

# 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

i n s i d e

Workshop on Municipal Resource Mobilisation

1<sup>st</sup> CMAO Annual General Body Meeting Bhubaneswar

CMAO at the ICLEI World Congress 2006: Out of Africa – Local Challenges to Global Solutions

World Urban Forum

Revenue Enhancement Action Plan

## Workshop on Municipal Resource Mobilisation

On 1<sup>st</sup> February 2006, City Managers' Association Orissa (CMAO) organized a Training Programme cum workshop on **"Municipal Resource Mobilisation"** at Bhubaneswar.

Government of Orissa in Housing & Urban Development Department has actively participated as co partner in organizing the workshop. National Institute of Urban Affairs (NIUA) funded the workshop under the Indo USAID FIRE (D) Project.

### Participants and invitees

The participants include Mayors, Chairpersons, Councilors, Municipal Commissioners, Vice Chairman, Officials of the H&UD department, Urban Local bodies, and press & media.

The resource person of the workshops include Mr Muksh Mathur of NIUA, Mr Anirban Kundu Indo USAID FIRE Programme and Mr Piyush Ranjan Rout Executive Director CMAO.

### Objectives of the Workshop

- To initiate discussions on emerging practices of municipal finance, revenue collection and expenditure,
- To orient the newly elected representative of urban local bodies towards innovations in municipal resource mobilisations in India,
- To identify various ways for mobilising resources in the state urban local bodies,



Mr. K.V.Singhdeo, Honorable Minister Urban Development and P.E. addressing the workshop.

### Proceedings

Mr. K.V.Singhdeo, Honorable Minister Urban Development and P.E. inaugurated the workshop. Addressing the gathering, he congratulated City Managers' Association Orissa for organizing the Municipal Resource Mobilization Workshop. He further pointed that the workshop is being conducted at the right time to help the cities with ideas on preparing plans to access funds from the JN NURM, UIDSSMT and IHSDP. He emphasized that Govt. of Orissa, should step towards reforms in Urban Sector. He urged the city managers to learn resource mobilization reforms of other cities in India and identify the need for reforms in Orissa.

Mr. N.C.Vasudevan, IAS, Principal Secretary to Govt. Housing and Urban Development Department explained that Govt. is in the process of assisting the Urban Local Bodies in carrying forward the Municipal reforms i.e. Property Tax, Municipal Accounting, e-governance, computerization of birth – death certificate and Solid Waste Management etc,

Newsletter First & Second  
Quarter 2006  
Volume 4 No 1



**City Managers' Association Orissa wishes**  
all its Members and friends

On the occasion of

**All India Local Self Government Day**  
31<sup>st</sup> August 2006

In the technical session, three presentations were made by the resource persons. The first presentation included Draft Revenue Enhancement Action Plan (REAP) prepared by CMAO for the workshop. The REAP includes best practices in Municipal Resource Mobilization practiced at national and international cities. The last two presentations include one on National perspective and one on Resource Mobilization in Indore Municipal Corporation.



Municipal Resource Mobilisation Workshop in Progress

### Post lunch session

In Post lunch session participants were split in to three groups. These groups further discussed the Revenue Enhancement Action Plan prepared by CMAO and came up with a presentation in validation session. The three groups once again met for presentation and discussion. The validation session was chaired by Dr. Arun Kumar Panda, Special Secretary, H&UD Department and Mr. Mihir Kumar Mohanty, Honorable Mayor of Bhubaneswar.

### Validation

In concluding the session, President, CMAO explained that City Managers Association Orissa would work with various cities of Orissa in helping them prepare city level capacity building programmes. The cities who are interested must take the benefit of this opportunity.

During Validation session, Dr. Panda pointed that the day has given a lot of opportunity for debate and discussion in on the options of resources mobilization. Further, CMAO will be shortly organising regional workshop on the outcome of the day's Revenue Enhancement Action Plan.

Mr. Mohanty explained and highly praised the need for the City Managers' Association as a bridge between local bodies, state govt. and international agencies. Finally the Mayor requested CMAO to conduct regular programs for the capacity building of both elected and non-elected representatives.

## 1<sup>st</sup> CMAO Annual General Body Meeting Bhubaneswar

As scheduled, the 1<sup>st</sup> Annual General Body Meeting of City Managers' Association Orissa (CMAO) was conducted under the Chairmanship of the President of the Association. At the outset, the President threw light on the status and activities of CMAO, which have been undertaken so far. Initiating the discussion, the President urged upon the Members to participate and cooperate with affairs and activities of the CMAO. He also called upon all concerned to pay the membership fee at the earliest for better functioning of the organization and be a proud part of this organisation. CMAO is a collective body and not for any individual concern.

The Patron CMAO and Principal Secretary H&UD Department in his opening remarks congratulated all members being part of this movement. He advised all to feel CMAO as ours and it is meant for the professional development of city managers of Orissa. This is an excellent organization for the capacity building and professional development related programmes and Govt. is keen to support its activities, said the Patron.



CMAO Annual General Body Meeting in Progress

The President narrated his experience with similar organisation in USA named International City / County Management Association (ICMA). He pointed out that city managers of Orissa will get benefit from the CMAO by networking and learning from each other Orissa, India and International experience. This will help in sharing the innovations and improving the performance of the Urban Governance.

The Secretary of CMAO presented the annual report and activities of the organisation for the year 2002-03, 2003-04 and 2004-05. The annual report got

approval of the general body. The Treasurer and authorized Auditor of the CMAO presented the Annual Audit report for the year 2002-03, 2003-04 and 2004-05. The audit report got approval of the AGM. The following are the main points resolved by AGM:

- A technical cell to be formed to monitor the progress of NURM with linkage to State Nodal Agency. The members will be decided by President CMAO.
- CMAO to set up a forum for the elected representatives of the state named Municipal Leaders Forum.
- In terms of training programme, CMAO will act as the Coordinator for all programmes. It will convince all the funding agencies in urban sector to provide funds for the training programme. As a result CMAO will conduct annual Training Need Assessment & Impact. Based on the report annual Training Programme & Training Institute will be identified.
- It is proposed to put lot of emphasis on developing & disseminating IEC components in Urban Development.

## Municipal Leaders Forum

The Municipal Leaders Forum (MLF) of the City Managers' Association Orissa provides elected representatives i.e. Mayors and Chairperson, with a platform to learn and explore in detail about key aspects of urban management. The objectives includes to advance their knowledge and understanding on the broad range of urban issues and to present the tools they need to plan, manage and govern their cities.

The MLF raises various national and international issues on Urban Sector i.e. Global Warming, HIV/AIDS, Millennium Development Goal and Resource Mobilization.

The MLF will not only serve as an information hub but also link the Municipal Leaders of Orissa with the urban world to share views and work on areas of common Global Interest

## CMAO Presidents Desk



Dear Readers,

***I have great pleasure in presenting to you the first and second quarter newsletter of 2006 'THE CITY MANAGER' which*** focuses on various initiatives of our organization.

During the first two quarter's of 2006 CMAO conducted two Managing Committee meetings and first Annual General Body Meeting.

On 1<sup>st</sup> February 2006, City Managers' Association Orissa (CMAO) organized a training programme cum workshop on **"Municipal Resource Mobilisation"** at Bhubaneswar.

Ministry of Urban Development, Govt. of India approved Bhubaneswar Municipal Corporation's City Development Plan under the Jawaharlal Nehru National Urban Renewal Mission (JN NURM). Govt. of Orissa have identified Cuttack, Sambalpur and Berhampur towns for the Urban Infrastructure Development Scheme for Small & Medium Towns (UIDSSMT) programme.

As the President of CMAO I attended the ICLEI World Congress held in Cape Town, South Africa and presented three project papers of CMAO at the World Congress. ICLEI has selected Bhubaneswar as one of the three cities in India for implementation of Local Renewable projects for energy efficeinecy.

The CMAO managing committees approved the annual activity plan for the year 2006-07-08. The annual activity plan includes training programme, study tour, research, leadership talk and certification programme.

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

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



## CMAO at the ICLEI World Congress 2006: Out of Africa – Local Challenges to Global Solutions

About 700 delegates from around the world gathered at recently concluded The ICLEI World Congress 2006: Out of Africa – Local Challenges to Global Solutions in Cape Town, South Africa during 27 February to 3 March, 2006. This, the first World Congress held in the southern hemisphere, was an unparalleled success.

A content-rich and thought-provoking program organized around the themes of Protecting Global Common Goods, Building Sustainable Communities & Cities, and Implementation Instruments. The City of Cape Town served as a most gracious host of the event.

This year with invitation from ICLEI South Asia Dr. Arun Kumar Panda, IAS, President, City Managers' Association Orissa participated in the ICLEI World Congress. Dr. Panda presented three projects papers of CMAO at the World Congress.

The Congress officially opened with some impressive speakers: the Executive Mayor of Cape Town Ms. Nomaindia Mfeketo, Executive Mayor of Johannesburg Mr. Amos Masondo, and senior representatives from UNDP, UNEP, and the World Conservation Union. The Minister of Environmental Affairs and Tourism,

South Africa, Mr. Marthinus van Schalkwyk, made the following remarks in his speech: "Local action for sustainable development is about much more than environmental issues in a developing country like South Africa, it is an expansive terrain inviting innovation, investment, and entrepreneurship. The responsibility to ensure that sustainable and responsible alternatives are developed lies as much with local government as it does with states and nations."

ICLEI donated funds for compensating the CO2 emissions from traveling to the World Congress in Cape Town, these funds will enable Cape Town to develop a substantial Carbon offset legacy project for ICLEI (in the form of adding solar water heaters and other energy efficient devices to low-income homes in Kuyasa in the township of Khayelitsha). Bhubaneswar city also contributed to an important social development project in Cape Town – the Nelson Mandela Peace Park at Delft by donating soccer ball.

The Congress ended with empowering words by ICLEI President David Cadman, and a shared commitment to

further the principles of sustainable development through ICLEI's programs.

The conference gave an opportunity to the City Managers Association Orissa to interact with the international



President CMAO at the ICLEI World Congress

delegations and staff of ICLEI towards strengthening the organization in India. Attending the conference was useful in many ways such as learning & sharing, motivation and role of environmental issues in city management.

CMAO gratefully acknowledges the roles of ICLEI South Asia for extending support to CMAO in attending the conference and disseminating its activities.

## Recipients of the 2006 Cities Enjoy Bicycles Awards

Cities in Europe and Africa were recently recognized by ICLEI – Local Governments for Sustainability for their excellence in successfully promoting and supporting the use of non-motorized vehicles as part of their urban



City of Geneva bicycle for employees

transport strategy. Awards of Excellence have been awarded to Cape Town (South Africa) and Geneva (Switzerland). Certificates of Honour have been awarded to Copenhagen (Denmark), Freiburg (Germany), Koprivnica (Croatia), Lund (Sweden), and Tilburg (Netherlands).

**Source: Website: [www.iclei.org](http://www.iclei.org)**

## World Urban Forum 3 Forum Urbain Mondial Vancouver, Canada, June 19-23, 2006

Drawing some 10,000 participants from over 100 countries, the Third Session of the World Urban Forum closed on Friday paving the way for a new drive forward on the international urban agenda in a world of rapidly growing cities.



This time, it was from Vancouver that a new message resonated: the urban population of developing countries is set to double from 2 to 4 billion in the next 30 years. In the same time span, the developed world's urban population is projected to rise by only 11 percent. Vancouver 2006 also brought governments and municipalities closer to grassroots women's organizations, youth groups, the representatives of slum dwellers and other non-governmental organizations than ever before at such an international meeting, building on the precedent set by UN-HABITAT for more inclusive international meetings.

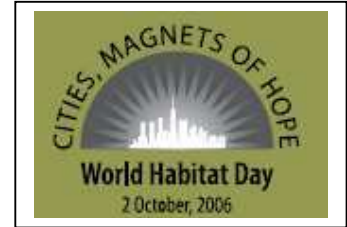
Key points of agreement to emerge from the Third Session of the World Urban Forum in Vancouver 2006 were:

- The need for all urban players – citizens, local governments, state and provincial governments, national governments, the private sector and civil society organizations – to work harder to solve urban problems and challenges. There was widespread agreement that they all must do their part, rather than simply transfer responsibility to others.
- That risk-taking and the pursuit of innovation must characterise municipal leadership if cities are to achieve sustainable development. Vancouver's example in taking the lead in such areas as air and water quality, public transit and planning was mentioned often in this context.
- Agreement that appropriate engagements, partnerships and relationships need to be built in an inclusive manner to better understand challenges and develop practical solutions. Participants from many parts of the world presented examples that can serve as guideposts for these strategies.
- The importance of transparency and accountability. Citizens need to be informed of challenges and steps taken by governments to address them. Transparency goes hand-in-hand with accountability.

## World Habitat Day 2006

### *Cities - Magnets of Hope*

The United Nations has designated the first Monday in October every year as World Habitat Day to reflect on the state of human settlements 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 theme of this year's World Habitat Day on Monday 2 October 2006 is **Cities, magnets of hope**. This theme, chosen by the United Nations, is to remind all of us that the world is witnessing the greatest migration in its history of people into towns and cities. In 1950, one-third of the world's people lived in cities. Just 50 years later, this rose to one-half and will continue to grow to two-thirds, or 6 billion people, by 2050. Cities are now home to half of humankind.

**"In endorsing the Millennium Development Goals, world leaders committed themselves to improving the lives of at least 100 million slum dwellers by 2020. Reaching this goal will mean tackling some of the world's most critical social, economic and environmental challenges."**

**- UN Secretary-General Kofi Annan, 2006**

As the world becomes increasingly urban, it is essential that policymakers understand the power of the city as a catalyst for national development. Cities have to be able to provide inclusive living conditions for all their residents. Rich or poor, everyone has a right to the city, to a decent living environment, to clean water, sanitation, transport, electricity and other services. How we manage this is arguably one of the greatest challenges facing humanity.

The city of Naples, Italy will host annual celebration of World Habitat Day. Naples, host city of World Habitat Day 2006 is a crossroads of trade, culture and innovation. It is a bustling city that will set many future trends.

For more information on World Urban Forum and World Habitat Day visit [www.unhabitat.org](http://www.unhabitat.org)

### Revenue Enhancement Action Plan on Municipal Resource Mobilization

Source Type	Explanation
<b>Holding or Property Tax:</b>	<ol style="list-style-type: none"> <li>1. Introduce Ward inventory Map of Tax &amp; Non Tax Payer and Detection of un-assessed &amp; under assessed properties,</li> <li>2. Publish list of Defaulters list in prominent places of the city. (Use local Media)</li> <li>3. Revision of tax to the buildings where expansions have taken place / change of use.</li> <li>4. Introduce Self-Assessment of Holdings / Properties.</li> </ol>
<b>Hoarding Tax:</b>	<ol style="list-style-type: none"> <li>5. Identify more space for hoarding by developing Bus Shelters, Public Toilets, Information Kiosks and Street Infrastructure.</li> </ol>
<b>Green Tax:</b>	<ol style="list-style-type: none"> <li>6. In principle Polluter must pay system introduce fees from personalized vehicle, three wheelers, car, bus (excluding Public Transport System) and sewerage generation.</li> <li>7. Taxes on use of water through boring for commercial and private use.</li> </ol>
<b>View Tax</b>	<ol style="list-style-type: none"> <li>8. Levy View taxes on properties other than ULB's used for hoarding / advertisements, etc</li> </ol>
<b>Solid Waste Fees:</b>	<ol style="list-style-type: none"> <li>9. Levy solid waste fees for the use of public places based on the amount of waste generated. Particularly from the organizers of private functions in the city's marriage halls, debris from construction sites, informal hawkers, hotels &amp; restaurants and commercial establishments.</li> </ol>
<b>Parking Fees:</b>	<ol style="list-style-type: none"> <li>10. Introduce pay and park scheme for vehicle parking except Cycle and public transport system</li> <li>11. Parking fees are to be based on the duration of parking.</li> <li>12. Monthly parking fees to be collected from the Auto &amp; Taxi for parking in a particular location.</li> </ol>
<b>Tatkal &amp; Priority Service Fee:</b>	<ol style="list-style-type: none"> <li>13. Introduce Tatakal &amp; Priority service for faster delivery of Municipal Services such as issuing of birth and death certificates and taxation etc with additional fees</li> </ol>
<b>Fees for Gardens:</b>	<ol style="list-style-type: none"> <li>14. Levy user fees on the persons using Gardens &amp; parks.</li> <li>15. Fees are to be collected at the entrance of the garden but regulars can obtain a monthly pass.</li> <li>16. Cities may introduce incentive pass on the basis of areas, city pas and annual entry pass etc.</li> <li>17. Children, person on ground of Health and senior citizens are to be exempted.</li> </ol>
<b>Service Outsourcing</b>	<ol style="list-style-type: none"> <li>18. Outsource some of the municipal services and office administration to Pvt. sector for Resource saving i.e. maintenance of street lights, solid waste (collection, transportation, disposal), Grievance Redresal Cell, letter despatch (Use Courier), use Banks to collect Tax &amp; fees and etc.</li> </ol>
<b>Asset Management Outsourcing</b>	<ol style="list-style-type: none"> <li>19. Outsource the maintenance of small markets (including collection of fees), Kalayan Mandap, Libraries, Computer etc.</li> </ol>
<b>Office Administration</b>	<ol style="list-style-type: none"> <li>20. Use e-mail for communication, enable use of the EPBX Phone for internal communication, hire photocopier (Contract Machine with man power)</li> <li>21. Use contract pool Vehicle, take steps for energy saving measure in use of AC, Fan, Lights etc.</li> </ol>
<b>E-Governance</b>	<ol style="list-style-type: none"> <li>22. Introduce Municipal information system for smooth functioning of the ULBs.</li> <li>23. Convert all accounting and financial information into computer database.</li> </ol>
<b>Collection of Taxes / Fees</b>	<ol style="list-style-type: none"> <li>24. Set up 'efficient' enforcement squad, tax adalatas (Tax Courts to solve disputes at the ULB's level) and Special drive for collection of Tax.</li> <li>25. Involve Residential Welfare association and Local NGO &amp; Media in all indicatives.</li> </ol>
<b>Annual Report to Citizens</b>	<ol style="list-style-type: none"> <li>26. Publish annually with key indicators on how Municipal Government is function Based on the Municipal Services Performance Report.</li> <li>27. This will make Tax Payers and Citizens to know how its Rupees are being spent and Accountability.</li> </ol>

## Welcome/Farewell

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

### Vice President

**Smt. Aparajita Sarangi**, IAS, joined as Municipal Commissioner, Bhubaneswar Municipal Corporation.

**Mr Bijay Kumar Dhal**, IAS Joined as the Vice Chairman Cuttack Development Authority and **Mr N.K.Das**, IAS transferred.

**Mr Bijay Kumar Dhal**, IAS succeeded **Mr Issack Behera**, IAS as the Municipal Commissioner, Cuttack Municipal Corporation after the former retire from the post.

### Executive Member

**Mr Minaketan Das** succeeded **Mr A.K.Dutta** as the Director Town Planning after the former retire from the post.

### New Members of CMAO

**Mihir Kumar Mohanty**, Mayor, Bhubaneswar Municipal Corporation

**Sanjib Mishra**, OAS Deputy Commissioner, Bhubaneswar Municipal Corporation

**Govind Chandra Mangual**, Chief Engineer-cum-Engineering Member, Bhubaneswar Development Authority

**T.Binod Kumar Sharof**, Executive Engineer (P.H.) Puri Municipality

**Bhakta Kabi Das**, Executive Engineer, Bhubaneswar Municipal Corporation

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

### Up - Coming Activities of CMAO

- Introduction to Urban Management Series Workshop
- Regional Workshop on Municipal Resource Mobilization
- Regional Workshop on Solid Waste Management Plan
- 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 2006-07

Institutions	Annual Membership Fee
Municipal Corporation of Bhubaneswar, Cuttack	2,00,000
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

Sept 4 - 8, 2006, Mexico City, Mexique Carbon management at Urban and Regional Levels

Sept. 10-13, 2006, ICMA's 92nd Annual Conference, San Antonio/Bexar County, Texas, USA

Sept 18-20, 2006, ICLEI Asian Member Environmental Forum, Suwon City (Korea)

Oct 2, 2006, World Habitat Day 2006, Naples, Italy

Dec 9-10, 2006, Second World Conference on Disaster Reduction (WCDR), Mumbai, India

## Be a Supporter of CMAO Friends of Cities By

- ✓ Pay your / Institutional dues
- ✓ Participate fully in CMAO's activities
- ✓ Be a proactive member – organize activities at your institutions
- ✓ REMEMBER! CMAO IS YOUR INSTITUTION



## 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 Bijay Kumar Dhal, IAS  
Vice Chairman,  
Cuttack Development Authority

Mr Mahendra Kumar Panda  
Member Secretary,  
State Urban Development Agency

Mr Bijay Kumar Dhal, IAS  
Municipal Commissioner  
Cuttack Municipal Corporation

Smt. Aparajita Sarangi, IAS  
Municipal Commissioner,  
Bhubaneswar Municipal Corporation

### **Secretary**

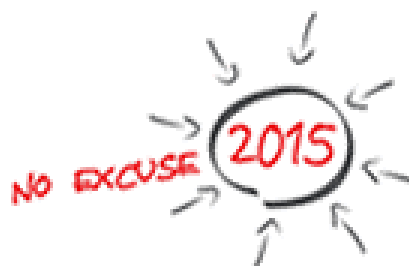
Mr. Piyush Ranjan Rout

### **Treasurer**

Mr Asim Mohanty  
Project Manager,  
State Urban Development Agency

### **CMAO Secretariat**

Mr Piyush Ranjan Rout  
Executive Director



*Keep the promise !  
The Millennium Development Goal*