



City
Managers'
CMAO
Association
Orissa



**CMAO
Capacity Building
Programme**

**Under
Capacity Building
for Decentralized
Urban Governance**



SUDA



Capacity Building for Decentralised Urban Governance

Executive Summary

Building Cities Performance training programme was conducted as part of the Capacity Building for Decentralized Urban Governance Project in four Urban Local Bodies of Orissa i.e. Cuttack, Sambalpur, Berhempur and Puri. It was organized by City Managers' Association Orissa with support from Government of India, UNDP and State Urban Development Agency. The purpose of the workshop was to enable cities elected representatives and officials to understand in improving its performance.

The subject areas of discussion include Innovative Municipal Resource Mobilization, City Development Plan, Municipal Accounting, Property Tax Reforms, Public Private Partnership, Poverty & Livelihoods, City Disaster Management and Urban Environment etc and also provide solutions to make the project more successful.

The participant attended includes Mayors, Chairperson, Coporators, Councilors, senior & grassroots officials of ULBs, Citizens NGO and media etc. The days' meeting comprised of technical sessions as well as an introductory session and a way forward in which the feed back from various participants were heard in order to understand the status of implementation of projects.

For the first time, global warming, climate change, urban transport and gender perspectives in urban planning processes were included in the programme, and attracted great interest amongst the participants. At the end of the Programme, participants presented their action plans and shared their feedback during the Evaluation Session. Some suggestions were to insert Climate Change Adoption strategy, Disaster Risk Reduction and Youth in Urban Governance in the next course of training programmes. At the end city evolved a Municipal Action Plan on improving its Municipal Resource Mobilization Strategy.

CMAO Training Programme Updates - 2008

Supported and Partners

Housing & Urban Development Department, Urban Local Bodies of Cuttack, Sambalpur, Berhempur, Puri and State Urban Development Agency have actively participated as the co partner in organizing the training programmes. The training programmes were conducted as part of the Capacity Building for Decentralized Urban Governance Project. The programme was support by Government of India and United Nation Development Programme.

Objectives of the Workshop

- To initiate discussions on Good Governance,
- To orient the elected representative & officials on post 74th CAA
- To understand new options of managing cities;
- To obtain knowledge on Urban Administration;
- To learn various urban governance innovations in India.



Summary of Presentation

Mr. Piyush Ranjan Rout made presentation on Sustainable Urban Development, Preparing & Need of City Development Plan, Innovative Municipal Resource Mobilization, Urban Disaster Management, Urban Environment Management and Urban Poverty Alleviation. Mr. Rout presentation highlighted urban development trends, and major challenges. He shared the influential factors involving planning - social, environmental, cultural, political, economic and physical aspects. The key principles & challenges when making plans are growth, change, progress and evolution. He suggested considering the improvement of social well-being, quality of life & environmental protection in the planning processes.

Mr. Sanjib Mishra gave an elaborate presentation on Property Tax Reforms. He explained details of myths surrounding property tax reforms among the elected representatives and officials. During his presentation narrated basic principles of the State Govt. though on Property Tax Reforms. Mr Mishra introduced different models of Property Tax and the areas where they are being applied in Indian cities. He concluded that the 'secret' to effective reforms is the initial setting of realistic, unambiguous and mutually beneficial expectations.

Mr. Manas Dash in his presentation briefed about the prevailing practice of Municipal Accounting Reforms and Public Private Partnership. His presentation clearly elaborated the steps followed to sift from Single to Double Entry, advantage, caution need to be taken and move toward credit rating. Mr. Dash discussed Private Finance Initiatives (PFI) and cited some of their advantages including: on average faster and more on-time delivery of projects, innovative design, high quality ongoing management, and smarter ways of delivering infrastructure.



Details of the Training Module

- Sustainable Urban Development
- Preparing & Need of City Development Plan
- Innovative Municipal Resource Mobilization
- Urban Safety & Disaster Management
- Urban Environment Management
- Urban Poverty Alleviation
- Property Tax Reforms
- Municipal Accounting Reforms
- Public Private Partnership

Lunch Time Module

- Bus Rapid Transit System
- Kudumbashree
- Slum Networking
- Sabarmati Riverfront Development



Technical Session Highlights

Sustainable Urban Development

- Dynamics of Urbanisation
- Urbanization: Global Facts and Figures
- Global Urban Threats
- Orissa Urban Profile
- Urban Governance in Orissa
- Present Status of Urban Management
- New Challenges
- New Age of Urban Management
- Need for Building Professional City Manager

City Development Plans

- The Urban Challenge
- Planning Process
- CDP defines how a City will
- CDP's phased approach
- Stakeholders Consultation
- Defining Vision
- Identifying Mission Areas
- Figuring Sector Wise investment
- Making CDP a living documents

Property Tax Reforms

- Role & Contribution of Urban Areas in Nation Building
- Broad Pattern of Municipal Finances
- Municipal revenue Vs System Efficiency
- Property Tax importance to Municipal finance.
- Property Tax in Major Indian Cities
- Characteristic of a good property tax structure
- Annual Rental Value vs Unit Area Method
- Property Tax Assessment – Patna Model
- Comparison between New and Old Method to Assess Properties



Chairperson of Sambalpur Municipality during training programme



Slides from City Development Plan

Urban Safety & Disaster Management

- Global Facts Crime, Violence, Disasters
- Women's safety – Bogotá Columbia
- Urban planning and design, Engaging youth
- Cities in Japan using traditional *kobans* (community police stations), Making a safe city safer – Toronto, Hong Kong, probably the world's safest city, Making a dangerous city safer – Nairobi

Municipal Accounting Reforms

- Rationale For Municipal Accounting Reforms
- Accounting Reforms
- A Need Of Time
- Existing Municipal Accounting Systems
- Issues Of Cash Accounting
- What Is Accrual-Based Accounting ?
- Benefits Of Accrual-Based Accounting
- Major Issues In Transition
- Myths & Reality
- Advantages Of Accrual System
- State-Specific Budget And Accounts Manuals
- Tamil Nadu – Success Story

Public Private Partnership

- Why PPP in Urban Sector?
- Investment Requirement
- “Rich cities but *Poor* City Governments”
- Areas of Urban PPPs
- Urban PPPs in India
- Sector wise Projects
- Tamil Nadu – Role of Institutions
- Lessons Learnt
- Thiruvananthapuram City Roads Project
- Constraints in Implementing PPPs
- Why Limited PPPs in Urban Sector?



Participants during training programme

Best Practices in Community Approaches to Urban Poverty Alleviation

- Evolution of Urban Poverty Alleviation
- Umbrella Approach - 1997
- Women Beneficiary Nurseries
- Plantation In Slums:
- Development Of Colony Parks In MCH
- Strategy for success
- Convergence of different programmes with similar objectives
- Development of Institutional Framework
- Capacity Building and Training
- Management Information System
- Preparation of Need Based Action Plan
- Preparation of Investment Plan

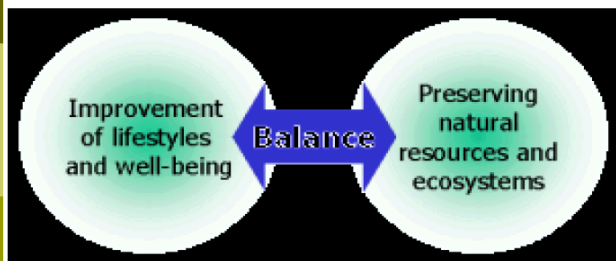
Urban Ecosystem Approach In Urban Environmental Management

- Urban Environmental Problems
- Growing Urban Environmental Challenges
- Urban Ecosystem
- Urban Water System
- Urban Ecological Problems of India
- Global Urban Threats
- Emerging Urban Environmental Issues
- Urban Environmental Policy
- Sustainable Development
- Sustainable Urban Development
- What are Sustainable Cities?
- Urban Experience In International & India
- Bogota- Columbia Urban Transport System
- Freiburg – Germany, Solar City
- Japan's 3R Initiative towards a Sustainable Solid Waste
- Integrated Environmental Transport Strategy Management Cities Cashing on Leadership

Innovative Municipal Resource Mobilization

- The emerging scenario
- Present Practice of Municipal Resource Mobilisation
- Need For Municipal Resource Mobilization
- Management Innovations In Municipal Resource Mobilization
- Areas Of Innovations
 - (a) property tax administration;
 - (b) asset management;
 - (c) information system;
 - (d) user charges; and
 - (f) others.
- City Initiatives of Ahmedabad, Surat, Indore, Kokatta, Jalgaon, Vishakpatnam, Jablpur, Jaipur, Bnagalore, Mumbai, Hyderabad etc
- Revenue Enhancement Action Plan

Sustainable Urban Development



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Slides from the Sustainable Urban Development



Training programme in Berhampur

Details of Participants

Puri

Total Participants: 62

Male: 56

Female: 06

Key Participants in Puri

Mr. Gourahari Pradhan, Chairperson

Mrs.A.Vijayalaxmi, Vice Chairperson

Mr. M.D. Barik, Executive Officer

Mr. T.B.K.Shroff, Municipal Engineer

Berhampur

Total Participants: 76

Male: 66

Female: 10

Key Participants in Berhampur

Ms. Sulochana Swain, Chairperson

Sudarnsan Das, Executive Officer

R.N. Mallick, Municipal Engineer



Participants during training programme

Cuttack

Total Participants: 148

Male:130

Female: 18

Key Participants in Cuttack

Sushree Nibedita Pradhan, Mayor

Mr. Madhusudan Sahoo, Dy Mayor

Mr. Rabindra Nath Kar, Municipal Commissioner

Mr. Krutibas Nayak, Secretary, CDA

Mr. S.M.Pattnaik, Planning Member, CDA

Mr. Ramashis Hazra, Secretary

Sambalpur

Total Participants: 65

Male: 60

Female: 05

Key Participants in Sambalpur

Mr. Girish Patel, Chairperson

Mr. Maithali Mohapatra, Vice Chairperson

Mr Rama Chandra Patra , Executive Officer



Participants of training programme

Follow-up-Activities

Cities proposed to undertake few activities based on the assessment they made as part of the Knowledge Management/City Share Methodology:

Cuttack - Improve the office administration, strengthen the citizens – local bodies network, revitalization of its old cultural heritage, look out for cities growth beyond Mahanadi & Kathjodi river, launch intensive waste minimization programmes; food vendors’ management and re-arrangement; uniform buildings for bus shelters and public toilets;

Berhampur – Use Learning / Knowledge Management tool in their training and capacity building programmes; Better urban poor management;

Sambalpur – Lookout for becoming Municipal Corporation, improve assessment & collection efficiency in Property Tax Administration, improve its urban environment through proper and participatory planning; assess its economic viability through revenue enhancement;

Puri – implement City Development Plan, bring sustainability to municipal accounting, improve its service delivery, remain leader in the tourist arrival, revitalize its core (Jaggannath Temple area) city for pedestrian friendly, pursue Bus Rapid Transit system in Bada Danda & Sea Beach area, implement slum upgrading programmes; develop capacity building programmes for its elected representatives and employees.

Key Concerns of Urban Local Bodies in Orissa

Overall common consensus over reforms identified:

- Relation of ULB’s and Development Authorities
- Taxation Policy with emphasis on non-tax revenue.
- Conversion of Holding Tax in to Property Tax with simplification
- Transformation of Single Entry Accounting System to Double Entry Accounting System with handholding.
- Qualified officers for the city management.
- Urban Environment Management & Disaster Risk Programme in Cities
- Entry Tax should regarded as the own resource of the ULB’s
- Implementation of 74th Amendment



Slides from a presentation

Urban Development Info

Fifteen questions were asked to those related to day’s presentation. The idea was to make the participants go through the presentations, literature to find out the answers. The session was very interesting because it is observed that all participants have gone through the presentation.

Evaluation

CMAO conducted overall evaluation and an Evaluation Session is scheduled in order to improve the quality of the Programme. The result of CMAO's evaluation is summarized below:

- Participants were satisfied with the overall logistic arrangements – prior to and during the Programme;
- Most participants felt the Training met their expectations and requested the organisers to conduct similar programme in regular interval

Suggestions:

- The programme should have been conducted much earlier stage of the project.
- Organize focused study tour cities to Best Practices initiatives;
- Special training on Municipal Double Entry
- Also focus on monitoring & evaluation for cities.

Lessons Learned

Participants highlighted the following as lessons learned during the course:

- The significant role of the Public Private Partnership in urban management;
- Public-private partnership in squatters resettlements and re-housing programme;
- Balancing economic development and ecological sustainability;
- Development planning, including Disaster Management planning;
- Best practices on urban management from various cities and local governments;
- Need of reforms in Property Tax & Municipal Accounting;
- Gender principles in urban Management;
- Bottom-up and top-down planning ;
- Building Cities safer for children, youth, women etc,
- ICT is one of the significant tools in urban governance.

Resource Persons



Piyush Ranjan Rout, Mr. Rout has over ten years of experience in Urban Environment Management, Urban

Management, Urban Planning and Governance. At present working as Executive Director of City Managers' Association Orissa (CMAO). His major contribution to cities in recent days includes knowledge sharing among Local Governments.

Mr. Sanjib Mishra, Mr. Mishra, a 1981 batch Orissa Administrative Service (OAS) officer having experience of serving in Khurda (Bhubaneswar) District



Administration and Bhubaneswar Municipal Corporation for more than seven years.

Presently working as Special Officer in Urban Reform Cell in Housing

& Urban development Department, Govt. of Orissa. His specialization focuses on Urban Planning & property tax reforms in Urban Sector.



Mr. Mans Dash, Chatter Accountant for more than five years. He has the experience of implementing Double

Entry Accounting System in Bhubaneswar Municipal Corporation. His specialization focuses on Municipal Finance, Credit Rating, Public Private Partnership and Accounting.

Media Clipping

ପୌରପରିଷଦର ନିର୍ବାଚିତ ପ୍ରତିନିଧି ଓ ଅଧିକାରୀଙ୍କ ଦକ୍ଷତା ବୃଦ୍ଧି ସଂପର୍କିତ କର୍ମଶାଳା



ବ୍ରହ୍ମପୁର, ୦୨.୬.୨୦୦୮(ବୁଧବେଳା)- ବ୍ରହ୍ମପୁର ପୌରପରିଷଦର ନିର୍ବାଚିତ ପ୍ରତିନିଧି(କାଉନ୍ସିଲର) ସମେତ ଏଥିରେ କାର୍ଯ୍ୟ କରୁଥିବା ବିଭିନ୍ନ ବିଭାଗର ଅଧିକାରୀମାନଙ୍କ ଦକ୍ଷତା ବୃଦ୍ଧି ନିମନ୍ତେ ଏକ ତାଲିମ କାର୍ଯ୍ୟକ୍ରମ ପୁଲିକା ପୌରପରିଷଦ ସମ୍ମିଳନୀ କକ୍ଷରେ ଆୟୋଜିତ ହୋଇଥିଲା। ସହରାଞ୍ଚଳରେ କାର୍ଯ୍ୟକାରୀ ହେଉଥିବା ବିଭିନ୍ନ ପ୍ରକଳ୍ପଗୁଡ଼ିକ ସଂପର୍କରେ ଏଥିରେ ସୂଚନା ଦିଆଯାଇଥିଲା। ପୁରୀ, କଟକ ଓ ସମ୍ବଲପୁର ପରେ ଏବେ ବ୍ରହ୍ମପୁର ପୌର ପରିଷଦର ନିର୍ବାଚିତ ପ୍ରତିନିଧିମାନଙ୍କୁ ତାଲିମ ଦିଆଯିବାକୁ ରାଜ୍ୟ ସହରାଞ୍ଚଳ ବିକାଶ ଏକେଡମି, କେନ୍ଦ୍ର ସରକାର, ଯୁଏନ୍‌ଟିପି ଏବଂ ସିଟି ମ୍ୟାନେଜରସ୍ ଆସୋସିଏସନର ମିଳିତ ଆନୁକୂଲ୍ୟରେ ଏହି ପ୍ରକଳ୍ପ ଯାତକୁ ନିଆଯାଇଛି। ପୌରପରିଷଦର ରାଜସ୍ୱ ବୃଦ୍ଧି, ସିଟି ଡେଭଲପମ୍ୟାଣ୍ଟ ପ୍ଲାନ, ଆକାଉଣ୍ଟିଂ, ପ୍ରଡର୍ଟ ଟ୍ୟାକ୍ସ ରିପର୍ଟ, ପବ୍ଲିକ ପ୍ରାଇଭେଟ ପାର୍ଟନରସିପ୍, ଦାରିଦ୍ର୍ୟ ପୂରାକରଣ, କିପର୍ଯ୍ୟୟ ପରିଚାଳନା ସଂପର୍କରେ କର୍ମଶାଳାରେ ବିଭିନ୍ନ ସୂଚନା ଓ ତାଲିମ ପ୍ରଦାନ କରାଯାଇଥିଲା। ପୌରପରିଷଦର ସମ୍ପଦ ସଂଗ୍ରହ ଓ ପରିଚାଳନା ନୀତି ଉପରେ ଏକ ଆକ୍ରମ ପ୍ଲାନ ଏଥିରେ ଉପସ୍ଥାପନ କରାଯାଇଥିଲା। ସିଟି ମ୍ୟାନେଜରସ୍ ଆସୋସିଏସନର କାର୍ଯ୍ୟନିର୍ବାହୀ ନିର୍ଦ୍ଦେଶକ ପିୟୁଷ ରଞ୍ଜନ ରାଉତ ଏଥିରେ ଉଦ୍‌ବୋଧନ ଦେଇ ବିଭିନ୍ନ ବିକଳ ଯୋଜନା ମାଧ୍ୟମରେ ଓଡ଼ିଶାର ବିଭିନ୍ନ ସହର ଗୁଡ଼ିକର ବିକାଶ କରାଯାଇପାରିବ ବୋଲି ପରାମର୍ଶ ଦେଇଥିଲେ। ଅନ୍ୟମାନଙ୍କ ମଧ୍ୟରେ ରାଜ୍ୟ ଗୃହ ଓ ସହରାଞ୍ଚଳ ବିକାଶ ବିଭାଗର ରାଜ୍ୟସ୍ତରୀୟ ଅଧିକାରୀ ସଂଜୀବ ମିଶ୍ର, ତାଟାର୍ଟ ଆକାଉଣ୍ଟାଣ୍ଟ ମାନସ ଦାସ ଏହି କର୍ମଶାଳାରେ ସାଧନକର୍ମୀ ଭାବେ ଯୋଗଦେଇ ତାଲିମ ପ୍ରଦାନ କରିଥିଲେ।

ପୌର ପରିଷଦର ଅଧ୍ୟକ୍ଷା ସୁଲୋଚନା ସ୍ୱାଇଁ, ଉପାଧ୍ୟକ୍ଷ ନିରଞ୍ଜନ ଦିନରେ ବ୍ରହ୍ମପୁର ପୌରପରିଷଦ ତାର ରାଜପୁରକୁ ଉନ୍ନତି କରିବାକୁ ଉଦ୍ୟମ କରିବ ବୋଲି କହିଥିଲେ। ସମସ୍ତ କାଉନ୍ସିଲର, ବିଭିନ୍ନ ବିଭାଗ ଅଧିକାରୀମାନେ ଏଥିରେ ଯୋଗ ଦେଇଥିଲେ।

ପୌରପାଳିକାର ରାଜସ୍ୱ ବୃଦ୍ଧି ଓ ଆର୍ଥିକ ଉନ୍ନତି ସମ୍ପର୍କିତ ତାଲିମ ଶିବିର



ବ୍ରହ୍ମପୁର, ୨.୬.୨୦୦୮(ଅନୁ ପନ ହୋଇଯାଇଛି। ଆଲୋଚନା କରିଥିଲେ। ରାଜ୍ୟର ବ୍ରହ୍ମପୁର ନିର୍ଦ୍ଦିଆ): ସ୍ଥାନୀୟ ପୌରପାଳିକା ଅତିଥି ଏହି ଅବସରରେ ପୌର ଅଧ୍ୟକ୍ଷା ସୁଲୋଚନା ସ୍ୱାଇଁ, ଉପ-ନଗରପାଳ ନିରଞ୍ଜନ ଜେନା ଓ ସିଟି ମ୍ୟାନେଜର ଚରପତ୍ର ପୌରପାଳିକାର ଆର୍ଥିକ ଉନ୍ନତି କାର୍ଯ୍ୟକାରୀ ନିର୍ଦ୍ଦେଶକ ପିୟୁଷ ରଞ୍ଜନ ରାଉତଙ୍କ ସମେତ ବହୁ କାଉନ୍ସିଲର ଓ ପୌର କର୍ମଚାରୀ ଯୋଗ ଦେଇ ଏକ ତାଲିମ ଶିବିର ଅନୁଷ୍ଠିତ ହୋଇଯାଇଛି।

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ଯୁଏନ୍‌ଟିପି ତାଲିମ

ପୌର ପ୍ରଶାସନରେ କ୍ଷମତା ବିକେନ୍ଦ୍ରୀକରଣ

ପୁରୀ, ୧୯.୫.୨୦୦୮(ଗୁରୁବାର): ରାଜ୍ୟର ପ୍ରମୁଖ ସହରାଞ୍ଚଳ ଏବଂ ଓଡ଼ିଶା ସିଟି ମ୍ୟାନେଜର ଆସୋସିଏସନ(ସିଏମ୍‌ଏଓ) ସଂଯୋଜନାରେ ଯୋଗଦେଇ ଯୁଏନ୍‌ଟିପି ତାଲିମ ଶିବିର ଅନୁଷ୍ଠିତ ହୋଇଯାଇଛି। ପୌର ଅଧ୍ୟକ୍ଷା ସୁଲୋଚନା ସ୍ୱାଇଁ, ଉପ-ନଗରପାଳ ନିରଞ୍ଜନ ଜେନା ଓ ସିଟି ମ୍ୟାନେଜର କାର୍ଯ୍ୟକାରୀ ନିର୍ଦ୍ଦେଶକ ପିୟୁଷ ରଞ୍ଜନ ରାଉତଙ୍କ ସମେତ ବହୁ କାଉନ୍ସିଲର ଓ ପୌର କର୍ମଚାରୀ ଯୋଗ ଦେଇ ଏକ ତାଲିମ ଶିବିର ଅନୁଷ୍ଠିତ ହୋଇଯାଇଛି।



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