income.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

STATE INITIATIVES

TAMIL NADU URBAN DEVELOPMENT FUND

The World Bank-funded Tamil Nadu Urban Development Project set up a loan and grant program as the Municipal Urban Development Fund (MUDF). By Oct., 1996, the government-owned MUDF had financed over 500 subprojects in 90 out of 110 municipalities in Tamil Nadu. In 1996, MUDF was converted into a new financially and legally autonomous financial intermediary with participation of private capital and management, the Tamil Nadu Urban Development Fund (TNUDF). An asset management company – a joint venture between the Tamil Nadu government and private investment companies – now manage the fund. This has brought private-sector management expertise to the selection and financing of subprojects sponsored by either public or private agencies and to facilitate access to creditworthy municipalities to the private capital market. The government's share is to be reduced eventually through sale to interested investors and on-lending interest rates will gradually be made to conform to market rates. A separate grant window for poverty-oriented investments, such as slum upgrading and cost of resettlement, is also being handled by the asset management company and provides technical assistance to municipalities in preparing such investments and improving their own financial management.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

DOUBLE ENTRY ACCOUNTING SYSTEM AT LOCAL LEVEL IN TAMIL NADU

On 1 April 2000, Tamil Nadu, became the first state in India to introduce an accrual-based accounting system in all municipalities and municipal corporations. Tamil Nadu officials provided key inputs in preparing the Institute of Chartered Accountants of India (ICAI) technical guide on accounting and financial reporting (October 2004). The institute and the Financial Institution Reform and Expansion (FIRE) project also provided technical assistance to those developing Tamil Nadu's accounting system. Hence, Tamil Nadu and ICAI complemented each other in developing the state's accounting system manual and the institute's technical guide. The FIRE project was the catalyst and supported both ICAI and Tamil Nadu in setting the overall framework for change and being a practical example for other states to follow Karnataka, Maharashtra, Gujarat, Rajasthan, Andhra Pradesh, Madhya Pradesh, and Punjab are all making efforts at the state and city levels to improve their urban financial accounting systems.

Source: ADB, 2008 *Managing Asian Cities*, Singapore

CITY INITIATIVES

'IT' SERVICES IN MUNICIPAL CORPORATIONS

MUNICIPAL CORPORATION OF DELHI

The Municipal Corporation of Delhi (MCD) provides a range of services to more than 15 million of citizens residing within its jurisdiction. Therefore, the civic body focuses on the use of Information Technology (IT) in the services provided to people. The best example is the health department which collaborated with IT Department and took a pioneering step in application of IT in different fields of health care administration and tried to improve the operational efficiency and better productivity of the units. The experiences gained by civic body in application of IT to health sector are worth sharing as there is tremendous potential for using these experiences by other civic bodies in India in delivery of more effective health services.

Areas of Digitisation and their Benefits:

The various areas in which digitisation have been accomplished are:-

1. Registration of Birth and Death (RBD): This was the first area to be digitised by health department. Registration of birth and death occurring in the jurisdiction of MCD is being done by the health department. The computerisation of birth and death registration system in MCD commenced from 19th February 2003.

2. Digitisation of Records: The Central Record Room, inaugurated on 6th May 2005, preserves all the birth and death records from 1879 to 1990. The health department has started digitisation of records of birth and death through outsourcing and has completely digitised all records up to 1998.

3. The Online Institutional Registration (OLIR): The OLIR scheme was implemented on 1st January 2004. In this scheme all the MCD hospitals and most of the government and private hospitals/institutions were empanelled and provided user ID and password. Today, nearly 400 hospitals have been empanelled with the MCD for online institutional registration of birth and death.

Computerisation of RBD has helped in providing quality services, and has facilitated quick search and ability to handle large volume of data.

4. Registration and Renewal of Health Trade License: Issue and renewal of health trade licenses has also been computerised. The health trade records from all zones have been digitised and have been uploaded in the MCD website.

5. Notifiable Disease Surveillance System (NDSS): A unique web based software has been developed and implemented for effective disease surveillance of notifiable communicable diseases. This surveillance system is useful in quick identification of patient and in organising immediate remedial measures in the locality. All 400 empanelled hospitals in 12 zones of MCD are availing this facility.

6. Hospital Information System (HIS): An agreement was signed with WIPRO Health Care Ltd., on 14 October 2004 for training of all staff in computer basics and software, installation of LAN, software procurement, desktop, server, printers etc., and were initiated in 2005. In 2008, HIS has successfully been implemented at all six hospitals of MCD. This has helped in improving the quality of patient's care, nursing productivity, communication, and in developing a common clinical database, with faster and easy access to information and better hospital management.

7. Implementation of e-Tendering Process: The health department started implementation of e-Tendering process in 2005. All concerned officials have been provided desktops, adequate training and digital signatures for floating tenders online. The procedure provides transparency, removes bias and ensures timely procurement.

8. Citizen Relationship and Grievances Management System (CRGMS): Online redressal of citizen grievances is operational in the health department w.e.f. (with immediate effect) from 2007.

9. Website for MCD: Information on different activities organised by health department is given in the home page of MCD (<http://mcdonline.gov.in/>) in the form of FAQ (Frequently Asked Questions), citizen guide etc., with the aim of improving services to the citizens by introducing electronic capabilities and practices so as to reduce cost, increase efficiency and ensure transparency as also to foster quality and accountability of services rendered.

10. Linking of Immunisation with Birth Records (LIBR): LIBR, an IT project for linking immunisation with birth registration was commissioned on 9 April 2008. In this, 32 maternity homes of MCD have been provided with a software which will enable them to know the exact immunisation status of the child, it allows for tracking down of immunisation dropouts and will be helpful in monitoring vaccine preventable diseases.

11. e-Governance: The process of e-Governance in six major departments of MCD health, engineering, property tax, citizen services, HR (Human Resource)/ personnel, finance and education has been initiated in 2008. e-Governance once implemented will transform the citizen services, provide access to information and enable their participation.

12. Computerised Citizen Service Bureau: MCD started this unique path breaking IT initiative to deliver electronically its services to citizens of Delhi through a Citizen Service Bureaus (CSBs) set up in each zone. This serves as a single window port for the citizens to avail different services. The services that have been offered in these citizen service bureaus are as follows:

- Registration of births and deaths and issuing of certificates.
- Accepting applications for all kinds of licenses and issuing them once the approval is received from the concerned office.
- Booking of parks for holding private functions.
- Renewal of health trade licences.
- Accepting all kinds of payments.

The success of MCD has prompted the RGI and UNICEF to recommend the replication of MCD model

on registration of birth and death in other parts of the country. IT enabled MCD serves as a catalyst for enabling more effective governance by enhancing efficiency, providing transparency, allowing for citizen's participation, providing better access to services, creating a wider access to information, effective decision making by the officials and an improved service delivery mechanism.

Source: *e-gov*, Volume 4, Issue 8, August 2008

PUNE MUNICIPAL CORPORATION

The Pune Municipal Corporation (PMC) is providing all citizen services expected under the National Mission Mode Plan of the Union Ministry of Urban Development to the citizens in Pune. In participation with industry the corporation has contributed to the establishment of the office of a Chief Information Officer (CIO) for the city. It is facilitating Municipal Wi-fi (software) and Pune cards, as well as the creation of citizen accounts, to manage all citizen interactions and services.

The Corporation has established a dashboard to monitor the progress of all development works under Jawaharlal Nehru National Urban Renewal Mission (JNNURM) that displays the weekly progress of each project. The dashboard also reports the expected date of completion and actual date of completion. This alerts the senior officials of any project slippage and allows for the engineering work to speed up.

IT is also being used to create a single point of access to all citizens. Through a single point, multiple departments can automatically learn about transactions that are relevant to them. The PMC is working with Right to Information (RTI) activists to create a frame work of Management Information System (MIS) to provide information to ensure transparency on the website. PMC also created wiki's (software) to enable different departments to collaborate and share information on the various activities they undertake.

Developing a focus on design had been a major challenge while implementing IT services. The absence of clear IT governance and a clear road map has also been a major challenge in the PMC.

GIS has existed in the PMC for more than 15 years. The biggest challenge is consolidating and integrating all the digital assets of the PMC. The other big challenge is building capacity to integrate various data tables across the PMC into layers to enable decision making. With the GIS services different departments to share project information and coordinate various land-acquisition, digging and road diversion exercises. PMC is expected to provide information services to businesses and other government bodies-particularly property inventory. PMC is also looking at using IT to monitor and regulate traffic, parking, energy, water, and solid waste management.

Source: *e-gov*, Volume 4, Issue 8, August 2008

SURAT MUNICIPAL CORPORATION

IT enabled systems have been put in place in Surat Municipal Corporation (SMC) to enable standardising the processes, obtaining timely and accurate information and reducing the response time. The functions/activities of SMC benefited by the use of IT are: a) Utilities/ Services Management; b) Project Management; c) Quality Monitoring; d) Energy Efficiency; e) Finance and Accounting; f) Revenue Collection; g) Material Management and h) Human Resource Management.

Surat Municipal Corporation is one of the pioneers in harnessing the power of IT. The corporation developed and implemented computerised payroll, property tax, vehicle tax and pension systems during 1982-85; put the property tax system online (Intranet) in 1990 and started computerised double entry accounting system in 1992. Almost every income related function has been computerised for timely issuance of bills, faster tax collection at single points of contacts like the citizen facilitation centres across the city.

SMC has used Management Information System (MIS) for monitoring and grading services like sanitation, maintenance and efficiency of street lights, preventive and curative health activities, complaint management service, etc. Long time familiarity with computerised budgeting has helped tracking capital projects for their scheduled commissioning and reducing the time-to-benefit for the citizens. SMC has also a well designed and highly informative website where all relevant information is

available to the citizens.

Surat Municipal Corporation has started 'city civic centres' that act as single-point outlets for the citizens to access various civic services. These centres have a string of computers on the network and allow the citizens to avail various facilities. The following services are being offered through the 16 city civic centres in Surat:

- Birth and death registration and certificates
- Shops and establishment registration, issuance of licenses, renewal, duplicate license, closure of establishment
- All types of revenue collection including property tax, water meter charges, vehicle tax, professional tax etc.
- Revenue collection of tenements, Economic Weaker Section (EWS) houses and shopping complexes
- Complaint registration
- Booking of auditorium, halls and open plots
- Submission of all types of applications
- Distribution of all types of forms/publications of SMC

Use of IT helps in standardising the procedure to be followed for delivery of the service. The City Development Plan, the list of JNNURM projects and works sanctioned under Corporators' Fund are all accessible to people through the website. The annual budget and monthly and weekly revenue-expenditure statements are also available on the website.

The biggest challenge was the change management. Adopting keyboard for running the systems and processes, at first, appeared daunting for hundreds of frontline clerks and counter operators. Computer and system related training was imparted to the staff so that they attained the working knowledge and gained confidence in handling applications.

Almost every service delivered by the SMC has geographic/ locational attributes attached to it. GIS based decision support systems help in closer integration of these services and enable the Corporation to plan ahead for introducing,

implementing and augmenting these facilities. This is as true for correlating planning with building permissions and tax collection statistics, as for monitoring birth statistics with reproductive and child health care programmes, correlation between sanitation efficiency, parasite proliferation and public health statistics, fresh water pipeline leakage, resolving water pressure discrepancies, correlating drainage congestion with throughput capacity planning and many other functions.

IT services would enable Surat Municipal Corporation to provide an effective, prompt and cost effective response to the citizen needs, in a manner that takes care of the citizen's individual needs and convenience.

Source: *e-gov*, Volume 4, Issue 8, August 2008

GREATER HYDERABAD MUNICIPAL CORPORATION

Greater Hyderabad Municipal Corporation (GHMC) using IT for internal process like human resource planning and training etc., which is broadly categorized as:

- A comprehensive citizen-administration interface
- A government to citizen (G2C) and citizen to citizen (C2C) web platform

GHMC website <http://www.gov.in/> enables citizens to access various products and services provided by the GHMC from the comfort of their homes. Such as: a) Settlement and payment of property tax; b) Payment gateway for online payments; c) Instant birth / death registration; d) Instant birth / death certificates' issuance; e) Submission and tracking of building plan applications; f) Public grievance lodging through Parishkruthi; g) Status of infrastructure works; h) Tenders' submission and management system; i) Financial management system; j) Citizens forum and k) Opinion polls etc.

Almost every service extended by GHMC is being extended online, for citizen comfort. Accessibility to services is being pursued through services platforms of citizen service centers, e-Seva kendra's, facility centres and Andhra Pradesh (AP) online centres. Transparency of service delivery is enabled through less interventions of human interface between the officials and the citizens.

GHMC has a four-pronged agenda – i) accessibility, ii) transparency, iii) accountability and iv) responsiveness. For citizens who do not have access to Internet, fully computerised e-Seva and citizen service centres have been set up whereby, they can pay their bills and remit all municipal taxes. They can also request for birth/death registration certificates, apply for permits/licenses, etc. The corporation website enables citizens to access various products and services provided by the GHMC from the comfort of their homes.

GHMC is the first municipality in India to introduce technology for solid waste management, which definitely improved the efficiency in lifting and movement of garbage. This further improved based on rich experience in implementation. The town planning department has adopted GIS in identifying the boundaries of GHMC. The complexity is such that GHMC is formed by merging 11 surrounding municipalities with erstwhile Municipal Corporation of Hyderabad (MCH).

Source: *e-gov*, Volume 4, Issue 8, August 2008

DEVELOPING A MUNICIPAL CREDIT RATING SYSTEM IN AHMEDABAD

The City of Ahmedabad received India's first municipal credit rating in February 1996 and by 2006, more than 30 cities had followed the example. The ratings are now recognized as important indicators of urban competitiveness. The Financial Institution Reform and Expansion Project – Debit/Infrastructure Component [FIRE (D)] Project is facilitating the development of a municipal credit rating system in India, supporting both cities and rating agencies. A rating methodology was developed under the project by Credit Rating Information Services of India, Ltd. (CRISIL).

In 1995, the Ahmedabad Municipal Corporation (AMC) requested a credit rating, and CRISIL, with the support of the FIRE (D) project, developed a methodology based on the study of urban local bodies in India and international experience in rating municipal bonds. Credit rating has evolved and it examines the municipality's profile and existing operations, its financial and managerial performance, and the specific project for financing. The National Institute of Urban Affairs, a FIRE (D) project partner,

contracted with investment information and Credit Rating Agency (ICRA) to develop a credit-rating methodology. Over 30 cities have now asked for credit ratings from CRISIL, ICRA, and Credit Analysis and Research Limited (CARE), India's other leading rating agency. In addition, the states of Andhra Pradesh and Kerala are considering plans to have all their major cities rated.

Because of a low tax base, lack of credit histories, and problems with cost recovery in India, especially for water and sewerage, the FIRE(D) Project, in association with CRISIL and Infrastructure Learning and Financial Services (IL&FS), have designed structured debt obligations (SDO) for municipal authorities. The primary benefit of an SDO is to raise credit quality by attaching reliable and predictable streams of revenue from specific tax and/or nontax sources of the municipal body. These earmarked cash flows, which are the primary source of debt payment, are separated from the issuer's general funds and are monitored by an independent trustee. The cities of Ahmedabad, Vijayawada, and Nasik, for example, have adopted the SDO approach.

Source: ADB 2008, *Managing Asian Cities*, Singapore

POVERTY REDEFINED

The Planning Commission, Government of India has decided to redefine poverty as deprivation by including access to facilities like education, health, infrastructure, clean environment and benefits for women and children as deciding factors. To provide a broader national picture of deprivation, rather than absolute poverty, the Commission has decided to incorporate 27 national targets under six essential sectors.

The Indices of Poverty

The definition of poverty on the basis of expenditure on food, fuel, housing, clothing, bedding, miscellaneous items:

- a) Families with intake of 2,400 calories per capita per day
- b) Those living in single-room kacha houses
- c) Those spending less than Rs. 373 per capita per month in rural areas; less than Rs. 567 per capita per month in urban areas

Deprivation Index will take into account, among others: i) Average income/Out-of-school kids; ii) Accessibility to basic health services; iii) Access to clean drinking water and sanitation; iv) Whether children work; v) Electricity connections; vi) Link with all-weather road and vii) WHO standards of clean air.

Source: *Hindustan Times*, 18 August, 2008

NEWS IN BRIEF

ONE-STOP SHOP FOR ENVIRONMENT INFORMATION

A one-stop shop for all information and resources, the India Environmental Portal will enable the flow of easy-to-use information from sources across the country and make it available in the public domain. A portal on environment and development designed and built by the Centre for Science and Environment (CSE), with support from the National Knowledge Commission, was launched on 11 August, 2008.

This is a unique effort as it will provide collaboration between government and civil society. It is an effort to put government information in the public domain and to build dynamic and networked knowledgebased societies. The portal, which can be accessed at www.cseindia.org, will source government documents and make them available for public scrutiny. It is designed for users of environmental information - from the media to students. To start with, more than 3,00,000 articles and documents are available to researchers - from different sources, all categorised by author and tagged according to subjects and locations.

Source: *The Hindu*, 13 August, 2008

SATELLITE TOWNS UNDER JNNURM

The Central government is considering a proposal to include satellite towns in the mission cities under JNNURM to avoid a situation where cities are in improved situation but just outside the city area, it is a miserable condition.

These satellite towns according to the government's definition are urban areas adjoining the mission cities. For instance, in case of Delhi, it will include agglomerations like Gurgaon, Faridabad, Ghaziabad and Noida.

The recommendation for inclusion, of satellite towns has to come from states. The satellite towns will be adjoining the mission cities. In addition, states will propose projects to be carried out in these satellite towns. The focus area in these towns will be on basic infrastructure services -water management, solid waste management and other such services.

Source: *Indian Express*, 30 July, 2006

KEY STATISTICS ON URBAN INFRASTRUCTURE

Structure of Project Finance under JNNURM by Source of Assistance

City	Number	Percentage of funding (%)		
		Central grant	State grant	Loan
Cities with 4 million population per 2001 Census	7	35	15	50
Cities with population of 1-4 million per 2001 Census	28	50	20	30
Other cities (including all State capitals)	28	80	10	10

Projects sanctioned and funds released by Gol under JNNURM by city (as on July 18, 2008)

S.N	City	No. of projects sanctioned	Total project cost (Rs. million)	Amount released (Rs. million)
AMDA Members:				
1.	Hyderabad	20	21,337.8	3,584.5
2.	Vijaywada	9	4,771.2	720.7
3.	Visakhapatnam	10	11,592.3	1,553.8
4.	Chandigarh	2	569.9	154.5
5.	Ahmedabad	21	13,963.2	1,589.5
6.	Rajkot	5	3,045.2	804.8
7.	Surat	24	16,343.9	2,140.4
8.	Vadodara	6	3,567.7	497.3
9.	Bangalore	37	22,453.1	2,017.0
10.	Kochi	4	3,774.8	467.4
11.	Thiruvananthapuram	3	3,271.3	605.1
12.	Bhopal	6	6,156.0	854.9
13.	Indore	8	5,791.7	775.0
14.	Jabalpur	2	1,488.2	186.0
15.	Greater Mumbai	15	37,194.4	3,128.0
16.	Nashik	4	5,692.8	774.7
17.	Jaipur	8	4,630.7	648.3
18.	Chennai	19	14,070.3	1,368.1
19.	Coimbatore	3	5,873.8	806.6
20.	Agra	3	1,351.6	169.0
21.	Kanpur	3	5,180.7	579.9
22.	Lucknow	3	6,677.6	834.7
23.	Meerut	2	2,956.0	369.5
24.	Asansol	5	2,129.8	320.4
25.	Kolkata	21	17,869.9	1,410.9
26.	Allahabad	2	1,201.0	204.3
27.	Varanasi	2	1,597.0	199.6

Projects sanctioned and funds released by Gol under JNNURM by city (as on July 18, 2008) (Contd.)

S.N	City	No. of projects sanctioned	Total project cost (Rs. million)	Amount released (Rs. million)
Other than AMDA Members:				
1.	Itanagar	2	892.0	200.7
2.	Guwahati	2	3,161.1	711.2
3.	Patna	1	369.5	46.2
4.	Raipur	1	3,036.4	607.3
5.	Faridabad	3	2,109.8	263.8
6.	Shimla	2	261.3	52.3
7.	Jammu	1	1,292.3	290.8
8.	Srinagar	2	2,812.9	632.9
9.	Mysore	4	6,076.4	895.3
10.	Nagpur	14	8,114.4	1,201.0
11.	Nanded	10	6,870.4	1,857.3
12.	Pune	13	19,452.4	3,439.4
13.	Imphal	1	258.1	58.1
14.	Kohima	1	252.6	17.9
15.	Bhubaneswar	2	5,049.3	1009.9
16.	Amritsar	3	3,657.3	644.0
17.	Ajmer-Pushkar	3	3,935.7	1,164.6
18.	Madurai	7	6,371.0	868.1
19.	Puducherry	1	2,034.0	406.8
20.	Mathura	1	99.2	19.8
21.	Aizwal	1	168.2	37.8
22.	Gangtok	1	239.2	53.8
23.	Dehradun	2	946.3	133.2
24.	Nainital	1	54.7	10.9
25.	Haridwar	1	478.4	57.4
26.	Ujjain	1	668.6	133.7
27.	Ludhiana	1	2,413.9	301.7
28.	Shillong	1	244.6	0.0
	Total	330	3,05,872.0	41,880.8

Source: Ministry of Urban Development

- The Jawaharlal Nehru National Urban Renewal Mission (JNNURM), a scheme sponsored by Central Government, covers 63 cities out of which 7 cities with 4 million population, 28 cities with populations 1-4 million, and 28 other religious/historic and tourist important cities are included.
- For Cities with 4 million population 35% grant released from central grant and 15% released from state grant and 50% from loan.
- For Cities with population 1-4 million 50% grant released from central grant and 20% released from state grant and 30% from loan.
- For other religious/historic and tourist importance cities grant released from central grant 80% and state grant 10% and 10% from loan.
- As per Ministry of Urban Development report as on July 18, 2008, under the JNNURM scheme maximum projects sanctioned for Bangalore, Surat, Ahmedabad and Kolkata 37,24,21 and 21 respectively. For Hyderabad, Chennai and Greater Mumbai, Nagpur, Pune 20,19,15,14 and 13 respectively.
- 5-10 projects sanctioned for cities of Visakhapatnam, Nanded, Vijaywada, Jaipur, Madurai, Vadodara, Bhopal, Asansol and Rajkot; and less than 5 projects sanctioned for other cities.
- Maximum amount sanctioned for Hyderabad, Pune, Greater Mumbai, Surat and Bangalore Rs.3,584.5, Rs.3,439.4, Rs.3,128, Rs.2,140.4 and Rs.2,017 million respectively.
- Between Rs.1,000 - Rs.2,000 million sanctioned for Ahmedabad, Visakhapatnam, Kolkata, Chennai, Nagpur, Ajmer-Pushkar and Bhubaneswar.
- Below Rs.1,000 million sanctioned for the other cities.

KEY STATISTICS ON URBAN INFRASTRUCTURE (contd.)

Tax-free municipal bonds issued in India during 1998-2008

Service Provider	Year	Project description	Amount (Rs million)
Ahmedabad Municipal Corporation	2002	Water supply and sewerage project	1,000
Ahmedabad Municipal Corporation	2004	Water supply, stormwater drainage, road, bridge and flyover projects	580
Ahmedabad Municipal Corporation	2005	Road and water supply projects	1,000
Chennai Metropolitan Water Supply and Sewerage Board	2005	Water supply project	500
Chennai Metropolitan Water Supply and Sewerage Board	2003	Water supply augmentation project	420
Corporation of Chennai	2005	Road projects	458
Hyderabad Metropolitan Water Supply and Sewerage Board	2003	Drinking water project	500
Hyderabad Municipal Corporation	2003	Road construction and widening project	825
Nagpur Municipal Corporation	2007	Water supply and sewerage project	212
Nashik Municipal Corporation	2002	Underground sewerage scheme and storm water drainage system	500
Visakhapatnam Municipal Corporation	2004	Water supply system	500
Total			6,495

Source: Indo-USAID FIRE Project

Eight urban service providers have so far issued 11 tax-free municipal bonds worth Rs.6,495 million. The accelerated Urban Water Supply Programme (AUWSP), launched in 1994, was later made part of the Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT).

Projects sanctioned and fund released by sector (as on July 18, 2008)

Sector	No. of projects sanctioned	% of all projects sanctioned	% of cost of all projects sanctioned	% of all funds released
Stormwater drainage	36	10.91	10.48	10.17
Roads/Flyovers	66	20.00	8.64	9.96
Water Supply	100	30.30	37.29	39.91
Sewerage	62	18.79	24.74	22.07
Urban renewal	8	2.43	0.63	0.68
Mass rapid transit system	14	4.24	10.96	11.36
Other urban transport	12	3.64	1.94	0.86
Solid waste management	30	9.09	5.17	4.57
Development of heritage areas	1	0.30	0.14	0.41
Preservation of water bodies	1	0.30	0.01	0.01
Total	330	100.0	100.0	100.0

Source: Ministry of Urban Development

GUEST HOUSE AND CONFERENCE FACILITIES

AMDA has a Guest House in its building at 7/6, Sirifort Institutional Area, August Kranti Marg, New Delhi 49. The basic aim of running the guest house is to provide accommodation facilities to the officers of Member organizations who visit Delhi. The Guest House has 5 Air-Conditioned rooms i.e. 4 double bedded and 1 tripple bedded. All the rooms have attached bathrooms with 24 hour hot/cold water supply. There is one common sitting/dining lobby where a Colour T.V. has been provided. The Guest House also has one Kitchenette to provide bed tea/coffee to the occupants. Break-fast / lunch / dinner can be arranged on request. Good quality restaurants are situated at 5-minute walkable distance. The **TARIFF** for the Guest Rooms is as under :-

GUEST HOUSE TARIFF

S. No.	Category of Members	Occupancy		
		Single	Double	Triple
1	External Guests (subject to availability of accommodation)	650	900	1050
2	AMDA members and their staff on duty and authorised guests	325	450	525
3	ASRTU members (while on official duty)	490	675	790

CONFERENCE ROOM TARIFF

S. No.	Category	Full day (09.00 hrs to 19.00 hrs)		Half day (09.00 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/-
3	ASRTU	Working days	1,500/-	Working days	1,000/-
		Holidays	1,875/-	Holidays	1,250/-

CONFERENCE ROOM FACILITY

Overhead Projector : Rs. 500/- per day, L.C.D. Projector : Rs. 2,000/- per day

PUBLICATIONS OF AMDA

	(Rs.)
1. Planning and Development of Metropolitan Regions in the context of Special Initiatives relating to Infrastructure Development and Provisions of Basic Services - Seminar Proceedings, 2007.	300/-
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Published for AMDA and Printed at : Print Link, Phone : 9211372372