

# THE CITY MANAGER

A Quarterly Newsletter of City Managers' Association Orissa

*CMAO is a membership based organization of City Managers from urban local bodies, development authorities and institutions / individuals in the field of urban governance in Orissa*

## City Managers' Association Orissa

Provide Better Services to Citizens through Professional Management

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## CMAO at the 91<sup>st</sup> ICMA Annual Conference Minneapolis

City Managers across the globe gathered at the 91<sup>st</sup> ICMA Annual Conference in Minneapolis, Minnesota, United States of America from 25<sup>th</sup> to 28<sup>th</sup> September 2005. This year with the invitation of United States Agency for International Development (USAID) and International City / County Management Association (ICMA) Mr. N.C.Vasudevan, IAS, Patron, Dr. Arun Kumar Panda, IAS, President and Mr. Piyush Ranjan Rout, Coordinator participated in the annual conference.



This year about 3000 participants congregated in the ICMA Annual Conference to share information on a wide variety of local government management issues and initiatives. The venue for the conference was Minneapolis with the theme "10,000 Lakes—10,000 Ideas."

The conference has four keynote sessions on a variety of topics. During the opening session, former Nike, Inc., "Katalyst" **Kevin Carroll** encouraged City Managers to feel "the spirit of play in the workplace," and bestselling author Robert Putnam addressed the issue of creating community in an increasingly isolating world.

**Garrison Keillor** delivered the closing keynote, address enthralling the audience with stories about



Indian Delegation in ICMA Annual Conference, Minneapolis

mythical Lake Wobegon which is featured in his long-running NPR radio program, *A Prairie Home Companion*.

The 2005 conference also featured a new "Solutions Track" of sessions presented in two theaters in the exhibit hall, ICMA University fora, workshops, local field demonstrations, and other special events and meetings at locations throughout the Minneapolis/Hennepin County area.

The conference gave an opportunity to the City Managers Association Orissa to interact with the international delegations and staff of ICMA towards strengthening the organization in India. Attending the conference was useful in many ways such as learning & sharing, motivation and role of a professional manager in city management.



CMAO & CMAK Coordinator with ICMA Staff at the Exhibition

CMAO circulated its brochure and newsletter at the ICMA Annual Conference Exhibition stall. CMAO initiated dialogue on building professional linkages with ICMA, working on City Links, setting Performance tracking system and working together on agendas of Global Interest benefiting both CMAO & ICMA.

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Friends of Cities

CMAO Friends of Cities

CMAO gratefully acknowledges the roles of USAID, ICMA and Indo USAID FIRE Project for extending support to CMAO in attending the conference and disseminating its activities.

## CMAO at the ICMA Internship Programme 2005

The International City / County Management Association (ICMA) conducted annual study tour programme for the city managers' association members and officials of India. This year with the support of United States Agency for International Development (USAID) the Coordinator CMAO participated in the study tour. Among others the Presidents of CMAK, CMAMP and Coordinator CMAK also participated in the study tour.



*Indian Delegation at the Study tour*

The study tour was of six days duration and covered Bloomington, Hennepin County, Ramsay County, Apple Valley and Scott County. Within those six days, the tour participants visited various urban planning and management sites. Some of the important areas covered in the study tour included



*The coordinator of CMAO at the presentation to ICMA Staff*

functioning of League of Cities, Town Planning Schemes, Private Sector Participation in service delivery, building plan permission, Waste to Energy, Hospital Waste Management and city council functioning.

Apart from the study tour, both the coordinators of Orissa and Karnataka went on a two day internship programme to Washington D.C.. The internship programme was structured to give an in-depth knowledge on functioning of Associations like ICMA. The interaction with ICMA Staff in Washington gave clear idea about the functioning of an association. The



*Training Session in ICMA Annual Conference*

discussion mainly highlighted management of Accounting & Finance, Performance measurement, Printing Publication, Web based publication, International Programmes, Affiliations and Corporate Membership.

Some of the areas covered under the internship includes financial management, board & staff relation, Performance Measurement Programme, Publication, Corporate Membership and international programmes.

Brownbag presentation was a huge experience in showcasing the CMA's activities in ICMA. Both coordinators presented respective papers to showcase the functioning of the Association in India. It was attended by all senior ICMA staff in Washington.

**City Managers' Association Orissa Wishes**

All its Members and friends

On the occasion of

**HAPPY NEW YEAR**

**2006**

## Study tour of Cuttack Municipal Corporation to Chandigarh, Amritsar and Delhi

A nine member team consisting of the Standing Committee Chairman and Corproators went on a study tour programme on good urban management. They visited and interacted with the officials & elected representatives of Chandigarh, Amritsar and Delhi Municipal Corporation.



CMC Delegation while interacting with officials

During the study tour all members acquired practical knowledge on the subjects of own Taxation, Slum Rehabilitation, Solid Waste Management and heritage conservation. The salient features of the tour are:

### Chandigarh

- Ward: 20
- 25 Rehabilitated Slum Colony with Roads, Drinking Water and School
- Well Managed Parks and planned city

### Amritsar

- Total Population: About 13 Lakhs
- Ward: 60
- Total Budget: 130 Crores out of which 70% its own income.
- Source of Income: Commercial Holding Tax, Octroi, Excise duty, water supply, Sewage Taxes and rent from property.
- Total Sweeping Staff: 1572 function through Mohalla Committee

### Delhi

- Budget: 2200 Crores of which 60% is own income
- Waste: Solid Waste collection before 7 A.M
- Parks: 13000 Parks are under Municipal Corporation

### Suggestions:-

- New areas development through Master Plan
- Implementation of Property Tax System,
- Establishment of Utility offices in Wards
- Privatization of street sweeping
- Orientation programme for staff & officers

## CMAO Presidents Desk



Dear Readers

**I have the pleasure to present you the third and Fourth quarter newsletter of 2005 'THE CITY MANAGER' which focuses on the activities of various initiatives of our organization.**

The last two quarters of the 2005 marked the presence of CMAO at the national level. During this period five city managers participated at various international conferences. The Patron, President and Coordinator participated at the Annual Conference of the International City / County Management Association in Minneapolis, USA.

The Mayor of Bhubaneswar participated at the UNFCC / ICLEI Conference in Montreal, Canada and Executive Officer, Puri participated at the Eco City Training programme in Germany & Austria.

Govt. of India have launched the Jawaharlal Nehru National Urban Renewal Mission (JN NURM), Urban Infrastructure Development Scheme for Small & Medium Towns (UIDSSMT) and Integrated Housing & Slum Development Programme (IHSDP). The City of Bhubaneswar & Puri are covered under the JN NURM programme among the 63 cities of India.

The CMAO secretariat is currently preparing the Annual Calendar of Work Plan. In the mean time CMAO has been awarded to develop Training module and conduct Women Councilor training programme in Orissa. CMAO would take up many exciting people friendly programmes in future

I once again request all concerned to participate in the activities of CMAO.

Dr. Arun Kumar Panda, IAS, PhD,  
President CMAO

## Study tour of Bhubaneswar Municipal Corporation to Hyderabad

A four member team consisting of Municipal Commissioner, Chief Financial Officer, Executive Engineer and Slum Improvement officer went to Hyderabad on a study tour programme on good urban management. They visited and interacted with the officials of Municipal Corporation of Hyderabad, Hyderabad Urban Development Authority (HUDA), Andhra Pradesh Urban Services for the (APUSP), Centre for Good Governance (CGG).

The study tour covered areas of Municipal Resource Mobilization, Accounting, Municipal Services, Community Development Project, Night Cleaning, Public Private Partnership etc.



*BMC Study tour team interacting with Community Park Management*

### Salient Features of the Study Tour

MCH has introduced self-assessment scheme since 2000-01 for undertaking tax collection as a result of which the collection increased from a mere Rs.50 crores in 2000-01 to Rs. 207 crore in 2004-05. Similarly Double entry accounting system has been introduced of late.

Through the E-Seva Centres in Hyderabad a person can pay 21 Nos. of different Govt. dues at one place.

Community parks were developed in joint venture between MCH and local Resident Welfare Associations of the locality. Resident Welfare Associations are maintaining the parks.

Similarly maintenance of street light / poles etc. have been privatized and public complaints are settled by private agencies within 48 hours.

### Suggestions for Bhubaneswar City.

1. Immediate steps will be taken by BMC to reform the Property / Holding tax structure.
2. Privatisation of streetlights maintenance at least in 50% of the Wards.
3. Development of Community Parks in different areas with Resident Welfare Associations.
4. Citizen charter will be developed for the benefits of citizens of the City.
5. Tendering of developmental works will be done through website.
6. Training / orientation on double entry accounting system will be conducted.
7. Privatisation of Parking Areas will be introduced in 23 places of the city.

## International Days in 2006

- 2 February** World Wetlands Day
- 22 March** World Water Day
- 7 April** World Health Day
- 17 May** World Telecommunication Day
- 21 May** World Day for Cultural Development
- 31 May** World Tobacco Day
- 5 June** World Environment Day
- 11 July** World Population Day
- 8 September** World Literacy Day
- 16 September** International Day for Preservation of the Ozone Layer
- 3 rd Tuesday** of September International Day of Peace
- 1 October** International Day for the Elderly
- 1 st** Monday of October World Habitat Day (2<sup>nd</sup> Oct 2006)
- 2 nd** Wednesday of October International Day for Natural Disaster Reduction
- 17 October** International Day for Eradication of Poverty
- 24 October** United Nations Day
- 8<sup>th</sup> November** World Town Planning Day
- 1 December** World Aids Day
- 3 December** International Day of Disabled Persons
- 10 December** Human Rights Day

## **Experiences of Hyderabad Municipal Corporation**

**by Dr. P.K.Mohanty**

Center for Good Governance,

Former Municipal Commissioner, Municipal Corporation of Hyderabad, Vice Chairman Hyderabad Urban Development Authority and Director, Urban Development Govt. of India

On 23<sup>rd</sup> October 05 (Sunday), a workshop was held in Bhubaneswar Municipal Corporation to share the reforms initiatives of Hyderabad Municipal Corporation. Dr. P.K.Mohanty, IAS, Executive Director, Center for Good Governance shared his experience as Resource Person of the workshop. The



workshop was attended by about 80 participants comprising both corporators and officials of the corporation. Dr. Mohanty in his presentation focused on initiatives undertaken in making Hyderabad Municipal Corporation as one of India's Cleanest and Financially sound city. Focusing on the key areas of successful urban management he explained on the need for Resource Mobilization, Financial Management, Accountability, Residence Welfare Association and Property Tax Reforms.

He began his presentation by describing the background of the Municipal Corporation of Hyderabad. The biggest issues before him were bringing confidence of citizens, media, employees and improving finance, cleaning services.

After his joining as the Municipal Commissioner of Hyderabad, Dr Mohanty set the house to overcome problems of the city and brought both political and employees confidence to work on one common goal.

Secondly, he focused on cleanliness of the city, which resulted in achieving the award of cleanest city of India for three consecutive years. Thirdly, Self Assessment Property Tax System was

introduced which resulted in the collection of taxes within three years touching from 60 to 130 crores. Widening of the city roads was the fourth step to be taken. Fifth, the residential welfare association were set up. They worked for better municipal services delivery. Sixth, he worked for introduction of Municipal Bond to showcase the credit worthiness of Hyderabad Municipal Corporation. Lastly, he explained about the setting of the Accounting and Budgeting on the basis of Double Entry Accounting System.

He suggested Bhubaneswar Municipal Corporation to focus on Performance Measurement, Citizens Charter, e-Governance, Self Assessment, Municipal Bond (Later Stage) and Accounting Reforms. Later, discussion was held with the participants on various issues related to urban development.



Earlier, the Mayor of Bhubaneswar Mr Mihir Mohanty welcomed Dr. Mohanty, praised him as the most successful urban manager of India. Mr Satyabrata Sahu, IAS, Municipal Commissioner announced that a team comprising corporators and officers would visit Hyderabad to see the initiatives of MCH. The vote of thanks was offered by Mr Sanjib Mishra, Deputy Commissioner BMC.

### **Important Websites**

<http://www.mcdonline.gov.in> - Delhi

<http://www.chennaicorporation.com> - Chennai

<http://www.mcgm.gov.in> - Mumbai

<http://www.bmponline.org> - Bangalore

<http://www.bhopalmunicipal.com> - Bhopal

## Zero Garbage Town' Namakkal Model

Documented by: **Mr. C. Krishnagopal, coordinator CMATN,**

*Vision of the Namakkal city municipality is to develop Namakkal as 'Eco-City'. The 'Zero Garbage Drive' is Municipality's first step in this direction. With the concentrated efforts of municipal officials and citizens' cooperation, it was possible to introduce door-to-door collection of garbage, and segregation of waste at household level successfully. Attention is also given on the concept of minimizing garbage that reaches landfill everyday. To reduce the quantity of waste finally dumped at the landfill site, Namakkal Municipality is promoting vermin composting and recycling of waste*

### 1. Situation Before The Initiative

Namakkal is one of the centers for the Poultry and Animal Feed manufacturing industry in Tamil Nadu. The town has a total population of 53,040. There are 30 municipal wards in the city. On an average, 20 metric tons of waste is generated in the city everyday.

### 2. Motivation For The Initiative

The vision of the Urban Local Body to make Namakkal a "zero garbage town" by 2003 was the motivation behind the initiative.

### 3. Description Of The Initiative

- It was intended to design a long term and sustainable strategy by involving citizens and other stakeholders for the 'zero garbage drive'.
- A major share of responsibilities were privatised:
  - a. Door to door collection of waste.



Segregation Collection Vehicle

- b. Manufacturing of Compost by Vermi-composting.
- c. Sale of recyclable waste.
- d. Transportation & disposal of inorganic waste.

Though municipality and private contractors provide the service, a major share of activities related to solid waste management has been privatized. As a part of the contract the contractor has to provide service to 75% of the city's area and municipality has to manage rest 25%.

The municipality handles 70% of waste whereas; contractor's responsibility is to handle 30% of the waste.

There are two compost yards in Namakkal town viz. Kosuvampatty compost yard and Lathuvady compost yard. Kosuvampatty compost yard spreads over 8.53 acres while Lathuvady compost yard is comparatively larger and occupies 13.41 acres of land.

### Actions taken

An in-depth study was carried out to know the composition of waste generated from various sources.

- An Information campaign was launched to educate citizens about the importance of segregation of solid waste at source.

### 4. Results Achieved

- With the involvement of private parties and people being mobilized for keeping their city clean, the municipality is now able to provide a better level of service. There is a considerable improvement in the apparent environment in the city.
- Output of the Information and Education Campaigns (IEC) is people's support and active participation in the 'zero garbage drive'.
- Availability of compost in the local markets has discouraged the use of harmful chemical fertilizers in agriculture at local level.

### 5. Lessons Learned



Compost Plant

☐ Citizens' awareness and participation in solid waste management process is a feature that adds to the sustainability of

the system.

Information and Education Campaigns (IEC) are an effective approach to educate citizens and ensure there participation.

## Welcome/Farewell

**Quite a few changes have taken place since our last edition.**

### Vice President

**Mr. Satyabrata Sahu**, IAS, (Ex-Municipal Commissioner, BMC) has been transferred as District Magistrate Cum Collector Jagatsinghpur District and Vice Chairman, Paradip Development Authority.

**Mr. N.K.Dash**, IAS joined as the Vice Chairman Cuttack Development Authority in place of **Mr. Basant Charan Swain**, IAS.

**Mr. Mahendra Kumar Panda** joined as the Member Secretary, State Urban Development Agency in place of **Mr Surendra Behera**.

*Note: All members are requested to provide us information to be placed in the Newsletter*

### Urban News

- **Jawaharlal Nehru National Urban Renewal Mission** programme launched by the Prime Minister of India Dr. Manmohan Singh on 3<sup>rd</sup> December 2005. The JNNURM programme consist of two sub mission i.e. *Urban Infrastructure and Governance and Basic services for the urban poor*. Among 63 cities of India, Bhubaneswar & Puri identified from the state of Orissa.
  - Mr. Mihir Kumar Mohnaty, Mayor Bhubaneswar Municipal Corporation participated at the **World Mayors & Municipal Leaders conference in Montréal from** February 01, 2006. About 300 Mayors and senior officials represented local governments from around the world and unanimously endorsed the World Mayors and Municipal Leaders Declaration on Climate Change, asserting the need for joint authority and global action
  - Mr. Gangadhar Panda, Executive Officer Puri Municipality participated in ECO City Training programme conducted in Germany and Austria
  - Paradip Development Authority became the ninth Development Authority of Orissa.
- ### Up - Coming Activities of CMAO
- *Study Tour to Madhya Pradesh*
  - *Regional Workshop on Municipal Resource Mobilisation*
  - *Regional Workshop on JNNURM, UIDSSMT and IHSDP*
  - *Women Councilors Training Programme for Elected Women Representative of Urban Local Bodies.*
  - *Orissa Urban Best Practices Cities Conclave*
  - *Urban & City Management Certificate Programme*

## New Membership Structure for 2004-05

Institutions	Annual Membership Fee
Municipal Corporation of Bhubaneswar, Cuttack	1,50,000
Development Authority of Bhubaneswar & Cuttack	1,00,00
Municipalities of Puri, Rourkela, Berhampur, Sambalpur & Paradeep	25,000
Municipalities Population above 1, 000, 00	15,000
Municipalities Population between 50,000 and 99,999	15,000
Municipalities Population below 50,000	10,000
Notified Area Councils Angul, Belpahar, Sunabeda	15,000
Notified Area Councils	5,000
Other Development Authorities	25,000
State Urban Development Agency	10,000
National Institute of Habitat Management	10,000
All Regional Improvement Trusts	10,000
All Special Planning Authority's	5,000
Other Institutions	10,000
N.G.O's	5,000
Life Member (Only for Selected)	1000
Individuals	500
Students	100

**For membership information contact CMAO Executive Director 0674-2395614**

### Up - Coming International Activities

- February 27 to March 3, 2006.- ICLEI World Congress 2006 will be generously hosted by the City of Cape Town, South Africa
- 27 February - 28 February – Urban Asia 2006 Manila, Philippines
- 16 March - 22 March - 4th World Water Forum, Mexico City, Mexico
- 24 March - 29 March - 6th World Social Forum, Karachi, Pakistan
- 29 March - 31 March - Fifth Forum of the World Alliance of Cities Against Poverty, Valencia, Spain
- 18 May - 20 May World Forum: Cities and quality of life, global challenges, local solutions Geneva, Switzerland
- 20 May - 22 May World Economic Forum Sharm-el-Sheikh, Egypt

## Profile

### City Managers' Association Orissa

**City Managers' Association Orissa** a Network of Local Government & Authorities for Sustainable Urban Management & Human Settlement is a, non-profit organization formed to address the changing needs of local government managers & leaders of the Local Government & Authorities by helping them with professional skills and knowledge, by raising the profile of management in local government, and by promoting high standards.

City Managers' Association Orissa:

- is a membership based association of urban local bodies of Orissa and institutions / individuals in the field of Urban governance.
- provides a common platform to the City Managers to interact, exchange information and channelise their efforts in achieving common goals.
- acts as a nodal agency to carry out various programs towards strengthening local governance.

The Association aims to strengthen local capacities of urban local bodies in addressing urban development, with the overall objective to improve the urban quality of life and reduce urban poverty.

#### **CMAO Mission**

*Provide better services to citizens through professional management*

#### **CMAO objective**

In pursuance of this CMAO objective includes:

#### **Information Exchange & Dissemination**

On urban issues, best practices, technologies, cross country management experience through publications (newsletters, manuals and books), workshops, seminars, and audiovisuals media.

#### **Training skill up - gradation & Capacity Building for Professional Development**

For professional development through workshops, seminars, short training programs and overseas training

#### **Advocacy**

By raising the sensitivity of state and central governments to urban issues

## CMAO Organization Structure

### **Patron**

Mr. N.C.Vasudevan,  
Principal Secretary to Govt.  
H&UD Department

### **President**

Dr. Arun Kumar Panda  
Vice Chairman,  
Bhubaneswar Development Authority

### **Vice president**

Mr Rahas Bihari Nayak  
Director Municipal Administration, Orissa

Mr N.K.Dash

Vice Chairman,  
Cuttack Development Authority

Mr Mahendra Kumar Panda  
Member Secretary,  
State Urban Development Agency

Mr Issack Behera  
Municipal Commissioner  
Cuttack Municipal Corporation

Vacant  
Municipal Commissioner,  
Bhubaneswar Municipal Corporation

### **Secretary**

Mr. Piyush Ranjan Rout

### **Treasurer**

Mr Asim Mohanty  
Project Manager,  
State Urban Development Agency

### **CMAO Secretariat**

Mr Piyush Ranjan Rout  
Executive Director



A  
World Free of  
HIV / AIDS

**2020 Keep the Promise**

(Municipal Leaders Forum)  
City Managers' Association Orissa  
India