PEARL
Peer Experience and Reflective Learning

WORKSHOP PROCEEDINGS

''NATIONAL WORKSHOP ON SHARING URBAN GOOD PRACTICES''

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Peer Experience and Reflective Learning

WORKSHOP PROCEEDINGS

''NATIONAL WORKSHOP ON SHARING URBAN GOOD PRACTICES''

ABBREVIATIONS

AMC	Ahmedabad Municipal Corporation		MoU	Memorandum of Understanding
APUAC	Andhra Pradesh Urban Arts Commission		MoUD	Ministry of Urban Development
ASCI	Administrative Staff College of India		MP	Member of Parliament
AusAID	Australian Agency for International Development		MSW	Municipal Solid Waste
CA	Cities Alliance		NESL	Nagpur Environmental Services Limited
CBUD	Capacity Building for Urban Development		NIC	National Informatics Centre
CEE	Centre for Environment Education		NIUA	National Institute of Urban Affairs
CEPT	Centre for Environment Planning and Technology		NMC	Nagpur Municipal Corporation
CHM	Centre for Heritage Management		O&M	Operation & Maintenance
CMA	Chennai Metropolitan Area		PC	Personnel Computer
CURE	Centre for Urban and Regional Excellence		PEARL	Peer Experience And Reflective Learning
DDA	Delhi Development Authority		PMC	Pune Municipal Corporation
DPR	Detailed Project Report		PMU	Project Management Unit
DUAC	Delhi Urban Arts Commission		PPP	Public Private Participation
GIS	Geographic Information System		PRG	Peer Review Group
GVMC	Greater Visakhapatnam Municipal Corporation		PRIA	Participatory Research in Asia
HCC	Heritage Conservation Committee		SMC	Surat Municipal Corporation
HMDA	Hyderabad Metropolitan Development Authority		SPA	School of Planning and Architecture
HMP	Heritage Management Plan		SWaCH	Solid Waste Collection and Handling
HR	Human Resources		SWM	Solid Waste Management
HUDCO	Housing and Urban Development Corporation Limited		TDP	Tonnes Per Day
			TL	Team Leader
ICT	Information and Communications Technology		TNUDP	Tamil Nadu Urban Development Project
IMACS	ICRA Management and Consultancy Service Limited		TOD	Transit Oriented Development
			UA	Urban Agglomeration
INTACH	Indian National Trust for Art and Cultural Heritage		ULB	Urban Local Body
			UMC	Urban Management Consultancy Private Limited
ISS	Institute of Social Sciences			
JnNURM	Jawaharlal Nehru National Urban Renewal Mission		UNESCO	United Nations Educational, Scientific and Cultural Organization
MCGM	Municipal Corporation of Greater Mumbai		WMC	Warangal Municipal Corporation
MLA	Member of Legislative Assembly		WSP	Water and Sanitation Programme
MMRDA	Mumbai Metropolitan Regional Development Authority			

CONTENTS

EXECUTIVE SUMMARY

The Peer Experience and Reflective Learning (PEARL) initiative coordinated by the National Institute for Urban Affairs (NIUA) provides a platform for deliberation and knowledge exchange for Indian cities and towns, as well as professionals working in the urban domain. PEARL has aimed to enhance its role as a knowledge exchange platform by building a comprehensive database of processes needed for improved planning and efficient service delivery for cities.

The Cities Alliance (CA) sponsored Knowledge Support for PEARL aimed at strengthening the network and enhancing its effectiveness as a common platform for learning and knowledge sharing among cities. One of the key tasks encompassed was the documentation of good practices in various thematic areas related to planning, governance and service delivery which has led to the preparation of Compendiums of Good Practices for Water Supply and Sanitation, Cultural Heritage, Solid Waste Management, Urban Transport and Urban Reforms, by identified sector specialists (as provided below).

Based on these compendiums, a ''National Workshop on Sharing Urban Good Practices'' discussing the initiatives and processes involved therein for efficient service delivery was held on the **20th January 2015 at India Habitat Centre, New Delhi.** The workshop was a series of discussions revolving around 5 technical sessions (of approximately 1 hours), each focusing on more or less common themes across all the five compendiums which included institutional strengthening, financial sustainability, technology for improved services, use of ICT for improved governance and community participation. Each technical session (as detailed through the agenda below), included a 15 minute talk/presentation by a subject expert, followed by case presentations of 3 initiatives documented for the 5 urban sectors from identified cities.

1	Water Supply and Sanitation	ICRA Management Consulting Services Limited (IMACS)
2	Cultural Heritage	Indian National Trust for Art and Cultural Heritage (INTACH)
3	Solid Waste Management	Urban Management Consulting Pvt. Ltd. (UMC) in consortium with Centre for Environment Education (CEE)
4	Urban Transport	ICRA Management Consulting Services Limited (IMACS)
5	Urban Reforms	National Institute of Urban Affairs

SUMMARIZING THE TECHNICAL SESSIONS

SESSION 1: INSTITUTIONAL STRENGTHENING

Prof. Mathur, the keynote speaker for this session, highlighted the three main aspects, fragmentation, overlap and overload as being responsible for preventing the effective functioning of institutional frameworks. In his opinion, therefore, clarity in the roles, functions and responsibilities of institutions; provision of incentives for markets/competitions and creation of participatory platforms are the three main attributes for creating effective institutional networks.

The key aspect discussed for the Nagpur 24 X 7 water supply case was the systematic approach adopted which included water and energy audits, creation of a supporting institutional framework and a clear PPP contract with the private operator. The North East Karnataka Urban Transport Services case highlighted the benefits of creating a regional network of municipalities wherein the larger municipalities with available funds have created public transport services benefitting the entire region. The Ahmedabad case discussed the Master Plan that integrates the City Sanitation Plan and Public Health Byelaws. The case of the Heritage Conservation Committee in Hyderabad was discussed which played an extensive role in conserving the built heritage and the natural geological features in the region.

SESSION 2: FINANCIAL SUSTAINABILITY

The Chairperson, Mr.Bhattacharjee, discussed inter-governmental fiscal transfers, user charges, property tax and market based resources as the crucial components of finance for the ULBs alongwith the major issues that act as barriers for achieving financial sustainability therein. This was followed by a discussion on deficits in three key areas of governance, inter-governmental fiscal transfers and integration of urban/land-use planning with capital investment planning for cities, by the keynote speaker, Mr. Barjor Mehta.

The case of the sewerage project in Pallavaram highlighted the crucial role played by the elected Mayor and the transparent inter-governmental fund transfers in the successful implementation of the project. The Surat case discussed the process for adoption of a newer cost recovery system for user charges for water supply that ensured maximum O&M recovery throughout the implementation stage. The Muziris Heritage Project discussed the approach of the Government that includes a high degree of community participation ensuring viability and sustainability of the project.

SESSION 3 AND 4: TECHNOLOGY FOR IMPROVED SERVICES AND ICT FOR IMPROVED GOVERNANCE

The Chairperson, Ms. Bhatnagar emphasized that technology can be used in diagnostics, operations, monitoring, etc, as a strong enabler that widens the range of possibilities and forms the backbone of smart cities. The keynote speaker, Mr Swamy briefly discussed the present use of technology for creating 'a product' and stressed the need for technology to be used for improving revenue collection, dissemination of information, data collection and monitoring & reporting. Dr. Neeta Verma, through her keynote address highlighted the importance of improving governance, resource management and service delivery through the use of ICT based technology for ULBs. She emphasized the need for citizen's participation, appropriate policy decisions and HR initiatives at the government level as being crucial to realize this.

The case of the Waste Biomethanisation Plant at Chennai highlighted the importance of environmental engineering through wise management of natural resources and technological perfection in addition to the need for every project to consistently provide feedbacks for improvisations. The Mumbai Area Traffic Control System through the adoption of appropriate technology helped in having a smooth flow of traffic and benefit in reduction of cycle time at signals, improvement in speed, reduction in stoppage delay, energy saving, reduction in accidents and most importantly the police can now concentrate on enforcement rather than management of traffic. The B-TRAC project in Bangalore highlighted the use of technology for supporting operations of the field functionaries and strategies for seeking citizen's participation for efficient management. The Greater Vishakhapatnam Municipal Corporation's experience highlighted the technological empowering of field functionaries responsible for ground truthing as an important initiative for improving the property tax system.This also led to a substantial increase in property tax collection.

SESSION 5: COMMUNITY PARTICIPATION

The Chairperson, Mr. Tandon stated that although community participation in the urban sector is relatively new, it is important to institutionalize this. The mixed, varied and diverse population has to be completely involved to achieve success. The keynote speaker, Dr. Khosla, through her experiences on ground highlighted the need to collect wisdom off the streets, collect facts and then crowd source the ideas & talents that people have, package all of this together and create a people's plan which the community itself would like to implement.

The SWaCH experience of Pune provided an example of integrating informal practices of the waste picking community with formal waste management systems of the Municipal Corporation. One of the unique aspects of this model is that the waste picker community is not considered to be bonded labour, but the workers are considered entrepreneurs bringing forth their solutions to waste management. This has ensured efficient functioning and sustainability for the model. The case of the Warangal Clean Cities Championship, generated awareness amongst citizens and integrated community participation at all stages by building a collaborative of the municipality, field functionaries and people. The Heritage Management of Ahmedabad involves an integrated effort for citizen engagement adopted by the Ahmedabad Municipal Corporation (AMC) which included generating awareness, engaging an army of local volunteers, generating a sense of pride amongst the locals and most importantly channelizing the required funds for restoration to develop a sustainable model based on community participation.

WELCOME NOTE
Prof. Jagan Shah,
Director, NIUA

Prof. Jagan Shah, Director NIUA, inaugurated the workshop by welcoming the delegates and participants. He stated that the workshop not only marked the culmination of an extensive effort of a large number of individuals and organizations but also celebrated the emerging good models and practices in service delivery that are replicable, scalable, viable and seem to be sustainable. He further spoke of the possibilities of creating new alliances with individuals and organizations that have convened in the workshop from all over the country and those that have been involved in the process of documentation. He expressed his gratitude to everyone who made the documentations possible and also thanked all for their kind attendance in the workshop.

INTRODUCTION
Dr. Debjani Ghosh,
Senior Research Officer, Project Coordinator for PEARL, NIUA

Dr. Debjani Ghosh, Project Coordinator (PEARL) provided a brief overview of the PEARL programme which would be concluded this year. The PEARL platform, established in 2008 by the Ministry of Urban Development (MoUD) designated NIUA as the nodal agency for its operations. The programme was essentially established to build the capacities of the 65 JnNURM cities by creating networks for knowledge-sharing, cross-learning and facilitating reform implementation efficiently. In this quest, the agenda of PEARL focused largely on capacity building through knowledge dissemination activities such as research studies, good practice documentations and workshops at national, state, regional and group level, exposure visits, expert visits and most

importantly through its website indiaurbanportal.in (now, pearl. niua.org).

Dr. Ghosh discussed 'Knowledge Support for PEARL', a program supported by the CA to qualitatively further proliferate the PEARL initiative. This program aimed to further strengthen the urban network and enhance the effectiveness of PEARL as a common platform for learning. This partnership of NIUA and CA has been effective since 2009 through numerous activities at both national and international level. Aligned to its objectives, PEARL has now ventured into newer forms of capacity building which Dr. Ghosh elaborated upon. The E-learning initiative supported by the World Bank Group provides an excellent opportunity for exploring online capacity building and knowledge exchange. The internship conducted under the PEARL programme provided a unique opportunity for post graduate and doctorate level students of various institutions to engage with local bodies for a period of 3 months. This led to the production of research papers that successfully captured the current urban planning and development issues and debates in some of the Indian cities.

Further, Dr. Ghosh discussed the structure of the day long workshop to disseminate the National Good Practices documented by sector professionals alongwith the Global Good Practices compiled by the PEARL team. The five technical sessions were based on common themes across the compendiums namely, institutional strengthening, financial sustainability, technological innovations for provision and management of urban services, and, community participation. Some of the case studies from the Indian cities documented for the sectors of water supply and sanitation, solid waste management, cultural heritage, urban transport and urban reforms were to be discussed in these technical sessions. The last session "the art of documenting good practices", was essentially planned as a round table discussion in which people responsible for creating the documents would

share their experiences, elaborate the documentation methodol, and discuss the challenges faced and the strategies adopted.

As closing remarks, Dr. Ghosh stated that when PEARL was initiated in 2009, a total of 2-3 events were conducted each year. But the 17 events organised in its last year itself, displayed the fact that PEARL was culminating while it was at its peak.

SETTING THE CONTEXT
Mr. Ajay Suri,
Regional Adviser–Asia, Cities Alliance

Mr. Ajay Suri -Regional Adviser-Asia, Cities Alliance - expressed his pleasure to participate in this workshop which he considered to be an important milestone in a long journey.He briefly narrated the journey of CA support to PEARL since 2009. According to Mr. Suri, the main objective of CA was to support PEARL cities in knowledge management and facilitate horizontal learning

among them. This support started in a very interesting way with a debate to understand what is knowledge, how knowledge is different from training, why cities need to acquire knowledge and what are the sectors in which PEARL cities need knowledge support, the specific issues in which the cities are looking for knowledge and how this knowledge need varies across the different hierarchies of cities.

He further discussed the Knowledge Needs Assessment study in 5 cities jointly undertaken by NIUA with CEPT University which addressed these questions, and helped the team recognize the specific knowledge needs of urban local bodies. The next step was to evaluate how the various knowledge products could meet the knowledge needs of these cities. Cities were invited to share their good practices. But when the evaluation was done it was realized that the credentials of these so called good practices were weak, the depth was missing and the knowledge requirement of the cities was not being met by the knowledge products. Further, Mr. Suri provided a brief context for the methodology adopted for the documentation of good practices under discussion that engaged specialized agencies selected on a competitive basis for documentation of good initiatives. TheKnowledge Needs Assessment study, identified 5 sectors, Water and Sanitation, Solid Waste Management, Urban Transport, Cultural Heritage and Urban Reforms, that were critically in need of knowledge products. The PEARL team constituted a Peer Review Group (PRG) for each of these 5 sectors and created an inventory of good practices in consultation with the PRG. The specialized agencies then did the deep-diving to collect information and knowledge for individual cases. Mr. Suri welcomed feedback on the good practice documents and asked for suggestions for improvement. He emphasised that this journey should not stop with the culmination of PEARL and hoped that it would continue to facilitate networking among cities in a new form.

SESSION 1
INSTITUTIONAL STRENGTHENING

Strengthening institutional capacities of the ULBs for better management, improvements in service delivery and provisions for better accountability are essential prerequisites for improved service delivery. Through the experiences of some of the cities, this session focuses on the cases that initiated new institutional structures, changes in delivery mechanisms, legal and regulatory frameworks.

CHAIR
Prof. Chetan Vaidya,
Director, School of Planning and Architecture (SPA) Delhi

Prof. Vaidya, Director SPA-Delhi, stated that PEARL as an idea initiated during the period that he was the Director at NIUA, has turned into a reality over the last 7-8 years. A number of activities such as knowledge management, horizontal sharing, knowledge needs assessment have been taken in the positive direction. He appreciated the central theme of the workshop that stresses more on discussing the relevance and replicability of the case studies that are been documented as good practices instead of merely showcasing them.

KEYNOTE

Prof. O.P. Mathur,
Senior Fellow, Institute of Social Sciences (ISS)

Prof. Mathur stated that while institutions are critical for

managing and financing cities the question "why do institutional frameworks not function as anticipated" still remains unanswered. He added that every time the government proposes a project, it comes with the suggestion of creating a new institution with a project specific mandate that does not sustain within the framework beyond the project period. In his opinion, the three main aspects that are preventing institutional frameworks from functioning properly are therefore fragmentation, overlap and overload. According to Prof.Mathur, the three main attributes of effective institutional networks are clarity in the roles, functions and responsibilities of institutions; provision of incentives for markets/competitions; and, creation of participatory platforms.

The way forward he believes is to strengthen institutional networks that include primacy of the Urban Local Bodies, Public Private Partnerships and civic engagement strategies which have been reflected through the NURM's strategy. While commenting on the case studies, Prof. Mathur stated that the good practice documents highlight very interesting aspects of urban devel-

opment such as setting up of Non-Revenue Water cell in Surat Municipal Corporation (SMC), Heritage Cell in Ahmedabad, Jaipur and Hyderabad, PPP in Nagpur etc. The important question to ask, however, is, whether these are merely linked to the reforms or the projects that they are setup under, or whether they have been internalized/incorporated into the municipal system through a statutory process promising some amount of sustainability.

PRESENTATIONS

CITY 1: PPP IN CITY-WIDE WATER SUPPLY: NAGPUR MUNICIPAL CORPORATION (NMC)

Mr. Azizurrahman,
Executive E – Water supply, NMC

Mr. Azizurrahman initiated the case presentation by highlighting the water and energy audits undertaken by the NMC and the short term and long term measures therein. To check water losses, NMC implemented short term measures like fixing flow meters measuring the supply from the irrigation department which helped in not just recovering costs, but also helped by cutting down on the payments to the department. Long term measures like expansion, upgradation, energy audit, water audit and augmentation with the ultimate goal of 24X7 water supply for the entire city was undertaken. In the meantime, a 24X7 demo project was undertaken.

NMC formed the Nagpur Environmental Services Ltd., a wholly owned subsidiary of NMC for efficient management in the entire process for implementation of the 24X7 water supply project. The private operator was brought under an agreement to perform the task in a PPP model with two parts – rehabilitation and operation & maintenance (for 20 years). The payment for the rehabilitation was in accordance to the work done and the fees for the operation and maintenance were as per the built and volume delivered, which means the operator would have to increase the operational efficiency over a period of time to earn from the project. The demo projects

of NMC were assessed by the ASCI.

Few of the challenges NMC faced in this process were the need for continuous stakeholder engagement and building of trust & credibility amongst users; tariffs were revised after the PPP was established inviting protests from users who were previously paying at subsidized rates; replacement of consumer connections and management of the subsequent cost escalations. Mr. Azizurrahman highlighted few of the lessons learnt as the need for institutional clarity on public health, need for political and administrative commitment, and, the need for wider stakeholder engagement and increased customer support.

CITY 2: MUNICIPAL SWM MASTER PLAN AND PUBLIC HEALTH AND SANITATION, BYLAWS: MR. PRASHANT PANDYA, AHMEDABAD MUNICIPAL CORPORATION (AMC)

Mr. Prashant Pandya,
Dy. Director, Solid Waste Management Dept., AMC

Mr. Pandya described the Solid Waste Management Master Plan 2031 as a road map for zero waste in Ahmedabad and highlighted significant aspects considered during preparation which has made this exercise unique. He stated that involving schools and institutions was a major communication strategy. Further, the plan also encouraged and incentivized PPPs in waste management. While the population of the city is over 60 lakhs, the daily per capita waste generation is more than 600 gms in Ahmedabad. The city generates 4000 TPD waste including 300 MT of construction and demolition debris waste. All waste is collected, transported, treated and disposed according to the MSW Rules.

Mr. Pandya further elaborated the Master Plan which includes a City Sanitation Plan covering the following areas on which AMC is working in a phase wise manner:Sanitation Situation Analysis and Gaps in services (water supply, waste water, sanitation, storm water drainage, solid waste management, environment and public health), existing institutional capacity & financial assessment and capacity building and training. Based on this, the preparation of public health bye-laws for effective

enforcement and discipline has been one of the key strategies to ensure its success.

CITY 3: NORTH EAST KARNATAKA ROAD TRANSPORT CORPORATION (NEKRTC)

Mr. Basaligappa Beedi,
Divisional Traffic Officer, NEKRTC

Mr. Beedi briefly discussed the setting up of the NEKRTC, a bi-furcation of the Karnataka State Road Transport Corporation in 2000. One of the primary intentions of this bifurcation was the need to cater to the demands of the entire region under its juris-diction and provide benefits of public transport services to even

towns with just 40,000 population.City bus services operated in only 3 of the 11 cities in the region. In the absence of public transport, Intermediate Public Tran sports (IPTs) and Personal-ised modes were mostly preferred. This led to traffic congestion on the limited road network and exorbitant costs of the IPTs. The NEKRTC sought to remedy this situation by introducing bus services in the entire region at fares lower by 40% as compared to the IPTs. Mr. Beedi highlighted the fact that after the introduc-tion of this bus service system, the dependence on auto rickshaws has reduced substantially by 41%. Also the number of people walking to the larger cities daily due to the highly priced IPTs has reduced by 23%. The finances for procurement of the buses was provided by the Directorate of Urban Land Transport, Bangalore. The case successfully highlights how a state owned corporation has worked towards providing services for even smaller cities and towns through appropriate faring, adequate branding and the use of IT.

CITY 4: HYDERABAD HERITAGE LEGISLATIONS,

Mr. S. P. Shorey,
FMR. CHAIRMAN, HMDA

Mr. Shorey provided a brief background for the setting up of the HMDA and the major initiatives undertaken towards urban conservation. He stated that, the HMDA along with the DDA

was formed in 1975 and soon after, in 1978, DUAC, Bangalore UAC and APUAC were set up. In 1981, a study was under-taken for formulating the legislation in Hyderabad. In 1995, a gazette was issued in Hyderabad at the same time as Bombay for listing heritage structures. In 1996, the Heritage Conservation Committee (HCC) was set up and in 1997 a draft list of heritage buildings & precincts was published. In 1998 the first govern-ment approved list was published after many HCC meetings. Many additions and deletions of bylaws were made. Mr. Shorey stressed that this list was important otherwise many buildings would have disappeared in absence of this listing. The geo-logical rock formations of Hyderabad and many of them were considered as heritage by the HCC and subsequently listed and notified. According to Mr. Shorey the challenge in this particular heritage conservation model is that, it is restricted to only large towns. He stressed that small towns and Panchayat areas too need suitable regulations.

Q & A
Q. To Nagpur: Was there any common agreement between the Municipal Corporation and the private entity to set pricing to include incremental pricing?

A. With the help of JnNURM funding, a business model was built

which considered the cost per kilolitre of water for production, plus cost involved for rehabilitation, plus replacing of old assets per year. This therefore considered all the O&M costs, costs for replacement of assets and profit for the private company. Whoever gave rebate and was the lowest bidder was hence selected.

Q. To Ahmedabad: What is the institutional structure involved for SWM? Have there been any plans of PPPs?
A. An Environment Engineer at the ULB level is responsible for SWM. The city is divided into 6 zones with Health Officers heading the SWM at the zonal level. A total of 30,000 persons are employed in the 6 wards responsible for collection, segregation, transportation and disposal. Presently, the institutional setup ensures sustainability. There has been no proposal by the private that would provide business for them and ensure sustainability till date.

SESSION 2
FINANCIAL SUSTAINABILITY

ULBs need to provide basic civic services to all at affordable rates and yet need to recover at least the O&M costs for these services. Financial sustainability for individual services therefore is considered as one of the necessary steps towards achieving autonomy for the ULBs. This session focuses on the different approaches adopted by the ULBs to ensure financial sustainability for some of its JnNURM initiatives.

CHAIR
Mr. Nabaroon Bhattacharjee,
TL, PMU, CBUD Project

Chairperson, Mr. Bhattacharjee, introduced the subject for the second session stating that the last 30 years have been marked with struggle for improving the traditionally financially weak ULBs so that they can develop the accountability and responsibility for providing basic services to the city. According to Mr. Bhattacharjee, while many forums and commissions like the Second Administrative Reforms Commission and the Thirteenth Finance Commission have highlighted this issue, the municipal resource base still remains weak and a prime cause for the inability of ULBs to efficiently provide basic services. Mr. Bhattacharjee further observed that the major components of the financial resources are the crucial inter-governmental fiscal transfers, user charges, property tax and market based resources. All of these are extremely weak in the Indian cities. He high-

lighted some of these issues: while, most of the user charges are fixed as a percentage of property tax or some such tax with no linkage to the actual cost incurred for providing those services. Secondly, there is a huge requirement for Property Tax reform to improve the tax base. And, thirdly, there is a need to look at alternate resources especially the market based resources which still remain largely untapped. Documentation and dissemination of successful initiatives (intent of the workshop) is therefore an important step for facilitating learnings' for other ULBs.

KEYNOTE
Mr. Barjor Mehta,
Lead Urban Specialist, World Bank

Mr. Mehta stated that PEARL has been a very successful experiment indirectly supported by the World Bank and needs to be multiplied many times in the country for knowledge dissemination. While the issue of Financial Sustainability is of great

importance, Mr. Mehta felt that instead of looking at this in silos, there is a need for looking at the overall urban sector to understand what the deficits are and what needs to be done. Mr. Mehta felt that one of the primary deficits in the country is in the governance sector which has resulted in an absence of accountability and ownership for any city and the creation of a favorable political environment. Second big deficit is of resources - not just local resources but an established system for inter-governmental fiscal transfers, equally important for cities as is financial sustainability. To achieve this, a transparent and open system of fiscal transfer is important like in the case of Tamil Nadu. Third deficit is how you merge urban planning, strategic planning and land-use planning with capital investment planning and the budgeting of the city. According to Mr. Mehta, the fourth is a service delivery deficit which is interlinked to an inadequate governance system, insufficient inter-governmental fiscal transfers, and, lack of integrated planning for cities.

PRESENTATIONS
CITY 1: USER FINANCING IN SEWERAGE PROJECT IMPLEMENTATION: PALLAVARAM, CHENNAI UA

Mr. Abhilash Varma,
IMaCS

Mr. Varma through the case of the implementation of the sewerage project of the Pallavaram Municipal Corporation described the TNUDP programme experience in Tamil Nadu which through innovative financing helped the ULBs. Pallavaram, which is part of the Chennai UA, has a very high density with almost 27% of its population living in slums. The experience from 'Alandur Project' and the launch of TNUDP-III were triggers for the Pallavaram project. World Bank and GoTN sought to replicate the successful Alandur model which covered 1/3rd of the project cost through connection deposits under TNUDP III in Pallavaram. Initial financing plan envisaged a combination of long term loans, grants (as viability gap funding) and public contribution in the form of user deposits. The major task for the ULB was to arrange their own contribution through users in the form

of connection deposits. This particular component of connection deposit provided the required cover against escalation costs and helped the Pallavaram ULB to execute the project smoothly. The fund was composed of 25.8 crore as loan, 8.5 crore as grant and 15 crore as public contribution. Till date the ULB has collected 16.39 crore funds from connection deposits only and are very close to the target of achieving the required number of connections. Under the leadership of the directly elected mayor at Pallavaram, every household was convinced to pay the high user charges which facilitated 100% recovery of the O&M costs. With higher transparency in inter-governmental transfers in Tamil Nadu, the ULB knows well in advance how much money they will get from the state and have therefore planned accordingly.

CITY 2: USER CHARGE REFORM: SURAT MUNICIPAL CORPORATION

Mr. S.S Khatib,
Assistant Commissioner

Mr. Khatib described the process adopted by Surat Municipal Corporation (SMC) for restructuring of tariff structure for property tax and user charges through appropriate amendments in the Municipal Act after the extension of the municipal boundary in 2006. After the amendment, SMC adopted the carpet area based property tax assessment system in which user charges are also levied based on the carpet area and made it legally possible for issuing warrants against defaulters and in the case of long term defaulters, confiscation of the property. The purpose behind the reform in user charges in Surat was to create awareness in utilization of water, to levy based on kind of use, to give cross subsidy in tariff structure and to gradually shift towards metering system. Through this, SMC is recovering 100% O&M costs for water supply, sewerage and solid waste. Additionally, fixed light charges for all properties and fire charges for industrial and commercial properties are also levied. Further, Mr. Khatib also added that to facilitate this, SMC has done 100% survey of properties using area based system through 7 surveyors in 7 different zones with a target of surveying 50 properties in a month.

pletely government initiated and facilitated project managed by the community. The accumulated money from this project plans to benefit school children. The attempt is to create awareness and make citizens proud of their existing heritage. The approach is not to subsidize the tourists, but to subsidize the craftsmen, artists and the community.

CITY 3: MUZIRIS HERITAGE PROJECT: KERALA
Mr. Benny Kuriakose,
Architect

The excavations at Muziris, located about 25 km north of Kochi, indicate the existence of strong relations with other countries through its function as a port till the 14th century. Mr. Kuriakose stated that this was the land where Arabs, Chinese, Jews, Romans, Portuguese, Dutch and the British came. The name 'Muziris' finds a mention in the 4th Century AD maps at the Vienna museum. While excavations for the last 30 years were sporadic, the launch of the Mujiris Heritage and Conservation Project highlighting the 3000 years of cultural history of the region by the government of Kerala, accelerated the whole process. 25 museums are planned to be set up with the restored materials. The approach has been to integrate this with the master plan for the region that includes 2 municipalities and 7 village panchayats. Nineteen government departments are coordinating this through a co-ordination committee and implementing this project from a convergent fund. Mr. Kuriakose elaborated on the strong element of community participation in this project which makes the project financially viable and sustainable which benefits the local community through creation of new jobs and is devoid of land acquisition, construction of five star hotels and resorts, legislations or external agents. It is a com-

Q & A

Q. Is volumetric system of water charges being implemented so far or is it an area based flat charge?
A. Water charges are levied in three ways in SMC. One is flat charge based on area of the occupancy. Second is charge payable for getting official connections on the legal occupancy and the third is water meter charge. Water meter charges based on volume of water used has recently started. The surrounding new areas are volumetric based. Water meter is compulsory for the high rises. Gradually the plan is to implement the water meter in the whole city. Water charge based of area of occupancy is removed when a water meter charge is levied as per actual consumption.

Q. What is the statutory status of the Heritage Management Plan (HMP) that has guided the Muziris project? How is the Muziris project integrated with the development plan? At what level is the integration done?
A. The project conceptualization has been done through a three tier system with a seven-minister council at the top level. The HMP is only a draft document but it has been followed keeping in mind that only the services which were most important and significant to the local people would be provided for through the Muziris project.

Q. Why did Kerala Government take up this project?
A. The government wanted to take up a project which is different from any infrastructure project and is implemented at the local level. Funding was based on the Master Plan requirements. There was a conscious effort to bring in more technical expertise. The government created the position of an Assistant Executive who would co-ordinate the project and is stationed at the local project office.

SESSION 3 & 4

TECHNOLOGY FOR IMPROVED SERVICES AND ICT FOR IMPROVED GOVERNANCE

Technological innovations can help the quality and outreach of services provided immensely.The JnNURM facilitated municipalities to relook at existing service delivery mechanisms and improvise them. Different sectors have employed technology for improving service delivery by reducing wastage during service delivery, minimising adverse environmental impacts, reducing costs, and so on.

CHAIR
Ms. Vandana Bhatnagar
Water and Sanitation Program (WSP) in India, World Bank

Ms. Vandana Bhatnagar, WSP Expert from the World Bank introduced the session by emphasizing the importance of technology in the present environment. She stressed that technology is a strong enabler as it widens the realm of possibilities and forms the backbone for realizing the idea of smart cities. She added that technology can be used for diagnostics, in operational processes, monitoring purposes etc. and that there is a huge agenda in urban space in which the application of technology needs active exploration to deal with the urban complexities. Ms.Bhatnagar drew attention to the need for adopting financially viable technology in combination with suitable institutional interventions to ensure long term sustainability.

KEYNOTE
Mr. DTV Raghu Rama Swamy,
Director, School of Infrastructure, Research & Institutional Consultancy at RICS School of Built Environment

Mr. DTV Raghu Rama Swamy said thatuntil now technology

in the urban sector was limited to DPR preparation, feasibility studies and planning and use of technology for improved services had never been discussed. While the application of technology in service delivery has not been mainstreamed yet, substantial effects would be ensured once the issues of scalability and adaptability are addressed.

Mr.Swamy highlighted the current use of technology in data and process improvements in the urban sector and mentioned its moderate use for solid waste management and water supply. But he pointed out that this is resulting in a 'product' rather than a 'service'. Another challenge, pointed out by him, is prioritization of the technologies for certain activities and a lack of efficient co-ordination and collective action. Mr. Swamy elaborately explained the use of technology for 'urban informatics' (providing information) largely using tools such as – web based systems, SMS, smartphones, kiosks, crowd sourcing etc. and feltthe need to expand its use to policy formulation and active decision making. He further listed the various aspects in specific sectors like solid waste management and water supply where technology could be effectively used. Mr. Swamy further stressed the need for technology usage to strategically include stakeholder engagement and process improvement. Process improvements can be done using technologies in terms of infrastructure inventory, transport planning, improved public service delivery (governance) etc. ULBs can use technology to improve the revenue collection, dissemination of information, data collection, monitoring and reporting.

PRESENTATIONS
CITY 1: BIOMETHANATION PLANT AT KOYEMBEDU VEGETABLE MARKET: CHENNAI

Dr. Shanmugham,
Principal Scientist, Department of Environmental Technology, Central Leather Research Institute (CLRI)

Dr. Shanmugam presented the case of the Waste Biomethanisation Plant for Enhanced Biogas and Power Generation at the vegetable market complex at Koyambedu, Chennai. He was of the opinion that environmental engineering can contribute in making smart cities a reality. According to Dr. Shanmugam, to do so, two things are very important, one is the wise management of natural resources and two, technological perfection. Dr.Shanmugam felt that municipal services like SWM, when weak,significantly contribute to environmental degradation and climate change in the long run and hence requireserious attention. The short term effects like foul odour, contamination of ground water through dumping of solid waste in the open could be prevented with efficient SWM with use of modern technology.

He further said that we sometimes fail to implement advanced technologies even if we have the required knowledge and entrepreneurial skills due to lack of practice of proven methods. He also said that technologies become backdated and extinct very soonand need to be replaced with newer ones.Dr.Shanmugam cited various international examples like that of the European Solid Waste Management Commission's projects in UK on efficient Solid Waste Management (SWM) systems. He briefly explained the implementation of the Koyambedu project for the Chennai Metropolitan Authority (CMA) which was funded by the Ministry of Renewable Energy. The 30 metric tonnes capacity bio-methanization plant generated bio gas for generatingpower, fertilizer, electricity and cooking fuel and power from vegetable waste.

CITY 2: MUMBAI AREA TRAFFIC CONTROL SYSTEM: MUMBAI
Mr. Harish Kamath,
Deputy General Manager & Head – Transportation, ICRA Management Consulting Services Ltd. (IMaCS)

Mr. Harish Kamath presented the Mumbai Area Traffic Control Project on behalf of Mr. Bhushan Kubal, SE, Traffic Cell, MCGM. He explained the role of multiple agencies like MMRDA as the nodal authority, Mumbai Traffic Police, the MCGM, the World Bank as the funding agency and private consultants for the engineering and computer services. The project which cost 72.82 crores commenced in 2007 and was completed in 2009. The

project covers about 256 traffic junctions at the most congested areas in South Mumbai. The system is operated through a large video updater screen for each signal. A maintenance team and an emergency response team responsible for taking care of the entire system to help have a smooth flow of traffic within the project implementation area. If there is no vehicle at a particular signal, the control room turns the signal lights into red for that junction and other signals having vehicles are permitted to move by turning the signals into green, instead of allocating fixed time at the signal. The control room office is manned by a dedicated team of 40 personnel including traffic police, MCGM and MMRDA employees who look after the system 24X7. Some of

the components of this project are similar to that of the B-TRAC (Bangalore Traffic Improvement Project) project in Bangalore. Mr. Kamath highlighted the advantages of this system which has resulted in reduction of cycle time at signals, improvement in speed, reduction in stoppage delay, energy saving, reduction in accidents and most importantly the police can concentrate on enforcement rather than management of traffic. Overall this system has resulted in better road traffic conditions and increased revenue. Mr. Kamath informed that the MCGM, within the next couple of years, intends to apply this technology in the entire city traffic.

ICT FOR IMPROVED GOVERNANCE

Technological innovations for improved management of services such as Intelligent Transport Systems (ITS), citizen's feedbacks through use of mobile apps, use of technology for tax collection, and so on, develop strong citizens' interface and set in place well developed mechanisms for continuous improvisation and betterment of services. This session focuses on elaborating some such initiatives undertaken by the city governments.

KEYNOTE

Dr. Neeta Verma,
Deputy Director General, NIC

Dr. Verma spoke about the importance of improving governance,

resource management and service delivery through the use of ICT based technology for ULBs. According to her, use of internet and mobile based applications can help in increasing outreach by providing ease of access. Particularly in areas like traffic management, automation and data analysis is simplified with the use of ICT. Also, tracking consumption through energy meters can measure individual energy consumption, generate awareness and bring down energy consumption. Dr Verma highlighted two basic componentsof ICT based technology that are required for efficient city management: installation of sensors - to capture real time data, and, cloud computing - for assimilating this data, analyzing itas required and for use in the control room. Dr. Verma pointed out that to make the use of ICT more effective and responsive, while citizen participation is essential, there is also a need to recognize and facilitate this through the right policy and HR initiatives at the government level. Dr.Verma finally stated that it is important for government departments to release select data in the open format and encourage software developers to develop meaningful apps.

CITY 1: ROLE OF TABLET PC IN PROPERTY TAX REFORM IN GREATER VISAKHAPATNAM MUNICIPAL CORPORATION (GVMC)

Mr. Paramasiva Raju,
CEO, Jitworld Technologies Pvt. Ltd

Mr. Paramasiva Raju explained that with property tax being the main source of income for any ULB, over the years different approaches have been adopted for improving coverage and reducing tax gaps. He presented the experience of Greater Vishakhapatnam Municipal Corporation where a proactive role

by the Commissioner for improving the property tax system led to a substantial improvement in property tax collection. While adoption of the GIS system for mapping the properties in the city was crucial, the key to the success was the empowerment of the field functionaries. Tablets were given to field functionaries to document the current situation of each property. An application pre-loaded on the tablet allowed to fill in details about each property and immediately access the previous records against the property hence revealing a discrepancy instantly and enabling suitable action to be taken. The time taken for moving from discovery to demand was considerably reduced from 15 days to 1 day. To keep track of officers performing duties, a vigilance cell was created. Since visual references now accompanied notices, defaulters were unable to get stay orders from the Court. Mr. Paramasiva stated that in the last financial year by assessing only 24,000 properties by tablet PC, GVMC has increased its revenue by 40 crores.

CITY 2: BANGALORE: TRAFFIC IMPROVEMENT PROJECT

Mr. Dayananda,
Bangalore Traffic Management System, Additional Commissioner of Police Traffic, Bangalore City

Mr. Dayanand introduced the B-Track project - a traffic management system envisaged by Bangalore Municipal Corporation in

2006-07. It has involved the use of technology to manage traffic in Bangalore city. The growth rate of vehicles in Bangalore in 2005 was almost 25% and today Bangalore has a population of 1 crore with nearly 53 lakh vehicles, presently growing at 7 % to 12 %. The B-TRAC project was fully funded by Karnataka government with a near 350 crore committed. Mr. Dayanand briefly explained the different technological components included in the project which broadly comprised of a number of automated signal lights, CCTV cameras, and importantly, a traffic management centre equipped with a video wall 86 ft X 11 ft -the nerve centre for all the traffic related activities.

The use of Blackberry systems since 2009 replaced the manual challan system, providing immediate access to all past/pending violations concerning a particular vehicle. This improved enforcement because from 25 lakh cases in 2007-08, it has come to around 63 lakh cases this year generating around 74 crore for the city. The B-TRAC system provides real time traffic information to people through social media platforms, introducing various campaigns to generate awareness and public vigilance for all traffic violations. In addition to improved traffic management, this has resulted in reduced road accidents and increased travel speeds in some corridors. Mr. Dayanand briefly shared plans for the second phase of the project that plans to include strengthening of field level functionaries and facilitate better documentation and inquiry into road accidents through advanced technology.

CLOSING REMARKS
Ms. Vandana Bhatnagar

- With reference to the SWM case presentation, Ms. Bhatnagar observed that one of the important take aways was the need for any technological intervention to include a feedback loop providing sufficient time to iterate, improve, learn from mistakes and refine before they can really deliver the complete benefits that they aimed to.
- Use of technology in traffic management, according to Ms.Bhatnagar, is urgently required as the increasing traffic and related issues in our cities have become increasingly impossible to manage through manual systems anymore. There is a need to seamlessly manage issues on the field and in the

control room.

- She concluded by saying that the experience from Vishakhapatnam provided a reality check and proved that technology like GIS if not applied in a thoughtful manner will not yield the required results. Another learning was about that - empowering the field functionaries, a strong institutional structure with an efficient backend support system and an inclusion of sufficient review and feedback processes are some of the prerequisites to compliment any technological intervention.

Q & A

Q. Addressed to Bangalore Traffic Management: In addition to ICT interventions did you have to do other social initiatives to convince people to participate or subscribe to the main intervention?

A. Yes in terms of accepting their violations, people are questioning our right to challan them. So we are now considering moving to an evidence based enforcement system. So at the traffic management centre, evidence in the form of pictures is available in the server and the violator can see his picture on the website.

Q. Addressed to Bangalore Traffic Management: Are your cameras on main roads only or on smaller roads also?
A. CCTV cameras are installed at all main road junctions where signals are located. Additionally we have provided digital cameras to all our traffic police officers. Nearly 600 cameras have been given. Junction jockeys and even some constables at police stations have these cameras. Once they go back to the police stations they upload these pictures onto the server. We are planning to introduce SIM based cameras which can directly transfer the picture to the server.

OBSERVATIONS

Mr. AJAY SURI

Mr. Ajay Suri pointed out that multiple projects using ICT were being carried out at the same time in Bangalore in the early 2000s. AUSAID had given a grant for GIS activities to support Bangalore Water Supply and Sewerage Board while there was another support system in place for the Bangalore Metropolitan Development Authority to work on GIS on different resolutions. If a parallel is drawn, ICT is a strong tool for urban management as well, so it can be multi-purposed and can be used for coordinating between departments to use hardware and software for urban management at large. There are numerous examples world over where a common platform is used by various agencies involved in urban management.

SESSION 5
COMMUNITY PARTICIPATION

Community involvement for understanding demand, sustaining improved services and generating awareness is an important aspect to be considered for improved management of services. Different sectors have used citizens' participation in innovative ways for maximizing the efforts undertaken for service improvements.

CHAIR
Dr. Rajesh Tandon,
President, Participatory Research in Asia (PRIA)

Dr. Tandon introduced the session by emphasizing the needfor community participation to ensure sustainability of the innovations that had been discussed throughout the day sessions.

KEYNOTE
Dr. Renu Khosla,
Director, Centre for Urban and Regional Excellence (CURE)

By citing the example ofherrecent experience in Geeta colony, which is an illegal slum settlement, Dr. Khoslastated that mobilization is the key for active community participation. In this case,the need for having toilets at home came from the community and CURE committed to designingand implementingthe project with the help of the community. Additionally, the community got together to start a savings group because they were ready to contribute money for investing not just for their individual toilets

but also for the sewer lines. Dr. Khosla further added that participation is a process and cannot be seen as a box ticking exercise. One needs to collect wisdom off the streets, collect facts and then crowd source the ideas & talents that people have, package all of this together and create a people's plan which the community itself would like to implement. The actual participation is, when people are together and can express their opinions. What is required is for the authorities is to listen to them, plan with them and make them part of the implementation process.

Through her experiences of working closely with communities, Dr. Khosla highlighted some of the common challenges faced in projects involving community participation. In cases where the community is not homogenous, they don't have a "common" sense leading to difficulty in generating a consensus and are therefore time-consuming. Centralization and grand plansare some times not able to downscale to people, hence we need scaling up of the plans. There is a need for administrator-

sto believe that people are capable of decision making and allow them to get involved in the urban planning process. They need to un-think their opinions.She also suggested that we need to start planning based on how people already live and not for how we want them to live.She concluded by emphasizing that development without community participation is impossible.

PRESENTATIONS
CITY 1: PPP BETWEEN PMC AND SWACH- A STORY OF RAG PICKERS CO-OPERATIVES IN PUNE

Ms. Aparna Susarla,
Manager Data, SWaCH

Ms. Susarla shared theSWaCHexperience as a perfect example of integrating informal practices with formal waste management systemsthrough the formation of a wholly-owned cooperative of waste pickers. SWaCH is the institutional arm of a waste pickers union formed in 1993 and entered a formal MoU with Pune Municipal Corporation (PMC) for door-to-door collection and recover of user fees in 2008. With 75% women workers, the cooperative is largely a woman driven organization with 2300 members. Highlighting its working, she elaborated on how democratic decision making takes place within the cooperative. Waste pickers themselves are on the executive panel of the co-operative and coordinate with the PMC directly. For the waste pickers, SWaCH meant a shift from being itinerant waste pickers to becoming door-to-door waste pickers with better working conditions. She stated that although the MoU ended in 2013, the model still continuesto function successfully without any financial support from the PMC except provision of safety gear, raincoats, footwear, uniform and collection equipment, resulting in an annual saving of approximately 12 crores for the munici-pality.While regular earnings from door-to-door collection is a major source of revenue for SWaCH, sale of recyclables from waste forms a secondary source of income. Waste pickers pay 5% of their fees to run the cooperative. According to Ms Susarla, one of the unique aspects of this model is that waste pickers are not bonded labours, but entrepreneurs bringing forth their solutions to waste management.

Somesocial impacts of the model, as stated by Ms. Susarla are stability of earnings, increased possibility of educationamongst children and a possible'upward mobility' for the waste pickers through branching out into waste related activities. Additionally, the model also encourages segregation at source and maximum recovery of recyclables. However, Ms. Susarla expressed her concern that despite all the positive impacts of the model, itslon-gevity is still threatened in absence of any formalized support from the PMC.

CITY 2: CLEAN CITIES CHAMPIONSHIP: WARANGAL

Mr. Suresh Bhandari,
Member, Clean Cities Championship, Warangal, Telangana

Mr. Bhandari presented the case of Warangal's Clean City Championship stating thatdespite a decade of MSWM Rules most ULB's are still looking for correct methods and sustainable solutions. As a response to this, the Clean Cities Championship Campaign, with an embedded idea of a 'no dump city', was an innovative approach conceived by the consultants and field level experts working in different parts of the country and particularly AP. Warangal was the first municipal corporation in the country to host this one week campaign and invited 57 teams fromvari-ous municipalities especially from the northern part of the state to participate and demonstrate correct methods of segregation, recycling, dumping and composting municipal solid wastes. Warangal Municipal Corporation (WMC) provided all the in-frastructure, tools, vehicles, machinery and their functionaries. The entire campaign expenses were sponsored by AP Pollution Control Board.

Mr. Bhandari further spoke about the process adopted for the campaign which consisted of a competition related to solid waste management. The central idea was to facilitate daily door-to-door collection and waste segregation at household level throughout the city. The field functionaries were motivated to implement door-to-door collection through a competition, while, generat-

ing awareness for household level segregation was promoted by engaging school children. With children monitoring these activities, it had a wider outreach. Beginning in 2012, based on the competition, the Warangal Municipal Corporation undertook long term sustainable waste management practices. Warangal became the first city in the country to undertake 100% collection, upto 70% source segregation and the first ever 'no dump city'. This system of solid waste management was built as a collaborative of the municipality, field functionaries and people. The competition was therefore able to successfully motivate workers, take knowledge to them and bring in tie-ups.

CITY 3: URBAN CONSERVATION INITIATIVES IN WALLED CITY: AHMEDABAD

Mr. DebashishNayak, Director,
Centre for Heritage Management (CHM), Ahmedabad University

Mr. Nayak shared the heritage context for Ahmedabad through small snippets from films and discussedthe process of citizen engagement in heritage management which began with the Ahmedabad Municipal Corporation (AMC) initiating a people oriented movement in 1996 to revive the heritage city. Mr Nayak stressed that making of films or depicting the heritage precincts in films is one of the important indicators for city revival and generating awareness. Mr Nayak described the old heritage city of Ahmedabad which was a total 5 km in area and planned according to 'vaastu' principles. The 'pol' (traditional) houses were built sustainably in wood for earthquake resistance with internal courtyards and an underground rain water harvesting system. Mr. Nayak explained that the Heritage Walk, over the last 18 years, has been used as a tool to generate awareness amongst people, engage thousands of local volunteers and suc-

cessfully trigger off many important development processes. An agreement with the French government engaged them in the revival process for restoration in the municipality for 7 years. Besides, a law under HUDCO was also modified to allow loans to be granted to buildings older than 15 years in the older city of Ahmedabad. Additionallly, many MPs, MLA's and councilors funded restoration projects. An excellent link with the media too was established to ensure sufficient awareness and communication.

Around 200 buildings were restored and over 12000 buildings have been listed in the project. A number of houses have been restored by people themselves. The Ahmedabad Heritage Festival is unique since it is completely done by the people themselves every year in November wherein all the people and institutes connect to reflect different strategies for making Ahmedabad a heritage city. Ahmedabad is the first Indian city to be part of the tentative list of the World Heritage Cities under UNESCO India.

CLOSING REMARKS

Mr. Rajesh Tandon

Mr. Tandon remarked that since 1977 people participation in education, health and rural development was formulated as a policy. All aspects except "urban" had an integral component of community participation. Community participation in urban systems although is relatively new, it is urgent to move beyond its relevance and focus more importantly on identifying necessary steps to institutionalize this. Considering that urban population is mixed, varied and diverse, unless they are completely involved, we won't find solutions and will instead create more and more difficulties. In urban spaces it is critical hence to scale up the models that we have heard about today – partly through policy but also through practice.

CLOSING SESSION
THE ART OF DOCUMENTING GOOD PRACTICES

The closing session was a round table discussion involving the sector specialists responsible for preparing the compendiums and essentially revisited the documented 'good practices' tounderstand their relevance in the present day.

CHAIR
Shri Durga Shankar Mishra,
Additional Secretary (UD), MoUD

Compendium for Good Practices on Water and Sanitation prepared by ICRA Management Services (IMaCS)

Represented by
Mr. Abhilash Varma,
Manager and Lead Consultant

Mr. Varma stated the main objective of this compendium which focused on learning from the recent experiences in the water and sanitation sector. He elaborately described the process adopted for selection and documentation of the 10 cases. Accordingly, 5 thematic areas were identified in the sector:

- Governance and institutional strengthening
- Citizens' participation
- Financial sustainability
- Environmental sustainability and technology use
- Information and efficiency improvement

For these 5 thematic areas based on discussion, data availability and relevance, 100 odd projects (undertaken over the last 7 years) were identified as good practice examples. Through an intense scrutiny, 5 projects were selected for detailed analysis and 5 more had been selected for summary analysis. For all these projects all the 10 ULBs were visited, the team interacted with the officials to understand the uniqueness and innovativenessof these projects. The documentation attempts to indicate possible methods for replication across the Country. There is a lot to learn from these cases, but since these projects are relatively new, only time will prove their relevance.

Compendium for Good Practices on Urban

Transport prepared by ICRA Management Services, (IMaCS)

Represented by
Mr. Harish Kamath,
Deputy General Manager & Head – Transportation

Mr. Kamath stated that while a similar process was adopted for documenting the good practices in 'Urban Transportation', he added that in the selected citiesthe team interacted with the officials as well as the local people to unearth their challenges and issues. Therefore, considering such an elaborate process reflecting ground conditions, Mr. Kamath requested the Chair and the MoUD to seriously consider the learning's from these as relevant and worthy for dissemination to all the ULBs since a lot of the successful ideas presented here are replicable.

Compendium for Good Practices on Solid Waste Management prepared by Urban Management Centre (UMC)

Represented by
Ms. Manvita Baradi,
Director

Ms. Baradi while highlighting the methodology adopted, stated that the good practices were looked at from the point of view of the whole value chain system consisting of collection, transportation and disposal. The documentation methodology started with an inventory of the leading practices of SWM and their review. A categorization of best practices emerged out of this inventory such as: initiatives in the value chain, policy and planning and

proves to be an excellent attempt at assimilating learnings and providinga cross-sectoral overview. He also thought that it was crucial to be able to take this initiative forward. He further added that since a lot of our heritage cities were really smart, they were using the best technologies of their time be it the construction material, technology for minimizing the environmental foot print, or water conservation, there is a lot to learn from them. He also added that while we have seen PPP as 'private money into public realm', for promoting heritage conservation it is also important to consider 'public money into private realm'.

CHAIR
Shri Durga Shankar Mishra,
Additional Secretary (UD), MoUD

Shri Mishra discussed the importance of peer-to-peer learning to replicate successful innovations. He suggested that since the cases documented were good practices they could be replaced by even better practices over time and hence it was prudent to merely document them as case studies. Case study is universally accepted as standard academic practice and both successes and failures need to be documented since learning from failure is also an integral part of development.

He expressed that since dissemination through publication of a document has its limitations,there is a need to connect through the newer forms of media - a platform which connects the contributors with other ULBs for real time exchange of ideas, inquiries, etc. Shri Mishra concluded by emphasizing that since the objective of PEARL is to facilitate learning through

communityinvolvement. 10 good practices from across the country were identified for documentation.One of the key findingshighlightedthata lot of initiatives are concentrated in the first category i.e. the collection and transportation. However, she pointed out thata lot needs to be done in the later part of the value chainincluding strengthening ofthe ULBs. Ms.Baradi requested to conduct a "Transfer Programme" in similar line with the "City Managers Association Movement" of 1997. Partnering with the cities and transferring these best practiceswas urgently requested of the Ministry.

Compendium for Good Practices on Cultural Heritage prepared by INTACH

Represented by
Mr. Divay Gupta,
Principal Director

Mr Gupta pointed out that until now heritage was seen as anoptional sector. This compendium has done a very notable work of mainstreaming heritage conservation. INTACH collected 63 good urban conservation examples based on innovations in the institutional infrastructure, integration of heritage in urban planning, revitalization and urban renewal projects, community participation and awareness. Mr. Gupta felt that this conference

exchange, it needs to continue doing so to improve the average. He applauded NIUA for its good work as the think tank of the Ministry.

CONCLUDING REMARKS
Shri Parmod Kumar,
Director, MoUD

Shri Parmod Kumar broadly discussed the major learnings from the various sessions that had been successfully deliberated through the day.

Firstly, with reference to the Nagpur PPP project, he said that the establishment of a good business model is the key to the success of a PPP project. He further stated that one of the key reasons of failure of PPP project in India wasthe lack ofroom for re-negotiation after the contract is built or after the O&M is started. Especially if the company runs into losses there is no scope for reconsideration. But now the Ministry of Finance is coming up with a possibility of empowering ULBs and state governments to encourage renegotiations which could contribute in a large way towards the success of PPP projects in India.

Shri Kumar emphatically expressed the need for affordable public transport service systemsfor a stable urban transport system in the cities. With reference to the SWM case of Ahmedabad, he expressed the need for a long term master plan for sanitation for cities. The national urban sanitation campaign also envisages that a city should have a sanitation plan and the new urban renewal mission has made it a mandatory pre-requisition to have a city sanitation plan.

Shri Kumar said that the learnings' from Hyderabad's experience regarding Heritage Management highlighted the need for preparing heritage management guidelines not just for larger cities but even for surrounding peripheral settlements and the smaller cities.

With reference to financial stability for ULBs, Shri Kumar defined the need for clarity in fund flow. With reference to the experiences of some of the ULBs in the North Eastern India, he said that lack of clarity has led to project money being utilized in merely paying salaries of the regular ULB staff and not towards the project.

While talking of a recent Governance Workshop, in which the Minister for Urban Development has listed down a set of items for urban development, Shri Pramod Kumar said this list could be called as a wish list of the MoUD which is a reflection of the line of thought of our PM and since these points are in the mind of the political high ups right now, they are playing vital role in current decision making.

- MoUD envisage that a city should come up with a City Master Plan
- There has to be some regulatory body to monitor the tariff levied by the ULBs
- There has to be a Regional Plan for the peri-urban areas
- There has to be A City Mobility Plan for Transit Oriented Development (TOD)
- Review of the building bye-laws has to be done
- An ULB must explore the opportunities for energy efficiency, there has to be some option for waste to energy, water recycling, water harvesting and rejuvenation of the water bodies
- Option has to be explored for ICT adaptation for better service delivery
- ULBs should promote accountability, peoples participation-and skilled development

While concluding his remarks Shri Pramod Kumar expressed hope that NIUA would keep on holding this kind of workshops because knowledge exchange for academic learning is a serious necessity.

VALEDICTORY
Prof. Jagan Shah,
Director, NIUA

Prof. Shah thanked the delegates and participants for their patient attendance throughout the day. He thanked the agencies who helped NIUA to compile these good practices. Prof. Shah thanked Dr. Debjani Ghosh and her team for their effort in bringing these documents together and making this workshop a success. He said this workshop will set the ground for a new generation of documentation. Now we need to see the mechanism for a wider replication and scaling up of these good experiences.

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WORKSHOP AGENDA

9:45 - 10:30

INAUGURAL SESSION	
Welcome	Jagan Shah, Director, NIUA
Introduction	Debjani Ghosh, Project Coordinator
Setting the Context	Ajay Suri, Regional Adviser-Asia, Cities Alliance

10:45 - 11:45

TECHNICAL SESSION 1 - INSTITUTIONAL STRENGTHENING

Strengthening institutional capacities of the ULBs for better management, improvements in service delivery and provisions for better accountability are essential prerequisites for improved service delivery. Through the experiences of some of the cities, this session focuses on some of the cases that initiated new institutional structures, changes in delivery mechanisms, legal and regulatory frameworks.
Chair: Chetan Vaidya, Director, SPA-Delhi

Keynote	O P Mathur, Senior Fellow, ISS
City 1	PPP in City-Wide Water Supply: Nagpur
City 2	Municipal SWM Master Plan & Public Health and Sanitation Bylaws: Ahmedabad
City 3	Urban Transport Services for Medium and Small Cities: Karnataka
City 4	Hyderabad Heritage Legislations: Hyderabad

11:45 - 12:45

TECHNICAL SESSION 2 - FINANCIAL SUSTAINABILITY

ULBs need to provide basic civic services to all at affordable rates and yet need to recover at least the O&M costs for these services. Financial sustainability for individual services therefore is considered as one of the necessary steps towards achieving autonomy for the ULBs. This session focuses on the different approaches adopted by the ULBs to ensure financial sustainability for some of its JNNURM initiatives.
Chair: Nabaroon Bhattacharjee, TL, PMU, CBUD Project

Keynote	Barjor Mehta, Lead Urban Specialist, **WB**
City 1	User Financing in Sewerage Project Implementation: **Pallavaram**
City 2	User Charge Reform: **Surat**
City 3	Muziris Heritage Project: **Kerala**

13:30 – 14:30

TECHNICAL SESSION 3 – TECHNOLOGY FOR IMPROVED SERVICES

Technological innovations can help the quality and outreach of services provided immensely. The JNNURM facilitated municipalities to relook at existing service delivery mechanisms and improvise them. Different sectors have employed technology for improving service delivery by reducing wastage during service delivery, minimising adverse environmental impacts, reducing costs, and so on.
Chair: Vandana Bhatnagar, WSP

Keynote	DTV Raghu Rama Swamy, Directior, RICS
City 1	Biomethanation Plant at Koyembedu Vegetable Market: Chennai
City 2	Mumbai Area Traffic Control System: Mumbai

14:30 – 15:30

TECHNICAL SESSION 4 – ICT FOR IMPROVED GOVERNANCE

Technological innovations for improved management of services such as Intelligent Transport Systems (ITS), citizen's feedbacks through use of mobile apps, use of technology for tax collection, and so on, develop strong citizens' interface and set in place well developed mechanisms for continuous improvisation and betterment of services. This session would focus on elaborating some such initiatives undertaken by the city governments.
Chair: Jagan Shah, Director, NIUA

Keynote	Neeta Verma, DDG, **NIC**
City 1	Property Tax Reform: **Visakhapatnam**
City 2	Bangalore Traffic Improvement Project: **Bangalore**

15:45 – 16:45

TECHNICAL SESSION 5 – COMMUNITY PARTICIPATION

Community involvement for understanding demand, sustaining improved services and generating awareness is an important aspect to be considered for improved management of services. Different sectors have used citizens' participation and people's partnerships in innovative ways for maximizing the efforts undertaken for service improvements.
Chair: Rajesh Tandon, President, PRIA

Keynote	Renu Khosla, CURE
City 1	PPP between PMC and SWaCH: **Pune**
City 2	Clean Cities Championship: Warangal
City 3	Urban Conservation Initiatives in Walled City: Ahmedabad

16:45 - 17:45

CLOSING SESSION – THE ART OF DOCUMENTING GOOD PRACTICES

The closing session would be a round table discussion involving the sector specialists responsible for preparing the compendiums and would essentially revisit the documented 'good practices' and understand their relevance to the present day.

Chair: Durga Shankar Mishra, Additional Secretary (UD), MoUD

WatSan	IMaCS
SWM	UMC-CEE
Cultural Heritage	INTACH
Urban Transport	IMaCS
Urban Reforms	NIUA

17:45 - 18:00

CONCLUDING

Remarks	Parmod Kumar (Dir) MoUD
Valedictory	Jagan Shah, Director, NIUA