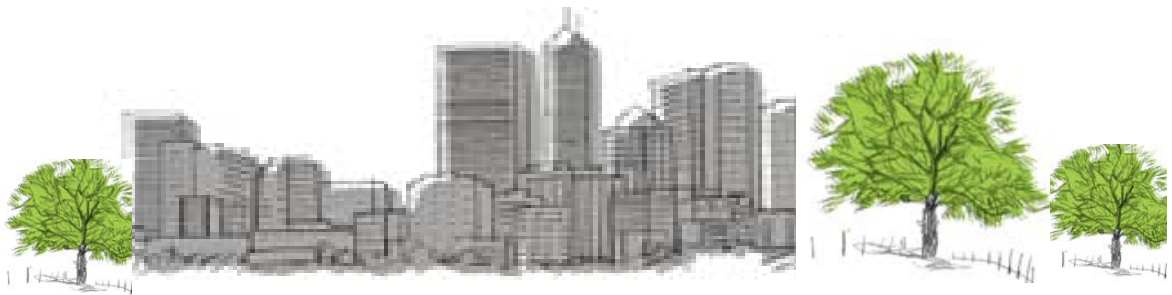


Appraisal of Jawaharlal Nehru National Urban Renewal Mission (*Jn*NURM)

Final Report – Volume II

March 2011



Annexure I: List of people met

Delhi and NCR

Name	Delegation	Organization
Mr Arun Maira	Member	Planning Commission, New Delhi
Mr RC Mishra	Additional Secretary	MoUD, New Delhi
Dr. P.K. Mohanty	Additional Secretary and Mission Director	MoHUPA, New Delhi
Mr. P.K. Srivastava	Mission Director	MoUD, New Delhi
Mr A.K. Mehta	Joint Secretary	MoUD, New Delhi
Ms Sudha Krishnan	Joint Secretary (FA)	MoUD, New Delhi
Mr Nitin Gokarn	Director	MoUD, New Delhi
Mr Sanjay Kumar	Director	MoUD, New Delhi
Mr Rajesh Kumar	Under Secretary	MoUD, New Delhi
Mr Venugopalan	Director	MoUD, New Delhi
Mr Vivek Nangia	Director	MoHUPA, New Delhi
Mr Kaustabh	Head, infrastructure Advisory and Ex Member Technical Cell, JNNURM	CRISIL, New Delhi
Mr Manish Dubey	Independent Consultant and Member, MTAA, KUSP & MPUSP	NA
Mr Nabaroon Bhattacharjee	India Country Team Leader	Water & Sanitation Programme (WSP-SA)
Mr Chetan Vaidya	Director	National Institute of Urban Affairs, New Delhi
Mr Amitava Basu	Director	ICT, New Delhi
Mr Sidhartha Patnaik	Senior Programme Manager (Urban)	IPE Global, New Delhi
Mr. P.K Grover	Director (Technical)	IPE Global, New Delhi
Ms. Sriparna Iyer	Deputy Team Leader, SPUR, Patna	IPE Global, New Delhi
Dr Devendra Pant	Director	Fitch Ratings, New Delhi
Dr Regina Dube and Ms Vaishali Nandan	Senior Technical Advisor	GTZ, New Delhi
Mr Manish Pathak and Ms Aditi Ray	Public Finance Unit	ICRA, Gurgaon
Prof OP Mathur	Professor	NIPFP, New Delhi
Mr Emani Kumar	Executive Director	ICLEI, New Delhi
Mr Sivaramakrishnan	Member, TAG	CPR, New Delhi
Mr Abhijit	Urban Team Member	DFID, New Delhi
Prof. Sridharan & Prof Ranjit Mitra & Dr Neelima Risvud	Professor & Director	SPA, New Delhi
Ms Shruti Garga, Mr Chris Heymans & Ms Suneetha	Members, Appraisal Team	World Bank, New Delhi

Mr J.B. Kshirsagar	Chief Town Planner	TCPO, New Delhi
Ms. Nicole Bolomey and Ms Shalini Mahajan	Representatives	UNESCO, New Delhi
Mr Tarun Gupta	Team Leader, Technical Cell, JNNURM	MoUD, New Delhi
Brig Girish Kumar	Head	Delhi State Spatial Infrastructure, New Delhi
Mr Abhilash Verma	Senior Analyst	IMACS, NOIDA
Mr Pankaj Gupta	Representative	BMPTC, New Delhi
Dr Vandana Sharma	DDG	NIC, New Delhi
Dr Ramachandran	Ex Secretary	MoUD, New Delhi

* includes people met in Delhi at the Centre

Delhi and NCR

Name	Delegation	Organization
Rakesh Mehta	Principal Secretary	Secretariat
Mr Rathore	Additional Secretary	SLNA
	Special Secretary, Housing	SLNA
S. K. Mehra	Executive Engineer	CPWD
B. B. Sharma	Executive Engineer	CPWD
Maneesh Rastogi	Superintendent Engineer	Planning Department, MCD
Arvind Kaushik	Deputy Director	Revenue Department, DJB
R. S. Tyagi	Superintendent Engineer	DJB
Pankaj Gupta	Executive Engineer	DJB
Deepak Shrivastava	Executive Engineer	DJB
K. P. Singh	Chief Engineer	DUSIB
H. C. Puri	Project Manager	DSIIDC
Mr Ashok Bhandula	Chief Project Manager	DSIIDC
Rakesh Chhabra	Statistical Officer	NDMC

* includes people met in Delhi at the State

Manipur

Name	Delegation	Organization
S Sunderlal Singh (IAS)	Commissioner	MAHUD
N Gitkumar Singh	Chief Town Planner/ Director MAHUD and/ Director SLNA for JNNURM	Town Planning Dept., Manipur
M Manas Singh	Junior Town Planner/ SLNA member	Town Planning Dept., Manipur
Y Narmada Devi	Associate Planner/SLNA member	Town Planning Dept., Manipur
K I Singh	Executive Engineer	Imphal Municipal Council
M Gojendra	Secretary, Planning and Development Authority (PDA)	Implementing agency for JNNURM, Imphal
Bhupendra	Executive Engineer	PDA, Imphal
K Guyaneshwor	Deputy Secretary	PDA, Imphal
Rashtrapati Singh	External consultant (Rtd as PWD engineer),	PDA, Imphal
K S Roken Singh	Chairman and MLA	PDA, Imphal
Kulchandra Singh	Chairman	Thoubal Municipal Council
Mr Abhimanyu	Vice Chairman	Thoubal Municipal Council
Y Kulachandra	Asst Engineer	Thoubal Municipal Council
Rajen Singh	Revenue Officer	Thoubal Municipal Council

* includes people met in Imphal and Thoubal only

Gujarat

Name	Delegation	Organization
Sonal Mishra	Additional CEO JNNURM	Government of Gujarat
	Assistant Team Leader	Government of Gujarat
Gaurav Vaidya	Deputy Manager Planning	Government of Gujarat
Mahashweta	Assistant Manager	Government of Gujarat
G. F. Joshi	General Manager Technical	Government of Gujarat
I. P. Gautam	Commissioner	Ahmedabad Municipal Corporation
R. R. Varsani	Director JNNURM	Ahmedabad Municipal Corporation
R. P. Mahida	City Engineer	Ahmedabad Municipal Corporation
T. M. Lad	Special City Engineer	Ahmedabad Municipal Corporation
Anand B. Patel	Additional CE	Ahmedabad Municipal Corporation
R. S. Patel	Executive Engineer	Ahmedabad Urban Development Authority
B. R. Doshi	Executive Engineer	Ahmedabad Urban Development Authority
M. Kl. Das	Commissioner	Vadodara Municipal Corporation
Patel P. M.	Executive Engineer	Vadodara Municipal Corporation
Madhusudra Rohit	Assistant Municipal Commissioner	Vadodara Municipal Corporation
F. J. Charpot	Executive Engineer	Vadodara Municipal Corporation
Rajeshwar Rao	Executive Engineer	Vadodara Municipal Corporation
Darshin P. Mehta	Deputy Executive Engineer	Vadodara Municipal Corporation
Jignesh J. shah	Deputy Executive Engineer	Vadodara Mahanagar Seva Sadan
Kiranbhai R. Patel	Deputy Executive Engineer	Vadodara Mahanagar Seva Sadan
Ashok S. Tumbali	Chief Accountant	Vadodara Mahanagar Seva Sadan
Ashwin G. Prajapati	System Analyst	Vadodara Mahanagar Seva Sadan
Shamik S. Joshi	System Analyst	Vadodara Mahanagar Seva Sadan

* includes people met in Gandhinagar, Ahmedabad and Vadodara only

Punjab

Name	Delegation	Organization
Mr. Radesh Kalra	Project in-charge,	Punjab Municipal Infrastructure Development Company (PMIDC), SLNA for Punjab
Mr. Rahul Gupta	Deputy Commissioner	Municipal Corporation of Jalandhar
Mr. Ravinder Singh	Deputy Commissioner, Finance and accounts	Municipal Corporation of Jalandhar
Mr. Jaswinder Singh	Superintendent Engineer	Punjab Water and Sewerage

		Board
Mr. A. S. Dhariwal	Superintendent Engineer	Municipal Corporation of Jalandhar
Mr. D. P. S. Kharbanda	Municipal Commissioner	Municipal Corporation of Amritsar
Mr. Ajay Uttam		Punjab Water and Sewerage Board

* includes people met in Jalandhar and Amritsar only

Haryana

Name	Delegation	Organization
N K Katara	Chief Sup Engineer	Municipal Corporation of Faridabad
S C Kush	Chief Town Planner	Municipal Corporation of Faridabad
Anil Mehta	Executive Engineer	Municipal Corporation of Faridabad
Radhe Shyam	Asst Supp Engineer	Municipal Corporation of Faridabad
R S Yadav	Project Manager	National Building Construction Corporation Limited
D K Mittal	AGM	National Building Construction Corporation Limited
Rakesh Sharma	Accounts Officer	Municipal Corporation of Faridabad
Amit Bhatnagar	IT and E- Govt Assistance	Municipal Corporation of Faridabad
Dinesh Jain	Subdivisional Engineer, Haryana	SLNA
A K Kakkar	Chief Engineer	SLNA
Mr Raj Kumar	Financial commissioner and" principal secretary, urban local bodies (IAS)"	State Government
Dr Mahavir Singh	Director, Urban local bodies	SLNA Haryana (IAS)
Mr Dinesh Sharma	APO, IHSDP scheme for JNNURM	

* includes people met in Haryana, Faridabad and Panchkula only

Chandigarh

Name	Delegation	Organization
Mr Ahluwalia	Assistant Engineer	Municipal Corporation of Chandigarh
R K Goyal	SuperIntending Engineer	Municipal Corporation of Chandigarh
G S Rosha	Chief Engineer	Housing Board
TPS Phoolkar	Jt Commisioner	Municipal Corporation of Chandigarh
Sanjay Kumar	Finance Secretary	Municipal Corporation of Chandigarh
Govardhan Lal	Finance and Town Planning Officer	Municipal Corporation of Chandigarh

* includes people met in Chandigarh only

Karnataka

Name	Delegation	Organization
Mr. Suresh Babu BK	Superintending Engineer	JNNURM, Mysore cell
Mr. Chamarahe Gowda	Executive Engineer	JNNURM, Mysore cell
Mr. Subbe Gowda	Executive Engineer	KUWSDB, Mysore
Mr. Biligirangaswamy	Executive Engineer	KSCB, Mysore
Smt. Indramma	CAO	MCC, Mysore
Mr. Veerabadraiah	Executive Engineer	Mysore Urban Development Authority
Mr. A. N. Prasad	Assistant Executive Engineer	JNNURM, Mysore City Corporation
Mr. Sharath H. S.	IT officer	JNNURM, Mysore City Corporation
Mr. Subir Hari Singh	Additional Chief Secretary	Ministry of Urban Development
Mr. Siddhaiya	Municipal Commissioner	Municipal Corporation of Bangalore
Mr. Arvind Srivastava	Managing Director	Karnataka Urban Infrastructure Development and Finance Corporation
Dr. Nandan Kumar	General manager	KUIDFC
Mr. Anil	Procurement expert, PMU head	KUIDFC
Mr. Nandish	MIS expert	KUIDFC
	Deputy Commissioner	Karnataka Slum Clearance Board
	Assistant Commissioner	KSCB
	Technical Director	KSCB
Mr. R. Jaiprasadh	Technical Advisor	KSCB
Mr. T. V. Rajanna	Executive Engineer	KSCB
Mr. B. G. Diwakar	Executive Engineer	KSCB
Mr. Ravi Kumar	Assistant Executive Engineer	KSCB
Mr. H. D. Subramanya	Assistant Executive Engineer	KSCB

* includes people met in Mysore and Bangalore only

Orissa

Name	Delegation	Organization
Pradeep Sagar Dania	Executive Engineer , Drainage	Bhubaneswar Municipal Corporation
Sarbeswar Barik	Executive Engineer ,Public Health	Bhubaneswar Municipal Corporation
Sarabeswar Jena	Project Engineer	Bhubaneswar Municipal Corporation
Dilip Rantra	SIO	Bhubaneswar Municipal Corporation
Labanya Sabara	CFO	Bhubaneswar Municipal Corporation
Dr Arun Kumar Panda	Principal secretary	State Government
Deepak Mohanty	Additional Secretary , state	State Government
Saraf ch Mitra	Assistant Engineer ,Public Health	Public Health Engineering Organisation
Ashish Kumar Mishra	Assistant Engineer Drainage Subdivision	Municipality of Puri

Bijaya Krishna Das	Assistant Engineer	Irrigation Subdivision
Avaya Kumar Nayak	Executive Officer	Municipality of Puri
Parikshit Khandurl	Junior Engineer	Public Health Engineering Organisation
Ranjit Kumar Behera	Junior Engineer Drainage Division	Municipality of Puri
Dharmendra Kumar mallik		Tata Consultancy Services
M R Tripathy	Accounts	Municipality of Puri

* includes people met in Bhubaneswar and Puri only

Madhya Pradesh

Name	Delegation	Organization
U.K Sadhav	Joint Director	Bhopal Municipal Corporation
Anubhav Srivastava	Urban Planning Officer	Bhopal Municipal Corporation
Dr. Richard Slater	Consultant	Bhopal Municipal Corporation
Jolly Jain	Co-ordinator Research and Training	Bhopal SLNA
CU. Roy	State Level Nodal Officer-MPUSP	Bhopal SLNA
Arun Srivastava	Deputy CEO	Bhopal SLNA
Devendra Singh	Commissioner	Dewas Municipal Corporation
SK Singha	Deputy Commissioner	Dewas Municipal Corporation
JP Verma	Sub Engineer	Dewas Municipal Corporation
Mr Khushwa	Project cell head ,	Ujjain Municipal Corporation
P. G Shevade	Manager , JP Consultants	Ujjain Municipal Corporation
Mr Vinod Sharma	Municipal Commissioner	Ujjain Municipal Corporation
Mr Goyal	Project cell head	Indore Municipal Corporation
Mr Garg	Chartered accountant and JNNURM Leader	Indore Municipal Corporation
Mr Harbhajan Singh	Superintending Engineer	Indore Municipal Corporation
Shri Umesh Hegde	EDP Manager	Indore development authority
Shri Sandeep Saxena	ADO	Indore development authority
Shri S.S. Saggu	Chief City Planner	Indore development authority
Shri K.K. Maheshwari	City Engineer	Indore development authority
Shri C B Singh	Commissioner	Indore Municipal Corporation

* includes people met in Ujjain, Indore , Bhopal and Dewas only

Meghalaya

Name	Delegation	Organization
H. M. Shangpliang	Commissioner of Transport	Meghalaya Urban Development Authority
Mr. Paul Syiem	Executive Engineer	Meghalaya Urban Development Authority
Mr. Banri P.F. Syngdoh	Assistant Engineer	Meghalaya Urban Development Authority

* includes people met in Shillong only

Chhattisgarh

Name	Delegation	Organization
Sanjay Shukla	Commissioner	UADD, Raipur
S.K Sundrani	Deputy Commissioner	Raipur Municipal Corporation
H.S Dhingra	Superintendent Engineer	PHED,
K.L Sahu	Superintendent Engineer	NRDA, Raipur
Ashok Mukerjee	Superintendent Engineer	HPL , Raipur
M.P Goswami	Project Co-ordinator , PMU, JNNURM	Raipur Municipal Corporation
Mr. Panchayati	Executive Engineer	Bilaspur Municipal corporation
Mr. Baruah	Executive Engineer	Bilaspur Municipal corporation
Mr Bijpuria	Executive Engineer	PHED

* includes people met in Raipur and Bilaspur only

Assam

Name	Delegation	Organization
Mr. Ashish Bhutani	Chairman	SLNA
MR. R.K Rajkhowa	JNNURM Cell	Guwahati Municipal Corporation
Mr. Preetom Saikia	CEO	Guwahati Metropolitan Development Authority
Mr. Anurag Goyal	CEO	Guwahati Municipal Corporation
Mr. Rajesh Agarwal	Engineer	Guwahati Municipal Corporation
Mr. Anjali Goswami	Director	Town and Country Planning
Mr. Anjan Sharma	Finance Department	GCC

* includes people met in Guwahati only

Sikkim

Name	Delegation	Organization
Dibya Gurung	Assistant Engineer	Water Supply & Public Health Department
O.P. Sharma	Superintending Engineer	Water Supply & Public Health Department

B.P. Kharel	Superintending Engineer	Water Supply & Public Health Department
D.D. Bhutia	Superintending Engineer	Urban Development
Raju Tamang	Assistant Engineer	UD&HD
Dig. V. Sharma	Assistant Engineer	UD&HD
J.D. Buha	J.S	UD&HD

* includes people met in Gangtok only

Jammu and Kashmir

Name	Delegation	Organization
Mr. R.K. Tutoo	Assistant Engineer	Srinagar Municipal Corporation
Mr. Farooq Ahmed	Informatic Officer	Srinagar Municipal Corporation
Mr. S. Shafat Ahmed Khan	Ex. Engineer-Left River Works Division	Srinagar Municipal Corporation
Mr. Ishtraq Ahmad Shah	Ex. Engineer-Right River Works Division	Srinagar Municipal Corporation
Mr. Abdul Majid Raina	Ex. Commissioner (Works)	Srinagar Municipal Corporation
Mr. A.K. Vaid	Ex. Engineer-Development	Srinagar Municipal Corporation
Mohd. Rafiq	Additional GM	NBCC
Mr. R.N. Bhat	Suptd. Engineer-UEED	UEED
Mr. Fayaz Ah. Bala	Jt. Commissioner	Srinagar Municipal Corporation
Mr. Bashir Ahmad Shah	Tech. Officer	UEED
Mr. V.K. Kundal	Ex. Engineer	Lawwada
Mr. Bashir Ahmad	Deputy Director	Srinagar Municipal Corporation
Mr. Sajaad Kawoosa	Asst. Ex. Engineer	Srinagar Municipal Corporation
Mr. Gulam Hasan Mir	CEO	SUIDA
Mr. Bhagat	General Manager	Jammu

* includes people met in Srinagar and Jammu only

West Bengal

Name	Designation	Organisation
Dulal Das	Chairman	Mahesthala Municipality

Kalyan Mukherjee	AOE/BSUP	Mahesthala Municipality
Shil Shankar Ghosh	CIC	
S. kumar Chakraborty	SAE	North Dum Dum Municipality
Rabindra Nath Das	AFC	North Dum Dum Municipality
Amijit Majumdar	SAE	Baidyabati Municipality
Indrajit Kaur	SAE	Raniganj Municipality
Sanjoy Mandal	CIC	Raniganj Municipality
Dipruyan Banerjee	Engineer	Bhatpura Municipality
Paramita Ghosh	SAE	Bhatpura Municipality
Amit Baran Mahapatra	AFC	Barasat Municipality
Indurawal Bhattacharya	A.E. BSUP	Barasat Municipality
Utpalkar Lal	A.E. BSUP	Barasat Municipality
Chandan Banerjee	A.E.	Garulia Municipality
Ajit Kr. Biswas	A.E.	Nailati Municipality
Santosh Kumar	AMC	
R.K. Srivastava	Project Engineer	Asansol
A.k. Hazra	A.E.	Chandawari Municipality
Nirmika Bagetia	Chairperson	New Barrackpore Municipality
Paritosh Dutta	AFC	Barrackpore Municipality
Swarup Abdale	AFC	Rishora Municipality
Satyabrata Monika	SAE	Barrackpore Municipality
Pradip Biswas	SAE	Chandernagar Municipality
Abhijit Ghosh	Clerk	Chandernagar Municipality
Aryan Mazumdar	BSUP (Accounts Clerk)	Barrackpore Municipality
Shibedu Malik	AFC	Barunipur Municipality
Aruravn Dutta	SAE	Dum Dum Municipality
Aridam Roy	SAE	Barunipur Municipality
Kaushi Roy	A.E	Barrackpore Municipality
Probir Mukhopadhyay	A.E.	Titagarh Municipality
Somnath Ghosh	Estimator	Titagarh Municipality
Kanchan Kumar Ghosh	MCIC	Khardah Municipality
Banibrata Gupta	Engineer	Khardah Municipality
Sujit Das	CIC	Kmetra Municipality
Amit Sarkar	Technical Assistant	Kanchrapara Municipality
Barun Das	Executive Engineer	Kanchrapara Municipality
Ashok Kr. Mandal	CIC(PWD)	Kanchrapara Municipality
Sudama Roy	Chairman	Kanchrapara Municipality
Manoj Jha	SAE	Komnagar Municipality
Partho Ghosh	ME	Rajpur Sonapur Municipality
Kartick Biswas	CIC	Rajpur Sonapur Municipality

Samir Das	Executive Engineer	Bhadershah Municipality
Dipak Chakravarty	Chairperson	Bhadrapore Municipality
Bappaditya Chatterjee	Chairman	Kamnagar Municipality
Guitada Nath	Technical Advisory	Kamnagar Municipality
Brijesh Singh	AFC	Bally Municipality
Reshmi Nandi	Urban Planner	Bally Municipality
Bhabain Sinha	Asst. Engineer	Uluberia Municipality
Surajit Das	CIC	Uluberia Municipality
Debashish	Chairman	Uluberia Municipality
Achyuta Homray	AFC	Kalyani Municipality
Raghunath Mukherjee	Asistant Engineer	Kalyani Municipality
Dr. Jaleshwar Ghosh	TPO	Kalyani Municipality
A Nitava Chowdhary	SAE	Gayeshpur Municipality
Kishore kr. Bakshi	AE	Gayeshpur Municipality
Barun Sur	SAE	North Barrackpore Municipality
Amitava Gupta	S.E	Budra Municipality
Swamal Kr. Manna	AFC	Madhayam Municipality
Kajal Kr. Naji	SAE	Madhayam Municipality
Shanker Prasad Shaw	Chairman	Rishna Municipality
Swapn Mandal	AFC	Baranagar Municipality
Tarun Pal	A.E.	Baranagar Municipality
Sri Provat Kr. Chatterjee	MMIC DMC	Durgapur Municipal Corporation
Sri Sandip Mondal	ITO, PIU	Durgapur Municipal Corporation
Smt. Tania Pal	UPO,PIU	Durgapur Municipal Corporation
Koushik Das	Deptt-Chief Engineer	MED, MA
Anjan Shah	Deptt-Superintendent Engineer	MED, MA
Amit Kr.Das	Executive Enginner	ME
P.K. Polley	SAE	Diamond Harbour Municipality
Sujoy Kumar Bera	Accountant	Diamond Harbour Municipality
Biswajit Das	TUP	SUDA
Debrath Sengupta	Technical Advisor	SUDA
Bibhas Chakraborty	Technical Advisor	SUDA
S.K. Mukherjee	Technical Advisor	SUDA
Sandeep yadav	Executive Engineer	Siliguri
Arun Proanib	Assistant Engineer	Siliguri
Ashim Deg	Assistant Engineer	Siliguri
Bishwajit Mojilla	S.A.E	Siliguri
Arijit Roy	coordinator	Siliguri
Subhadeep Chakraborty	S.A.E	Siliguri
Samrat Barman	Assistant Engineer	Siliguri

Raj Kumar Mistry	Assistant Engineer	Siliguri
Dipak Kr. Dutta	D. E	Siliguri
Ramesh Ch. Ray	Executive Engineer	Siliguri
Ananda Maibu	RO	North Region
Om Prakash Shaw	EO	Darjeeling Municipality
Ashsish Basit	SMC	IHSDP
P. Race	SMC	IHSDP
Sabrani Sengupta	Team leader	SUDA

* includes people met in Kolkata, Diamond Harbour , Siliguri and Darjeeling only

Jharkhand

Name	Designation	Organization
Mr. Gajanand Ram	General Manager	GRDA (SLNA)
Mr. Sunil Kumar	Executive Officer	Ranchi Municipal Corporation

* includes people met in Ranchi only

Uttar Pradesh

Name	Designation	Organisation
A.K Mishra	A.O	Ghaziabad Nagar Nigam
Sudhir Kumar Sharma	Tax Superintendent	Ghaziabad Nagar Nigam
R.K Gautam	Chartered Accountant	Ghaziabad Nagar Nigam
R.L. Saroj	Executive Engg.	Ghaziabad Development Authority
Neeraj Gupta	Asst. Engg.	Ghaziabad Development Authority
Ms. Rekha Gupta	Director	Directorate of ULB's(SLNA)
Mr. KK Agrawal	Team Leader	PMU(SLNA) ,Lucknow
Mr. Anoop Dwivedi	MIS Expert , PMU	PMU,Lucknow
AK Gupta	Proj Manager	UP Jal Nigam
SC Verma	P.D	DUDA

* includes people met in Lucknow and Ghaziabad only

Tamil Nadu

Name	Designation	Organization
Mr. Selvaraj	Reforms Expert	TUFIDCO(SLNA)
Mr. Bhaskar	UIDSSMT In charge	TUFIDCO(SLNA)
Mr. Radhakrishnan	Chief Engineer	CMWSSB

Mr. K Vijayakumar	Chief Engineer,	Buildings&Bridges,Corporation of Chennai
Mrs. P. Vijayalakshmi	Municipal Commissioner	Tirupattur Municipality
Mr. K.A. Natarajan	Municipal Engineer	Tirupattur Municipality

* includes people met in Chennai and Tirupattur only

Puducherry

Name	Designation	Organisation
Mr. V. Kishore Kumar	General Manager	Puducherry Road Transport Corporation
Mr. P. Somasundaram		JNNURM Utility Branch
Mr. T. Sivacoumar	Junior Engineer	Oulguret Municipality
Mr. R. Malaivasan	Assistant Engineer,	Puducherry Municipality
Mr. R. Chandrasekaran	Assistant Engineer,	Puducherry Adi. Dravidarian Welfare Corporation
Mr.B. Kalai Maran	CEO	Puducherry Slum Clearance Board
Mr. V. Bhuvaneswaran	JNNURM Town Planner	Town & Country Planning Department
Mr. P. Arivazaagan	Executive Engineer	PWD Puducherry
Mr. A. Balasubhramanium	Director	Local Administration
Mr. Manohar	Chief Engineer	PWD Puducherry
Mr. N. Manthaiyan	Superintending General	PWD Puducherry
Mr. G. Durairaj	Chief Town Planner cum Secretary	Town & Country Planning Department

Kerala

Name	Designation	Organisation
Ajit Patil	Secretary	Corporation of Kochi
Mathew Joseph	Superintendent Engineer	KWA
K.E Johny	Executive Engineer	KWA
Chandravathi P.K	Executive Engineer	KWA
Sajith Kumar SS	MIS Expert	PMU JNNURM
Sreekanth .S	Micro Finance Expert	PMU JNNURM
Kisto Ebin	Project Co-ordinator	PIU, BSUP
Biju K	Secretary	Corporation of Thiruvananthapuram
Ajit Kumar	Project Director	KSUDP
Rajesh Kumar Singh	Secretary to Government	LSG Department , Govt . Of Kerala
V Krishnarajan	Deputy Project Director	KSUDP,JNNURM
Khalidkutty.E	Project Manager	PIU , Thiruvananthapuram Municipal Corporation
A Kasturi Rangan	Reforms Expert	KSUDP,JNNURM
Ajikumaran S	Community Development Officer	KSUDP,JNNURM

* includes people met in Kochi and Thiruvananthapuram only

Maharashtra

Name	Designation	Organisation
Mr. Nilkanth Poman	JNNURM Co-ordinator/Computer Officer	Pimpri Chinchwad Municipal Corporation
Mr. Rakesh Bangera	Head, CRISIL Risk&Infra/JNNURM PMU	Pimpri Chinchwad Municipal Corporation
Mr. Sameer Palparti	Manager,CRISIL Risk&Infra/JNNURM PMU	Pimpri Chinchwad Municipal Corporation
Mr. Naresh Zurmure	Addl. Mun. Commissioner, PMC	Pune Municipal Corporation
Mr. Ashish Agrawal	MIS Expert, IL&FS	Pune Municipal Corporation
Nipun Vinayak	Commissioner	Nanded Municipal Corporation
Shashimohan Nanda	Deputy Municipal Commissioner (BSUP)	Nanded Municipal Corporation
Mr. Waghmare	Deputy Municipal Commissioner (UIG)	Nanded Municipal Corporation
Sanjeev Patil	IL&FS PMC (UIG) – Project Head	Nanded Municipal Corporation
Mr. Joshi	Executive Engineer	Nanded Municipal Corporation
Prakash Kamley	Junior Engineer, BSUP Coordinator,	Nanded Municipal Corporation
P.P. Bankalwada	Chief Accounts Officer	Nanded Municipal Corporation
Manu Kumar Shrivastava	Secretary U.D, Maharashtra	Urban Development Department
Ms. Ashwini Bhide	Joint Metropolitan Commissioner, Joint MD	MUNFRA
Ajay Saxena	PPP expert, MUNFRA(ADB)	MUNFRA
Dinesh M. Gondlia	Dy. Commissioner	MCGM
Rajiv Jadhav	Director	DMA
Nandkishor Patkar	Ex President and Councillor,	Kulgaon Badlapur Municipal Corporation
Sanjay	Councillor	Kulgaon Badlapur Municipal Corporation
Jitendra Lunawat	PMU	Kulgaon Badlapur Municipal Corporation
Shri Gondalia	DMC (SE)	
Shri Radam Prakash	H. E. (i/c)	
Shri D. L. Shinde	Ex. DMC C.E	
Ram Dhas	A. F.	
H. S. Nikam	CA, WSSD	
S. S. Palav	Consultant	
P. V. Kulkarni		
M. G. Mave	Dy. Executive Engineer, CTIRL	
M. S. Shukla	Dy. Chief Engineer, MSPD	
D. K. Dokhle	Dy. Chief Engineer, (CPD)	
A. V. Patil	Assistant Engineer, (CPD)	

F. Vaz	Chief Engineer (SO)	
A. D. Jagtap	O. S. D. (S. Sp)	
S. L. Jagtap	C.D.O. (S.Sp)	
Yogesh Mahangade	Dy. Director (IT)	
Jyoti Pandya	P. O. (UPEC)	
Dr. S. B. Naik	DEHO	
Shri V. D. Panwar	Assistant Engineer, P.H.E	
V. R. Padwal	Dy. Chief Engineer	
Mr. D.R. Hadadare M.E. (Civil)	Chief Engineer	MHADA
Mr. R. K. Sonawane	Commissioner	Kalyan Dombiwali Municipal Corporation
Mr. Pramod G. Kulkarni	Executive Engineer	Kalyan Dombiwali Municipal Corporation
Mr. R.K. Sonwane	Municipal Corporation	Kalyan Dombiwali Municipal Corporation
Mr. Tarun Juneja	Assistant-Executive Engineer	Kalyan Dombiwali Municipal Corporation
Mr. Raman Kapil	Project Manager	
Dr. Deepak Mhaisekar	Under Secretary	Urban Development Department

* includes people met in Mumbai Pune, Nanded only

Uttarakhand

Name	Designation	Organisation
Mr. Panth	Executive engineer	Peyjal nigam
Mr Prabhat Rai	S.E., Nodal officer	Peyjal nigam
Mr. Chouhan	Livelihood specialist	PIU Nagar nigam
Mr. Ravi Pandey	Engineer	Nagar nigam Dehradun
Mr. Vimal sharma	MIS expert, PMU	Nagar nigam Dehradun
Mr. Mulayam Singh	Executive engineer	PWD
Mr. Naresh Matpal	PMU	Nagar nigam Dehradun
Mr. Subhash Gupta	Deputy Director	Urban Development Directorate SLNA
Mr. Rajeev Pandey	Ast. Director PMU	Urban Development Directorate SLNA
Ms. Nidhi Mani Tripathi	Director, Urban development	Urban Development Directorate SLNA
Mr. Sunil Kumar Sharma	Commissioner, Dehradun ULB	Nagar nigam Dehradun

* includes people met in Dehradun and Mussoorie only

Andhra Pradesh

Name	Designation	Organisation
B. Srinivas	Commissioner	Suryapet Municipal Commission
Mohan V kulkarni	sr manager audits	Greater Vizag Municipal Corporation

Final Report: Appraisal of Jawaharlal Nehru National Urban Renewal Mission (JnNURM)

K ravi Kumar	team leader, PMC	Greater Vizag Municipal Corporation
R R rao	Project manager,PMC	Greater Vizag Municipal Corporation
P U S Mallaya	Planning engineer, PMC	Greater Vizag Municipal Corporation
K rama Reddy	Project manager , PMC	Greater Vizag Municipal Corporation
C G K Raju	SE GVMC	Greater Vizag Municipal Corporation
T V Sessaiah	Executive Engineer AP Housing Corporation	Andhra Pradesh Housing Corporation
M Vinaykumar	Executive Engineer Projects	Greater Vizag Municipal Corporation
K venugopal rao	Executive Engineer Water supply project	Greater Vizag Municipal Corporation
G Govinda rao	Executive Engineer Projects	Greater Vizag Municipal Corporation
K Samson Raju	Executive Engineer Projects	Greater Vizag Municipal Corporation
B R V prasada rao	Deputy Executive Engineer	Andhra Pradesh Housing Board
P seetharati	Assistant Engineer	Andhra Pradesh Housing Board
N Veerasharde Rev	Assistant Manager	Andhra Pradesh Housing Board
Naga Raja Rao	Commissioner	Kurnool Municipal Corporation
P Ravi Krishna Raju	Execuitve Engineer	PHED
G Raja Sekhav	Executive Engineer	Kurnool Municipal Corporation
V Chandrashekhar Reddy	Executive Engineer Housing	Kurnool Municipal Corporation
C Jayaramachani	Executive Engineer Housing	PHED
M chandramohan rao	Deputy Executive Engineer	PHED
G Gangadhar	Assistant Executive Engineer	PHED
J Shankaraiah	Vice chairman	,Kakatiya Urban Development Authority
Shahid Masood	Additional commissioner	Warangal Municipal Corporation
R. J Vidyulatha	City planner	Warangal Municipal Corporation
N. Komarapah	Executive Engineer (PH)	Warangal Municipal Corporation
M. A. Kaleem	Superintending Engineer	Warangal Municipal Corporation
P. Prabhakaram	Deputy Engineer, Sewage department, PH division	Warangal Municipal Corporation
B. Ramaswamy	Executive Engineer	Warangal Municipal Corporation
A. Laxshminarayana	DE, PH division sub division II	Warangal Municipal Corporation
R. Kannaji Rao	Ast. General Manager	Nagarjuna Construction Company
N. Sudhaleer Rao	NCC	
S. V. Ramachary	Megha Engineering and Infrastructure ltd.	
B. Praleash	Indian Hume Pipe ltd.	
T. Nandakrishna	Ast. Engineer, PHED	PHED
M. Savitha	Environment Engineer, WMC (outsourced)	Warangal Municipal Corporation
K. Ramachander Rao	Sr. Engineer	Aarvee Associates
P. Spandana	Ast. Engineer, PHED	PHED
Mr Samson	Municipal Commisioner	MC Kadapa
T Mohan	Exec Engineer , Tirupathi	MC Tirupathi

Uma Maheshwara Rao	Superintending Engineer	MC Kadapa
Dr. P. Paduranga Rao	Engineer in chief	Greater Hyderabad Municipal Corporation

* includes people met in Kadappa , Kurnool , Hyderabad, Vizag , Suryapet and Warangal only

Nagaland

Name	Designation	Organisation
Mr. Norman Putsure	Secretary , UD	Urban Development
Mr. Ken Kreditsu	Director , UD	Urban Development
Swarai Meru	Executive Engineer	Urban Development
Mr. Toshi Manen	Joint Director	Urban Development
Mr. Kenie	Assistant Engineer & Sub Division Officer for Dimapur,	Dimapur Council
Ms Aren	Assistant Town Planner	Kohima, Urban Development Department.

* includes people met in Kohima and Dimapur only

Himachal Pradesh

Name	Designation	Organisation
Mr Katoch	Superintending Engineer	Municipal Corporation of Shimla
Sh V.R.Rathore	Accounts Deptt	Municipal Corporation of Shimla
Sh. A.N Sharma	Commissioner	Municipal Corporation of Shimla
Mr Sood	CEO	HIMUDA
Sharma	Superintending Engineer	HIMUDA
Mr Rajneesh Kalra	Director , Urban Development HP	Urban Development Department.
Mr Deepak	Principal Secretary	Urban Development Department.
Mr Singh	superintending Engineer	HIMUDA
Ajmer Thakur	Chief Engineer	Municipal Council of Solan

* includes people met in Shimla and Solan only

Tripura

Name	Designation	Organisation
S C Sarkar	Additional General Manager	NBCC
S S S B D Mishra	Deputy Director	Urban Development Department
Ranjit Kumar Majumdar	Director	Urban Development Department
Mr P K Chakravarty	CEO	Agartala Municipal Corporation
Sundaresh Menon	Additional General Manager	NBCC

* includes people met in Agartala and Belonia only

Rajasthan

Name	Designation	Organisation
K S Mathur	Procurement Expert	PMU, SLNA
VK Garg	Team Leader	PMU, SLNA
Saurabh Malpaani	Finance Expert	PIU Jaipur Municipal Corporation
KK Sharma	Superintending Engineer	PIU Jaipur Municipal Corporation
Sanjay Garg	Engineer	PDCOR Limited
Mr. Rameshwar Dadhich	Mayor	Jodhpur
Mr. Jugal Kishore Meena	Chief Executing Officer (CEO), Municipal Corporation	Jodhpur
Mr. Dilip Gupta		
Mr. Bhagwan Singh		
Mr. Bhagwan Singh		XEN
Mr. Lalit Gupta		
CR Meena	CEO	Ajmer-pushkar
Hari Singh Meena,	Chief Accounts Officer	Ajmer-pushkar

* includes people met in Jaipur ,Udaipur, Ajmer-Pushkar and Jodhpur only

Mizoram

Name	Designation	Organisation
Johnny L Rivung		UD & PA Deptt
Mr Chung	Director	UD & PA Deptt

* includes people met in Aizwal only

Annexure II: Methodology for selection of sample cities for CDP review

Below listed cities were selected based on the surplus (of the budget of the ULB) per capita in each of the sample city.

Cities were selected in each zone based on the methodology described below:

1. Cities were ranked in each zone based on surplus per capita
2. First three rankers and last two rankers were selected in each zone

North zone (5)	North east zone (5)	East zone (5)	West zone (6)	South zone(4)
Faridabad	Itanagar	Raipur	Ahmedabad	Hyderabad
Delhi	Guwahati	Patna	Vadodara	Kochi
Chandigarh	Imphal	Bodhgaya	Pune	Mysore
Shimla	Shilong	Ranchi	Mumbai	Visakhapatnam
Amritsar	Agartala	Bhubaneswar	Indore	
			Ujjain	

1. Annexure III

Table x reflects the vision, sector strategies and projects identified by different cities:

Cities	Vision	Sectors	Strategies	Projects
Faridabad	Faridabad shall be the place for safe living in the NCR, with, environment enriched, economy booming and the class of infrastructure unmatched. Faridabad shall be the country's City of the Decade 2011-21	Sewerage	Capacity expansion and upgradation of the existing collection and conveyance system to match additional water supply and provide for environmentally safe disposal	Revamping of Sewerage System and Sewerage Treatment works in Faridabad
		Drainage/Storm Water Drains	Network expansion, conversion of kutchra and pucca open drains to closed Pucca drains	Infrastructure Development Works (Drainage) in Old Faridabad Zone
		Solid Waste Management and sanitation	Source segregation and door-to-door collection, effective transportation and environmentally safe disposal	Solid Waste Management Scheme for Faridabad
		Water Supply	Augmentation of system for increased extract from rainy wells; in line with long-term planning to reduce dependency on ground water source and strive for equitable distribution of potable water to all through piped supply.	Augmentation of Water Supply for Faridabad Town, Haryana
		BSUP	Rehabilitation of slum dwellers currently staying in vulnerable areas and in proposed project locations, in-site improvements and access to basic services and amenities	Urban Renewal Project – Dabua Colony Urban Renewal Project – Bapu Nagar
		Roads, Street lighting, Urban transport, and traffic management	Increase carrying capacity through widening and improve riding quality through strengthening of existing roads. New roads will cater to missing links and developing areas.	
		Land use/	Facilitate planned development of city as per	

Cities	Vision	Sectors	Strategies	Projects
		development planning	Development Plan proposals	
		River conservation	Desilting, clearing encroachments, beautification, treatment facilities for preserving rivers and the riverine system around or within the city	
		Fire services	Strengthening disaster management aspects in the city particularly fire hazard management systems	
		Projects supporting economic development and city beautification	Appropriate siting of economic infrastructure, revitalization of old cities of Old Faridabad and Ballabgarh and city beautification	
Delhi	To become a highly livable city that offers a superior quality of life through a robust, employment generating economy; that is safe and inclusive, environmentally and socially sustainable; and is based on reliable infrastructure and offers a transparent, responsive system of governance dedicated to the city's felt needs	Urban Renewal	Establish an Urban Renewal Commission, that will actively plan and initiate the renewal / redevelopment of entire blocks in the city	Redevelopment of Connaught Place, New Delhi-Urban Renewal and Heritage conservation
		Sewerage	Extension and up-gradation of sewage network to intercept sewage abatement of pollution Provision of sewer network in un-sewered areas. Augmentation of sewage treatment capacity	Setting up of 20 MGD STP each at Nilothi and Pappankalan Rehabilitation of Trunk sewer
		Drainage/Storm Water Drains	Creation of an appropriate, integrated authority to deal with the sewer drains, the storm water drains and the natural drainage basins of the CT area Short-term repair and de-silting of all the drains on emergency basis After monitoring the functioning of the South Delhi Greenway Project for Barapulla drain, initiating the same in the medium term for Najafgarh drain, which is by far the largest contributor in terms of discharge into river Yamuna (51.75%).	Covering of Nallah in Nauroji Nagar from Africa Avenue to Ring Road for providing parking/road cum parking under the jurisdiction of MCD. Covering of nallah from Press Enclave road passing through Sheikh Sarai, Chiragh Delhi, Panchsheel Enclave, Greater Kailash-I, Andrews Ganj upto Ring Road behind Police Station Defence Colony for providing Parking/Road cum parking under the Jurisdiction of MCD. Re-modeling of SSBL (Saharanpur Samli Branch Line) drains in Shah. (N) Zone.

Cities	Vision	Sectors	Strategies	Projects
		Parking		Development of multilevel underground unconventional parking at various locations under the jurisdiction of MCD.
		Other Urban Transport	<p>Transport Planning and road network development shall be undertaken in integration with land use planning; not in hindsight, as is done currently</p> <p>Model for city has to be looked into -there has been unprecedented growth of vehicular traffic Urban Transport policy to be implemented</p> <p>Carry out comprehensive transport study</p> <p>Design city around people not traffic - design of transport intersections keeping in mind the pedestrian traffic; busy road network in congested areas should be pedestrianised and made one way</p>	Traffic Management plan for areas Around Civic centre JLN Marg, Minto Road, New Delhi
		Road network and transportation system	<p>Provision of safe and efficient public transport system</p> <p>Encouraging the use of non-motorized modes of passenger transport</p> <p>Equitable use of space on road and priority to pedestrians</p> <p>Efficient use of existing infrastructure – removal of impediments – including enhancement of road infrastructure and provision of efficient parking facilities</p> <p>Redevelopment of Connaught Place and Walled City as special areas</p> <p>Development of goods and passenger terminals on the basis of directional needs</p> <p>Enhancement of Road Infrastructure</p>	<p>Construction of Clover leaves at Karkari more (Intersection of Vikas marg and Road No. 57) and widening of existing bridge on Trunk drain No.-1)</p> <p>C/o Grade Separator on Road No.56 ISBT Anand Vihar, Delhi</p> <p>C/o 3 additional clover leaves at Noida More Flyover i/c slip road, bridges, footpath, cycle track and underpass.</p> <p>RUB & ROB at Railway Level Crossing at Road no.68 Near Nand Nagari.</p> <p>Improvement and strengthening of roads of Okhla Industrial. Area Faze I & II, Central Zone.</p> <p>Imp. Of road of 60 ft. ROW and above by providing RMC Pavement (Phase-I) in</p>

Cities	Vision	Sectors	Strategies	Projects
			Awareness and enforcement drives	<p>various zones of MCD.</p> <p>Construction of Grade Separator at Intersection of Shankar Road and Upper Ridge Road.</p> <p>Construction of Grade Separator at intersection of Pusa Road, Dr. K.S. Krishnan Marg and Patel Road.</p> <p>Construction of 25 nos. Foot Over Bridges at different locations in Delhi City.</p> <p>Construction of Grade Separator/ Underpass at Intersection of Pusa Road, Arya Samaj Road, Faiz Road, Upper Ridge Road and Panchkuian Flyover at Africa Avenue and Arun Asaf Ali Road.</p> <p>Flyover at Vivekanand Marg, Nelson Mandela Marg, Poorvi, Marg.</p> <p>C/o of Grade Separator at Raja Ram Kohli Marg Intersection on Marginal Bund Road Geeta Colony Delhi.</p> <p>C/o Grade Separator for free flow Traffic at T-Junction of Marginal Bund Road and Master Plan Road over Disusrd Canal near Shastri Nagar in East Delhi.</p> <p>C/o Grade Separator at the Junction of G.T. Road and Road No.56 near Apsara Border.</p> <p>Construction of Bridge and its Approaches over River Yamuna Downstream of existing Bridge at</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Wazirabad, Delhi.</p> <p>Alignment over Barapulla Nallah</p> <p>Ring Road Bye-pass from Salimgarh Fort to Velodrom Road Package-I Velodrom Road to back of Rajghat Power Station Package-II Back of Rajghat Power Station to Salimgarh Fort.</p> <p>Corridor Improvement of U.P. Link Road from NH-24 Crossing (Noida More) to Chilla Regulator.</p>
		Urban slums and poor	<p>In-situ redevelopment at existing slum and JJ cluster sites, with units offered on a long term lease hold basis (with option for purchase), through a cooperative, trust, NGO etc</p> <p>Development of serviced plots, to be upgraded incrementally, at out-lying locations (relocation), for outright purchase. Connectivity to work centers to be assured</p> <p>Development of night shelters in the city as well as at outlying locations single beds, single rooms with shared facilities for long term stay managed by trusts, or NGO's with government support</p> <p>Infrastructure up-gradation in 44 resettlement colonies, and existing relocation sites</p> <p>Provision of housing (on-going) for the urban poor</p> <p>In-situ re-construction of Katras</p>	
		Water Supply	<p>Reduction of transmission & distribution losses, and enhancement of management of water supply</p> <p>Augmentation of water supply and distribution</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>network</p> <p>Promotion of efficiency in service delivery and strengthening of cost recovery mechanism.</p>	
		Solid Waste Management	<p>Maximizing effective treatment processes for different waste streams, in order to minimize land required for land fill sites</p> <p>Safeguarding the environment by ensuring well developed and sufficient land fill sites for disposal, and increasing efficiency of service delivery</p>	
		Heritage Conservation and Management	<p>Development of a Heritage Resource Information Management System for integration of heritage concerns within the development plans – Master Plan, Zonal, Sub-Zonal, Area Level and assisting implementation and monitoring processes</p> <p>Capacity Building & Provision of Technical Support for Conservation & Heritage Management</p> <p>Area Level Conservation, revitalization and Regeneration strategies which include supportive and linked sub-strategies for adaptive reuse, heritage sensitive infrastructure up-gradation, provision of essential community facilities, housing rehabilitation, commercial areas, guidelines for new development in historic areas, strengthening of linkages with surrounding contemporary development</p> <p>Strategies for heritage tourism, enhanced visitor experience and revenue generation, and awareness generation activities.</p>	
		Urban Environment	<p>Outreach and capacity building</p> <p>Enhancement of forests and green cover</p> <p>Mitigation of air, water and noise pollution</p>	
		Urban Governance	Development of GIS/MIS based database system	

Cities	Vision	Sectors	Strategies	Projects
			<p>for Land and Building Records</p> <p>Development of E-governance for various services of ULBs</p> <p>Capacity building of the MCD, NDMC and Parastatal departments</p>	
Chandigarh	A beautiful eco-friendly city for all, providing 24X7 water supply	Water supply	<p>Safeguarding the health, integrated management of water source, liquid & solid waste and protection of environment.</p> <p>Organizational reforms promoting an integrated project by changing the procedure attitude, behavior to adopt the optimistic approach by the administrators and Engineers rather changing their attitude from the administrators to managers.</p> <p>Strengthening the capacity and capability of local utility (Municipal Corporation) and capacity building in implementation and sustaining the water and sanitation programme on the project and path suggested by the world bank (Water & Sanitation Programme) and Ministry of Urban Development suggested in the various workshops to achieve the self dependence of water sector by bringing the reforms such as to reduce the manpower, strengthen the monitoring and management system, reducing N.R.W. & the unaccounted for water, , dispensing with the subsidy.</p> <p>To monitor the existing concept of Chandigarh to provide 100% coverage with safe drinking water to its residents as per stipulated norms and standards.</p> <p>Focus of institutional structuring and managerial improvement to provide equitable services to the citizens and to encourage the greater degree of users' participation.</p>	<p>Conservation of drinking water by harvesting of the tertiary treated sewage for irrigation of green spaces in Chandigarh</p> <p>Upgradation of water supply infrastructures for proper monitoring and automation with remote computerized surveillance system to 24x7 water supply</p> <p>Augmentation of water supply phase-v, Chandigarh</p>

Cities	Vision	Sectors	Strategies	Projects
			<p>Making special provision for economically weaker sections by rationalizing the user charges and conservation of water resources and its utilization.</p> <p>To identify the new natural resources to carry the raw water under gravity against the pumping at present to save huge recurring cost on account of operation and maintenance and also of power which could be utilized for the other reforms of the state.</p> <p>To make out the planning for utilizing the waste water after tertiary treatment in the city for irrigation of lawns and parks to save the potable water which would help to overcome the increased demand in the city because of increasing population. This will not only save the potable water but also provide the services at very low tariff to the consumer and further facilitate to maintain the green character of the city beautiful.</p> <p>Encouragement of privatization to economize the services by reducing the operation & maintenance cost and for efficient management of infrastructure.</p> <p>Master Plan for water supply has been prepared to develop the system in stages upto the year 2036 in the city Chandigarh. Presently corporation is responsible for providing water services in the city and certain villages falling in the boundary. The responsibility of the corporation is expected to be more as Chandigarh Administration is extending the limit of Municipal Corporation. The production cost of water in the city is slightly expensive because of the location perennial source at a distance of about 27.5 KM from the city and deeper aquifer in the region. In spite of the non availability of surface water and deeper aquifers, the corporation has the privilege to make available 332 LPCD water to the</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>citizens with a supply of 10 hours in a day. This facility of the green and clean character has attracted the citizens for migration from adjoining states, NRIs and working class. This has resulted in high growth rate of population occurred in the recent years.</p> <p>Notwithstanding the advantage of Chandigarh called city of gardens and green parks and having declared the greenest city by Ministry of Forest, Govt. of India, the high cost of water and electricity is expected to be the constrained for its rapid development.</p> <p>Projection for population growth and water requirement has been worked out based on the growth rate of 4.03%.</p>	
		Waste Water Recycling	Laying of distribution net work for all the big and small parks, gardens, green belts, institutions and houses upto one canal including other appurtenances connected with the system such as rising mains and UGRs. This will not only facilitate to save the potable water but also meet up the mandatory provisions of the local pollution control authorities and optimum utilization of existing treatment plant. Additionally there is a proposal to upgrade the sewage treatment plant to produce the T.T. water upto 35 mgd which is total requirement for irrigation in the city.	
		Sewerage	<p>Protection of environment and safeguarding the health of the general public by providing a complete underground sewerage system through an integrated programme for repairs to the damages occurred in the branch and main sewers over the passage of time i.e. 50 years approximately.</p> <p>100% Coverage of the whole green area in gardens, parks and open spaces with tertiary treated water in</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>order to save the potable water of drinking purposes.</p> <p>100% Augmentation of branch sewers and the main sewers in the areas being subjected to the additional load on account of introduction of U.T Apartment act – 2001 and allowing the commercial activities in the plots of large sizes in the industrial area.</p> <p>To achieve the target of treating the whole waste water as generated before discharging it into the water body or elsewhere to meet statutory obligations and provide pollution free hygienic environment.</p>	
		Storm water drainage	<p>The city proposes the desilting of the bed of the N-Choe and the Sukhna Choe so as to allow the free flow of water from the network.</p> <p>Also focuses on channelization of its embankments for protecting the surrounding areas and also to re-claim the surrounding land. The M.C.C. proposes to launch a campaign in a phased manner to replace the damaged / silted pipes and to augment the present system for the efficient drainage of the inner city and its colonies.</p>	
		Roads infrastructure	<p>Creation of parking place for the buses</p> <p>Creating facilities such as booking centres, toilets, dormitories et al.</p>	
		Solid waste management	<p>Treatment of garbage with EM solution and its Present System of Disposal At Dumping Ground</p> <p>Introduction of 'Bin Free Sector Scheme'</p> <p>Setting Up of a Garbage Processing Unit.</p>	
		Traffic and transportation	<p>High Quality Standard Buses</p> <p>The Grid Concept of Route Rationalized.</p> <p>Augmenting of the existing Bus infrastructure</p>	

Cities	Vision	Sectors	Strategies	Projects
		Urban poor	<p>Creation of dependable Data on various aspects of poverty including number of slums, slum population, access to services like water and sanitation, livelihood, etc.</p> <p>Land Acquisition policies favoring the poor</p> <p>Creation of dwelling and housing units</p>	<p>Slum Rehabilitation Project Chandigarh- construction of 19360 Flats.</p> <p>Rehabilitation of 6368 Slum Families by Relocation in Phase-I, Chandigarh</p>
Amritsar	Amritsar to be an international cultural, historical, pilgrim centre with agro-based food processing destination, having improved world class urban infrastructure & transport system. It shall cater needs of the surrounding settlements as a central place for their social needs like health & education. The development shall be environmentally, economically and socially cohesive for tapping the hidden potentials of the city, both as a tourists & centre as trade & commerce hub	Sustainable Economic Development	<p>Through urban renewal, conservation, preservation, and development of heritage and cultural resources.</p> <p>Through Promotion of tourism.</p> <p>Promotion of trade, education and industrial sectors.</p>	
		Urban Renewal	<p>Need for a comprehensive, integrated and sensitive plan for the walled city to address the issues of urban renewal, urban design and urban conservation.</p> <p>Identify structures of historical importance and generate list of structures for heritage conservation by a competent authority.</p> <p>Organizing heritage walks in the Walled city revealing the glorious past.</p> <p>People's participation is an important component. Involvement of NGOs/ CBOs in the process to make mass awareness and create environment for conservation.</p>	Integrated Solid Waste Management Project for Amritsar
		Tourism	<p>Developing various forms of promotional material and its dissemination at a large scale, both nationally and internationally.</p> <p>Upgrading the infrastructure to facilitate connectivity and movement within the state. This will include road network, train linkages and national and international links.</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>In terms of details, it is important to plan for various tourist circuits, cultural and religious destinations, and eco-tourism and heritage sites.</p> <p>Enhance existing tourism infrastructure and increase the availability of facilities. This will include hotels of various categories, dharamshalas and resorts.</p> <p>Develop improved management systems for various tourist destinations. This will include maintenance, better security for the visitors, information systems and related aspects.</p> <p>Promoting various cultural activities such as folk-dances, music, local crafts, rural tourism, etc.</p> <p>Promoting Amritsar as destination for religious and spiritual tourism.</p>	
		Water Supply and Sewerage	<p>Providing a safe and wholesome supply.</p> <p>24/7 water availability.</p> <p>Water available at a reasonable pressure.</p> <p>Losses reduced to reasonable levels.</p> <p>Autonomous and accountable management with satisfactory performance culture.</p> <p>Full cost recovery.</p> <p>Surface water pollution to be significantly improved.</p> <p>Service equity and affordable access.</p> <p>Efficient Storm water management.</p>	<p>Rehabilitation of existing Sewerage system for Walled city Area Phase-II</p> <p>Water Supply, Sewerage and Sewage treatment for Amritsar</p> <p>Rehabilitation of existing water supply for walled city area, Amritsar</p>

Cities	Vision	Sectors	Strategies	Projects
			Mobilizing the Community	
		Transport	<p>Promotion of efficient Public Transport system with introduction of mass rapid transport system.</p> <p>Capacity Building in existing public transport system with options for involving Public Private partnership (PPP), involvement of private sector etc.</p> <p>Intersection and Junction improvements</p> <p>Development of railway over bridges in the major railway level crossing.</p> <p>Ensure smooth traffic flow by identification of designated parking areas mainly around the old core of the city.</p> <p>Development of traffic management system with proper signage's and street furniture.</p> <p>Introducing strict traffic regulations for pollution outdated vehicles.</p> <p>Modernization of the railway station and air port.</p> <p>Promotion of Safe Pedestrian Movement.</p>	<p>Construction of two lane Elevated Road from G.T. Road to Golden Temple</p> <p>Construction of 4 lane Elevated Road on G.T Road from Maqbulpura Chowk to Bhandari-Pul</p>
		Housing for the Urban Poor	<p>Introducing EWS/ LIG housing schemes as part of relocation and rehabilitation program</p> <p>Provision of basic infrastructure facilities – roads, water supply, sewerage, drainage, solid waste disposal, electricity</p>	Detail Project Report for Slum Development under BSUP-3 slums at Rasulpur Amritsar

Cities	Vision	Sectors	Strategies	Projects
Itanagar	<p>To develop as a NODAL CITY of the North east that thrives on its economic, infrastructural, cultural and environmental strengths.</p> <p>To provides a socially fair and environmentally sustainable environment.</p> <p>To provide participatory planning.</p> <p>To provide transparent institutional framework for its residents, visitors and investors.</p>	Water Supply	<p>Huge demand supply gap reduction</p> <p>Present and proposed capacity addition plans to resolve urban water requirement</p> <p>Primary issue in water supply sector is distribution system and coverage</p> <p>Water supply scheme required for Doimukh, Yupia, Karsinga & Banderdewa</p> <p>New developed peripheral areas have little or no network coverage</p> <p>High non revenue water resulting in wastage of precious and scarce source</p> <p>High amounts of physical loses due to old transmission and distribution network</p> <p>Inaccurate or absence of customer meter</p> <p>Lack of commercialization and cost recovery approaches</p> <p>Need for tariff balancing</p>	Augmentation of Water supply for Itanagar
		Urban Transport	<p>Strengthening and development of system of roads in the Capital Region</p> <p>Development of alternate road links and corridors for meeting emergency situation and maintenance works of NH 52 A</p> <p>Development of Parking Facilities for private cars and two wheelers</p> <p>Improvement of junctions</p>	Improvement and creation of infrastructure for urban transport including roads and parking lot/spaces

Cities	Vision	Sectors	Strategies	Projects
			<p>Developing Pedestrian crossings, Foot over bridges and CC steps for pedestrians</p> <p>Construction of a new bus terminal at Itanagar (Relocation) and leaving this area for the expansion of workshop</p> <p>Expansion of Bust Terminal at Naharlagun</p> <p>Construction of Parking lots for Tempo stand, Trekker stand, Auto Rickshaw & cycle stand</p> <p>Development of Truck Terminal at Itanagar and truck parking facilities at Naharlagun and other towns</p> <p>MCV stand at various towns</p> <p>Street Lighting at urban stretches on NH 52 A and other internal areas</p> <p>Coordination of different agencies mainly PHED and BSNL who need to dig roads for providing various urban services</p> <p>Straightening of various bends on NH 52 A especially at Km 20 and km 21</p> <p>Improvement of sinking zone (km 6.8 to km 7.2) of NH 52 A that requires training of Dikrong River (by IFCD, Government of AP)</p> <p>Removal of Encroachments form NH 52 A</p> <p>Better traffic Management and safety measures</p>	
		Solid Waste Management	Effective public participation in segregation of recyclable waste and storage of waste at source.	Setting up of Municipal Solid Waste Management in a scientific way for capital complex

Cities	Vision	Sectors	Strategies	Projects
			<p>Effectiveness of awareness building or direct community involvement</p> <p>User Charges</p> <p>Waste Minimization, Recycling</p> <p>Integrated Waste Treatment</p> <p>Regional Sanitary Landfill Facility</p> <p>Scientific Closure of the abandoned dump sites</p> <p>Institutional strengthening and human resources development</p>	
		Drainage	<p>Proper Drainage System to be put into place</p> <p>Checks on breaching of tanks.</p> <p>Checks on Dumping of debris and garbage into the open Nallah.</p> <p>Preventing Illegal encroachment of natural water courses</p> <p>Indiscriminate laying of service lines all along and across natural courses.</p> <p>Diversion of natural water courses to accommodate habitations. Increase coverage</p> <p>Integrated drainage plan</p> <p>Check flooding and inundations</p> <p>Identification of natural drains in the Capital Region</p> <p>Connecting and proper networking of the primary</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>drains with the secondary drains</p> <p>Cleaning, widening and increasing the depth of the secondary drains</p> <p>Construction of retaining walls, boulder aprons and similar erosion and flood control measures for the secondary drains</p> <p>The drains channels listed below have been identified for canalization so as to form a network that feeds the storm water to the Major Natural Drain, the Pachin river.</p> <p>Removal of obstructions, such as encroachments, silt, etc to the secondary drains</p> <p>Maintenance of proper green buffer zones for the Major Natural Drains. A green buffer zone of approx. 50 metres. on either side of the Pachin river has been proposed to be developed. This green corridor shall be used for passive activities alone.</p>	
		Sewerage	<p>Sewerage system network coverage in the whole Capital Region area</p> <p>Development of a comprehensive master plan for sewerage</p> <p>Comprehensive sewerage quality studies</p> <p>Development of Sewage Treatment Plants</p> <p>Recycling and reuse of wastewater.</p>	
		Roads	<p>Road resurfacing</p> <p>Road strengthening</p>	

Cities	Vision	Sectors	Strategies	Projects
			Road widening New road requirement Concrete Lanes required	
		Storm Water Drains	Cleaning of drains New Drains required	
		Erosion and Flood Control Measures	Retaining walls Concrete steps Concrete drains Flood control (Boulder Aprons)	
		Landslide	Restricting developments along hill faces: This includes identification and declaration of ecologically sensitive areas as green zones/buffers and earmarking them as no development zone. Creation of buffer areas on landslide prone zone: Creation of green buffer areas and retaining of such existing areas between human habitation and sensitive ecological formations such as river channels, lakes etc. Such a green buffer has been proposed along the banks of the Pachin river. This green corridor with an average width of 50 metres on either side of the river can be used only for passive activities such as recreational and non- intensive play areas. Provision of Land Protection walls on identified Landslide and erosion prone areas Provision of protection walls to areas that are extremely prone to landslides due to the reasons identified above is an important and immediate need	

Cities	Vision	Sectors	Strategies	Projects
			<p>for the safety of the habitants of the Capital Region.</p> <p>Such places have been identified and required physical proposal for construction of protection wall has been included in the CDP.</p>	
		Housing for the Urban poor	<p>The housing scheme for urban poor shall provide one dwelling unit / BPL household, at an estimate cost of Rs. 90,000.</p> <p>Each house shall have a multipurpose room, a kitchenette & a toilet connected to the sanitation system.</p> <p>Schedule Tribe households shall be prioritized in housing provision.</p> <p>Household who have been residents for the last six years (i.e. pre-2001) shall be prioritized.</p> <p>A beneficiary contribution of 5% (in installments) shall be earmarked in housing provision.</p>	<p>Implementation of BSUP scheme (100 DU s) at Itanagar</p> <p>Implementation of BSUP scheme (752 DU s) at Itanagar karsingsa</p>
		Tourism	<p>Need to develop the Capital Region as the first entry point for tourism in North –East India</p> <p>The threat of pollution especially on natural resources, monuments and Historical artifacts.</p> <p>Absence of a plan concerning the green areas which could have a great impact on traffic flows, micro climate, air quality, noise, social well being. Numerous badly managed open spaces that could be transformed into new parks with proper lightening facilities.</p> <p>Absence of a tourism plan (hotel industry, restaurants, accessibility from outside the city by road/train/air, presence in the tourist guides)</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Tourism infrastructure at Ita Fort.</p> <p>Redevelopment and beautification of Ganga Lake</p> <p>Development of tourist circuit in Itanagar Capital Region</p> <p>Establishment Tourism Centre</p> <p>Development of Museum</p> <p>Arunachal Pradesh Guest House (for tourist)</p> <p>Heritage Exhibition Centre (with tourist facilities) and Public Parking near Ita fort</p> <p>Upgradation of Zoo</p> <p>Beautification and Development of I.G. Park</p> <p>Beautification of Polo Park, Naharlagun</p> <p>Development of tourist infrastructure at Dariya Hill Waterfall, Itanagar</p> <p>Tourist Guest House at Doimukh</p>	
Guwahati	<p>To promote and focus on balanced and sustainable economic and infrastructure growth to fulfill the city's role as the Gateway to the North-East India and South East Asia.</p> <p>Creation of quality infrastructure.</p>	Tourism	<p>Need to prepare an Integrated Tourism Plan and will include measures to develop tourist spots holistically coupled with enhanced connectivity.</p> <p>Steps need to be taken to market Tourist Destinations besides developing and publicizing Tourism Products.</p> <p>Provision of high quality accommodation</p> <p>Infrastructure Building</p>	

Cities	Vision	Sectors	Strategies	Projects
	<p>Creation of spaces for economic activities.</p> <p>To bring in a system in the land development process.</p> <p>Creation of an image befitting that of a State Capital.</p> <p>Create a City Without Slums.</p> <p>Respect the Natural Environment.</p> <p>To provide essential infrastructure and universal access to civic amenities to its people.</p> <p>To redefine the image of GMA into a diverse multifaceted region with sector focus.</p> <p>To build appropriate social and physical infrastructure development.</p> <p>To carry out Institutional reform, capacity building and Social Welfare with a focus on Gender equality, Poverty</p>	Water Supply	<p>Run water treatment plants at capacity and bring in investment</p> <p>Reduce transmission loss</p> <p>Reduce gap between Water Demand and Water Supply</p> <p>Increase cost efficiency</p> <p>Increase the coverage and distribution network</p>	Proposal for South Guwahati West Water Supply Scheme in Guwahati Metropolitan Development Area
		Housing for the Urban poor	Reduce shortage of housing facilities	<p>Basic Services for Urban Poor at 3 Slums at Guwahati</p> <p>Basic Services for Urban Poor at Guwahati Phase -II</p>
		Transportation	<p>Increase road network</p> <p>construction of an Inter-State Bus Terminus at Gorchuk on the outskirts of the city to facilitate interstate transportation of passenger traffic.</p> <p>Creating parking spaces</p> <p>Providing a Integrated Mass Rapid Transportation System</p> <p>Increase connectivity</p>	
		Storm Water Drains	<p>Integrated comprehensive drainage system</p> <p>Reduce Encroachment on the natural drainage system of the city.</p> <p>Reduce Water Logging problems</p> <p>Reduce risk of flooding and polluting</p>	Storm Water Drainage Project for Bahini and Noonmati Basins
		Sewerage	Put in place an integrated system for sewage and	

Cities	Vision	Sectors	Strategies	Projects
	alleviation and Tribal affairs.		<p>drainage</p> <p>Organized discharge of industrial effluent</p>	
		Housing for the Urban poor	<p>Provision of Shelter & other Physical Infrastructure at affordable price so as to improve the sanitation and living condition in the existing slums and other squatter settlements</p> <p>Provision of adequate health care including family welfare; immunization, child healthcare, etc;</p> <p>Development of facilities for community development and recreation</p> <p>Programme for basic education and training;</p> <p>Ensuring maintenance and up-gradation of the existing housing stock of the poorer sections;</p>	
		Solid Waste Management	<p>Segregation and storage at source facility</p> <p>Organized system of collection</p> <p>Scientific waste storage depot</p> <p>Efficient Transportation</p> <p>Safe and responsible disposal of waste</p>	Solid Waste Management for Guwahati
		Disaster Management	<p>To create awareness about flood & earthquakes by organizing workshops and other relevant programmes;</p> <p>To support disaster management training programmes for officials to form Disaster Management Team</p> <p>To encourage social response to disasters is largely determined by the communications of media like newspaper and TV reports. Thus, communications</p>	

Cities	Vision	Sectors	Strategies	Projects
			are of crucial importance in the assessments, management and reduction of disasters.	
		Water Body Conservation	<p>No garbage dumping should be permitted.</p> <p>Technique of improvement of water quality using aquatic plants and fishes can be introduced where necessary, in order to avoid mosquito breeding.</p> <p>Grass plantation should be carried out along the perimeter of water bodies in the immediate sloping catchments.</p> <p>Existing water bodies are to be widened and deepened to the extent possible and nearby storm water drainage is to be used to fill up the additional capacity thus created.</p> <p>Water bodies will have to be desilted and deepened</p> <p>No sewage should be diverted to water bodies in order to maintain their water quality</p>	
Imphal	The city of Imphal through the designated agencies shall strive to provide appropriate housing to all its citizens. Imphal shall be one of the most beautiful and richest eco-friendly spiritual and heritage centres and shall develop its rich culture and heritage in all its actions. The City of Imphal shall provide safe and sustainable water to all its citizens at a competitive	Housing for the Urban poor	<p>The city of Imphal shall strive to carry out the following actions:</p> <p>Identify adequate sites to facilitate and encourage housing for people of all economic groups including persons with liabilities with a provision of protecting heritage buildings /sites</p> <p>Remove as legally feasible and appropriate, governmental constraints to housing production, maintenance and improvement</p> <p>Assist in the development of adequate housing for low and moderate income households</p> <p>Conserve and improve the condition of the housing facilities</p>	Basic Service to Urban Poor (BSUP) for Imphal, Manipur

Cities	Vision	Sectors	Strategies	Projects
	<p>and affordable price with the ultimate goal of reaching a 24/7 situation in a phased manner within the scheme period.</p> <p>The City aims to provide its citizens an integrated pro-active transportation system and infrastructure which would provide comfortable, reliable and affordable transportation options covering the felt needs of the various strata of the society. One of the critical requirements of the system shall be to facilitate de-congestion in the Central Business District and provide equitable growth in the entire Imphal Urban Area.</p> <p>Universal access to healthy and hygienic conditions of sanitation and drainage to all citizens of Imphal with a special focus on provision of safe sanitation to the urban poor through accessible household and community models</p>	Tourism	<p>Integrated Tourism Development Plan</p> <p>Possible PPPs</p>	
		Water Supply	<p>Creation of Treatment Plants</p> <p>New water supply schemes for pipelines and taps</p> <p>Increase operation and maintenance efficiency</p> <p>Upgradation of distribution network.</p> <p>Capacity building and workshop</p> <p>Reduction of losses in water supply by public awareness</p> <p>Affordability of O&M as well as tariffs</p> <p>Improvement in performance and reliability</p> <p>Structured Public Private Participation</p>	Improvement of Nambul River front and Naga Nala
		Transportation	<p>Short term measures including bringing about immediate improvement and developing and implementing a Transportation System Management (TSM). Components of TSM include actions such as junction improvements, signalization, lane markings, delineators and signs to be taken up regularly.</p> <p>Medium term action plan is aimed at development of transport infrastructure over the perspective plan period to bring about coordinated development among different components and enhance carrying capacity of entire system. These measures include development and implementation of various infrastructure projects, which will be directed at network improvements such as By passes, parallel roads, link roads, slip roads, corridors for cycle movement, Grade separations ,alternate transport</p>	

Cities	Vision	Sectors	Strategies	Projects
	keeping in view the special conditions of the North Eastern region in general and Manipur in particular.		<p>systems, restructuring of bus based transportation systems to a direction based strategy in the place of multiple destination based approach.</p> <p>Long-term action plan is aimed at development of structure plan for the Urban Area with Transit as one of the lead components, which will direct the Urban Growth so as to bring about a structural fit between transit infrastructure and Urban Growth.</p>	
		Drainage	<p>Construction of new pucca drains</p> <p>Upgradation of kutchha drains to pucca drains</p> <p>Protection of natural drains</p> <p>Conservation / Protection of Natural drains</p> <p>Repair damaged drains</p>	Storm Water Drainage work for Imphal city
		Sanitation	<p>Introduce underground sewerage system</p> <p>Expand sewer connections to households</p> <p>Launch a community awareness and information dissemination programme to make people aware about the benefits of sewerage system</p> <p>Laying of primary and secondary sewer networks in various parts of the city</p> <p>Construction of sewage treatment plants</p> <p>Provide adequate disposal systems for septic tank and conservancy wastes</p> <p>Provide public toilets particularly for low income people</p>	

Cities	Vision	Sectors	Strategies	Projects
		Solid Waste Management	Setting up a Integrated Solid Waste Management Managing Municipal Solid Waste Mobile bins at secondary collection points Refuse collector with compacting arrangement Replacement of equipment in future years MSW Composting facility with equipment/ machinery for processing composting MSW Sanitary Landfill Unit Bio-medical Waste Handling Unit Carcass Handling Unit	Solid Waste Management for Imphal
Agartala	Making Agartala gateway to North East India, an investor-friendly, eco-friendly, green city and environmentally sustainable where people want to live, visit and invest. Provision of basic infrastructure and urban services for all, towards achieving improved quality of life by 2021. Develop all the water bodies and increase the green coverage of Agartala.	Water Supply	Water Resource Management Extension of water Supply services to uncovered areas. Efficiency in Operation and Maintenance- Replacement of old machinery and network systems. Capacity building of staff. Reduce Transmission and Distribution Losses. Efficiency in Service Delivery Streamlining institutional responsibilities.	Agartala Water Supply Project (North Zone)
		Sewerage and Sanitation	Provision of underground sewerage system Provision of household sewer connection	Sewerage and Sewerage Treatment scheme for Zone (Priority I Area)

Cities	Vision	Sectors	Strategies	Projects
	Improve educational achievements for all the citizens.		Provision of public toilets to prevent open defecation.	
	Alleviate poverty and improve living conditions and health.	Solid Waste Management	Initiate house to house waste collection with source segregation;	
	To ensure access to assured and safe drinking and water to all.		Provide mechanized storage bins;	
	To promote safe and environmentally friendly city by ensuring effective treatment and disposal of wastewater and to eradicate open defecation.		Regular maintenance of the container bins;	
	To achieve environmentally sustainable waste management practice.		SWM coverage areas to be increased	
			Adopt segregation of biomedical waste with MSW.	
			Refuse vehicles shall be covered to reduce waste spillage during transportation.	
			Provide bio-gas compost plant	
		Drainage	Construction of lined drains along roads.	
			Construction of embankments along Katakhal River and Haora River	
			Rising of embankments along Katakhal River.	
	To achieve a transport facility system that is Adequate, Safe, Comfortable, and Equitable and is Efficient and Sustainable.	Transportation	Capacity Building of existing public transport system	
	To provide access to housing and basic infrastructure.		Development of new bypass roads as arterials to decongest the city	
			Development of an efficient road network in the northern & southern part of the city to attract development	
			Involvement of private players	
	To promote a		Road & Junction improvements	

Cities	Vision	Sectors	Strategies	Projects
	<p>sustainable and congestion free urban environment with emphasis on safe and livable city for present and future generations.</p> <p>To create a vibrant city with diversified economic base.</p> <p>To achieve a coherent urban form with adequate open & green space, high standards of infrastructure and effective land management.</p> <p>To promote a city managed with proactive institutions and capable staff.</p>		<p>Identification of designated parking areas</p> <p>Develop traffic management system.</p> <p>Efficient Public Transport system</p> <p>Promoting Safe Pedestrian Movement.</p>	
		Housing and the Urban Poor	<p>Provision of Basic Services to Urban Poor.</p> <p>Providing opportunities for Income Generation.</p> <p>Improvement in Housing Condition</p> <p>Slum Upgradation and Improvement</p>	Detailed Project Report for Mouza Kunjaban slum improvement Scheme at Agartala
		Environment	<p>Identify and develop norms for ecologically fragile zones.</p> <p>Reduce pollution</p> <p>Develop parks and water bodies</p> <p>Conservation of architectural buildings</p>	
		City Economic Planning	<p>Integrated tourism development plan</p> <p>Create organized commercial space for retail and wholesale markets</p>	
		Urban Growth and Land Management	<p>Introduction of appropriate land Management Practices.</p> <p>Implementation of land use plans.</p> <p>Preparation of land suitability assessment for the city.</p>	
		Urban Governance and Institutional Development	<p>Training to enhance capacity building.</p> <p>Collective action especially in programmes for solid waste management, water resource management, and slum upgradation.</p>	

Cities	Vision	Sectors	Strategies	Projects
			People's Participation in Governance	
Shillong	<p>To provide good Urban Governance.</p> <p>To provide Enhanced Quality of Life.</p>	Urban Renewal	<p>Shifting of bus/truck terminals at identified locations to the peripheral areas/proposed locations</p> <p>Shifting of wholesale market to the nearby peripheral areas/ proposed locations and integrating it with the truck terminals.</p> <p>Identification of parking areas in commercial areas e.g., for multi-level parking spaces</p> <p>Options for enlisting the partnership of private sector players for construction and operation and maintenance of truck terminals, parking lots etc;</p> <p>Removal of encroachments and widening of roads wherever feasible/ required</p> <p>Improvements in traffic management</p> <p>Designing of intersections on scientific lines.</p> <p>Replacement of old and leaky water mains and pipelines</p> <p>Provision of dustbins in place of old and open dustbins</p> <p>Improvements in urban services like provision of drains, public conveniences, drinking water, street lights etc.</p>	

Cities	Vision	Sectors	Strategies	Projects
		Water Supply	<p>Reduce loss of water that takes place in production and transmission to the storage reservoir</p> <p>Study for assessment and reduction of UFW to be undertaken. To bring down the level of UFW from the present level of 50% to 30% and then to 15% gradually. Bulk Water meters in Reservoirs and pipelines to be installed for assessment of water losses.</p> <p>Bunched connection system instead of sub main system in the distribution system. Modification and laying of distribution network for changing over to Sub main system in already covered areas.</p> <p>Replacement/improvement of old distribution pipe lines especially in SMB area.</p> <p>Replacement of Second Stage pump sets and completion of trial run of 17.25 MLD WTP as per time schedules to generate more water from GSWSS.</p> <p>Replacement of a part of the existing raw water pumping main, feeder main and clear water main (from WTP at Mawphlang to 4½ mile Main Reservoir and from Main Reservoir to different zonal reservoirs), which are prone to bursting</p> <p>A make shift testing facility for only few parameters are available. A full-fledged dedicated well-equipped laboratory is required to be set up.</p> <p>Bacteriological Water Quality, Residual Chlorine needs to be monitored regularly on a daily basis both in WTP and also at Main Reservoir, Zonal Reservoir Locations and consumer points.</p> <p>Installation of chlorinators at major reservoirs to supplement the treatment provided at the treatment</p>	Greater Shillong Water Supply Project (Phase-III) for augmentation of Water supply to Shillong

Cities	Vision	Sectors	Strategies	Projects
			<p>plant so as to ensure adequate free residual chlorine at consumer end in order to improve the quality of water supplied.</p> <p>Completion of left over work of modernization and automation of pumping stations and WTP taken up by PHED. This will also reduce the cost on operation and maintenance of the existing scheme.</p> <p>System of water metering also required</p> <p>Institutional arrangements of water supply need to be integrated</p> <p>Construction of new dams to improve storage</p>	
		Sewerage	<p>Integrated Sewerage and Drainage system to be put in place</p> <p>Provision of a water-borne underground piped sewerage system</p> <p>Up-gradation of the septic tank system</p> <p>Provision of community toilets and public toilets</p> <p>Provision of private septic tank cleaning mechanism</p>	Drainage Master Plan for Shillong (Phase-I)
		Sanitation	<p>The main strategy in redressing the various issues and making the vision come true would lie in formulating a workable and effective Sanitation Master Plan. The main requirements for this would be</p> <p>Breaking the fecal oral route to restrict or refrain the pathogens present in the excreta from entering into the drinking water or food and Improving personal hygiene and hygiene practices through appropriate community awareness.</p> <p>To achieve this, the Master Plan would consist of two</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>major components: the hardware and the software. The hardware would consist of an effective sanitary sewerage system, of which the service can reach one and all.</p> <p>The software would consist of enactment of appropriate sanitation laws and bye-laws including revision of the existing ones wherever necessary; Timely and strict enforcement of the laws and bye-laws, both existing and those that would be enacted</p> <p>Revisiting laws related to land to enable the physical infrastructure grounded</p> <p>Monitoring and surveillance of the effective functioning of the system established;</p> <p>Capacity building of the management and technical personnel at various levels (of PHED, SMB and Dorbars) to enable them to handle the program from planning to implementation, operation and maintenance;</p> <p>Institutional restructuring, if necessary, to bridge the gap between the assets created and the services rendered;</p> <p>Community awareness through Information, Education and Communication (IEC).</p>	
		Solid Waste Management	<p>Increase storage facilities at source in commercial establishments</p> <p>Strict enforcement measures by municipality towards dumping in drains and streams.</p> <p>Proper bio-medical waste disposal practices to be followed</p> <p>Bio waste Treatment facility to be made functional</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Segregation of waste</p> <p>Door to door collection of waste to be promoted</p> <p>Regular sweeping of roads</p> <p>Scientific routing and scheduling of garbage trucks and optimum utilization of these available vehicles.</p> <p>Mechanization of collection and disposal</p> <p>Scientific sanitary landfill needs to be identified</p> <p>Enhance the capacity of the compost plant and support the marketing of compost for long-term sustainability.</p> <p>Assessment of a Private Partnership model and restructure it for viability and long-term interest of the project.</p> <p>One integrated body needs to be held responsible for management of solid waste at the institutional level</p> <p>Introduction of user charges & Increase official and community participation</p>	
		Storm Water Drainage	<p>To provide an effective and comprehensive drainage system to prevent flooding and inundation as well as any other disturbance, dislocation or disaster.</p> <p>The Drainage Master Plan would consist of two major components: the hardware and the software.</p> <p>The hardware would consist of an effective storm water drainage system, which would enable the storm water, even during the heaviest rain falls, to flow</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>easily through the drains off the dwelling areas without causing any flooding, inundation or any other type of disturbance, dislocation, disorder or disaster.</p> <p>The software would consist of Enactment and/or revision of appropriate laws and bye-laws; Timely and strict enforcement of the laws and bye-laws, both existing and those that would be enacted. Revisiting laws related to land to enable the physical infrastructure to be grounded: this is more relevant in view of the acute shortage of Government or MB land as well as the narrow roads; Capacity building of the management and technical personnel at various levels (of PHED, SMB and Dorbars) to enable them to handle the program from planning to implementation, operation and maintenance; Institutional restructuring, if necessary, to bridge the gap between the assets created and the services rendered;</p> <p>Community awareness through Information, Education and Communication (IEC).</p>	
		Urban Transport	<p>Reduce encroachment by vehicles and commercial activities</p> <p>Low operating speeds and checking environmental pollution</p> <p>Creation of adequate parking space</p> <p>Proper intersection and design and traffic management</p> <p>Building capacity of the road</p> <p>Put in place an efficient Public Transport system</p>	

Cities	Vision	Sectors	Strategies	Projects
			Pedestrian facilities like sidewalk and pavements to be put in place,	
		Landslide Prevention	<p>Construction of retaining structures such as retaining anchored walls and restraining piles</p> <p>Easing of pressure by excavation and</p> <p>Reconstruction of slope using reinforced earth and rock reinforcement.</p> <p>Erosion control measures and improvement in surface and subsurface drainage.</p>	
		Preservation of water bodies	<p>Construction of Retaining Walls along roadside</p> <p>Construction of boundary wall along Shillong Club</p> <p>Construction of drain for bypassing the wastewater of Shillong Club</p> <p>Desiltation of the Lake</p> <p>Landscaping and beautification works at Wards Lake</p> <p>Notification of Environmentally Fragile or Sensitive Zones and their prioritization especially degraded catchments, rivers, streams, springs and forest areas</p> <p>Reclamation of degraded catchments & Streams: Plantations in degraded catchments, reclamation of mining areas, removal of encroachments etc.</p> <p>Review and Strengthening of Catchment Protection Act and Rules</p> <p>Development controls, for preservation and protection of water resources and other environmentally fragile zones, through Landuse</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Master Plan and amendments in building byelaws restricting construction at high slopes, promoting provisions for water harvesting in building designs, restriction of construction near streams/springs, river flood bed and plains, forest areas and other environmentally fragile areas</p> <p>River front development of Wahumkhrah - beautification works viz. plantations, parks, fountains, landscaping works, pathways, lighting, removal of encroachments and rehabilitation of families residing on flood plains of river Umkhrah</p> <p>Removal of encroachments on streams and springs, river bed and flood plains</p> <p>Recharging/reclamation and rejuvenation of old ponds, wells, springs and streams (wherever possible)</p> <p>Development of Water Falls</p> <p>Afforestation in degraded catchments and other measures for reducing siltation of water bodies</p> <p>Preparation of comprehensive action plan, EIA & EMP for preservation and protection of water bodies and degraded catchments</p> <p>Awareness programmes for sensitizing common people</p>	
		Housing for the Urban Poor	<p>Integrated development of slums, i.e., housing and development of infrastructure projects in the slums in the identified cities.</p> <p>Projects involving development/improvement /maintenance of basic services to the urban poor.</p> <p>Slum improvement and rehabilitation projects.</p>	<p>Slum Rehabilitation at Nongmynsong, Shillong</p> <p>Housing for EWS, LIG and Urban Poor including slum rehabilitation at Nongmynsong, Shilong-Meghalays (Phase-II)</p>

Cities	Vision	Sectors	Strategies	Projects
			<p>Projects on water supply/sewerage/drainage, community toilets/baths, etc.</p> <p>Houses at affordable costs for slum dwellers/ urban poor/EWS/LIG categories.</p> <p>Construction and improvements of drains/storm water drains.</p> <p>Environmental improvement of slums and solid waste management.</p> <p>Street lighting.</p> <p>Civic amenities, like, community halls, childcare centers, etc.</p> <p>Operation and maintenance of assets created under this component.</p> <p>Convergence of health, education and social security schemes for the urban poor</p>	EWS Housing Units 168 Nos
Raipur	<p>A beautiful eco-friendly city for all.</p> <p>To provide high quality of civic services.</p>	Water Supply	<p>Goal: To develop and manage the existing water supply system into an efficient and equitable manner by providing quality water by adoption various techniques</p> <p>Strategies Involved :Providing Community Taps and Group Connections</p> <p>Provide installments to obtain new connections</p> <p>Cost recovery through adopting a differential pricing system</p> <p>Privatization of the water supply service</p>	<p>Augmentation of Water Supply Scheme including extended area of RMC</p> <p>Water Supply project for Naya Raipur</p>

Cities	Vision	Sectors	Strategies	Projects
			<p>Public Participation</p> <p>Customer Satisfaction through providing regular information service performance</p> <p>Water demand Planning</p> <p>Effective infrastructure management through policies and frameworks</p> <p>Rainwater Harvesting</p> <p>Maximizing the existing infrastructure facilities</p> <p>Effective Communication within the RMC</p>	
		Sewerage	<p>Goal: To develop and manage the existing sewerage system, by providing the sufficient sewer network, surface drains and suitable treatment plants, which will improve the quality of the city's environment.</p> <p>Strategy</p> <p>Sewerage coverage needs to be enhanced</p> <p>Wastewater should be reused and recycled</p> <p>70% O&M recovery for Sewerage should take place</p>	
		Sanitation	<p>Goal: to develop and manage a sanitary system by providing innovative technologies in design construction and involving community/NGO participation by collecting user charges which will reduce the financial burdens of the RMC</p> <p>Providing the sufficient number of toilet blocks in all parts of the city.</p> <p>Community participation for designing , construction of and maintenance of public toilets</p> <p>Cost recovery through user charges</p>	

Cities	Vision	Sectors	Strategies	Projects
		Storm Water Drainage	<p>Goal: The main goal is to align , develop and manage the existing nallahs and to give the high quality environment and sustainable economy to the local body</p> <p>Strategies: Construction and Alignment of existing nallahs/drains, Protection of Environmental, Resource, Public education and outreach, Storm Water Quality Website, Public Service Announcements, Impacts of Illegal Dumping and Littering, Public Education on Construction, Activities and New Development Activities, Education of School Children on the Importance of Water Quality, Public Involvement, Illicit Discharge Detection and elimination; Dry weather outfall inspection, Illegal Dumping Detection and Reporting; Develop a program for the identification, disposal and recycling of potentially hazardous materials, Construction Plans Review, Construction Related Public Reporting, Protection of Sensitive or Impaired Water Bodies, Street Sweeping, Collection of Debris and Litter Employee Training</p>	
		Solid Waste Management	<p>Goal: to provide the citizens an environmental friendly and sustainable waste management system with complete safe disposal facilities by putting waste reduction and recovery mechanisms.</p> <p>Strategy:</p> <p>Priority will be given to implementation of those projects whose master plans have already been prepared. This will reduce time wastage</p> <p>Shifting of the present dumping ground to a legal scientific MSW disposal landfill to restrict any further damage to the ground and surface water</p> <p>Procurement of mechanical equipments for cleaning ,</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>collection and transportation of wastes</p> <p>Encouraging drives for keeping the city clean and encouraging the segregation of wastes at source to the common mass</p> <p>Involving private sector participation in collection, transportation and treatment of MSW facilities</p>	
		Traffic and Transportation	<p>The goal is to provide a safe and reliable transport system that is sustainable, environmental friendly and to significantly improve the share and quality of the public transport service.</p> <p>Strategies: Comprehensive Traffic and Transport study for the entire RMC region.</p> <p>Traffic and Transportation Management using G.I.S and GPS Technologies</p> <p>Providing an effective Public Transport System</p> <p>Junctions and Traffic Signals Improvement Grade Separators</p> <p>Traffic Signs and Markings</p> <p>Parking Management</p> <p>Road Widening and Link roads</p>	
		Housing for the Urban poor	<p>Goal: to be a city without a slum by 2020</p> <p>Strategy: Development of a comprehensive database Institutional arrangements for convergence of programs Slum improvement and relocation</p>	<p>Basic service to the urban poor staying in slums at various locations in Raipur city (Location 1-15), chhattisgarh.</p> <p>Basic service to the urban poor staying in slums at various locations in Raipur city (Location 16-30), chhattisgarh.</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Basic service to the urban poor staying in slums at various locations in Raipur city (Location 31-45), Chhattisgarh.</p> <p>Basic service to the urban poor staying in slums at various locations in Raipur city (Location 46-61), Chhattisgarh.</p> <p>BSUP scheme at Raipur Phase-II, 1136 DUs</p> <p>BSUP Scheme at Naya Raipur, Chhattisgarh</p>
Patna	<p>Patna shall be a modern, vibrant and efficient urban area.</p> <p>Patna will be physically, socially, economically and environmentally sustainable.</p> <p>Patna will act as a catalyst for development of the entire state, especially its immediate hinterland.</p> <p>Patna will be a symbol of the heritage of Bihar.</p>	Slum Development & Urban Housing	<p>Need for a state slum policy for integrated development of slums</p> <p>Need for dependable data</p> <p>Building of infrastructure</p> <p>need for an integrated response</p> <p>Dwellers participation to deal with the problems of the urban poor</p> <p>Providing access to basic amenities</p> <p>Creating a clean and hygienic environment surrounding the dwelling units</p> <p>Creating employment opportunities</p>	<p>Detail Project Report for BSUP Scheme at Phulwari Sharif (Phase-I) under Patna Urban Agglomeration</p> <p>Detail Project Report for BSUP scheme at Danapur (Phase-I) under Patna Urban Agglomeration</p> <p>Detailed Project Report for BSUP Scheme at Khagaul (Phase-I) under Patna Urban Agglomeration</p> <p>Detailed Project Report for BSUP for 2500 new dwelling units through Rehabilitation at Patna (Phase-I)</p> <p>Detailed Project Report for BSUP for 2000 new dwelling units through Rehabilitation at Patna (Phase-II)</p> <p>Detail BSUP scheme at Danapur (Phase-II) under Patna Urban Agglomeration</p> <p>Detail Project Report for BSUP scheme at Patna (Phase-III)</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Project Report for BSUP scheme at Patna (Phase-IV), Patna</p> <p>Construction of 416 New Dus at AdalatGanj ,Patna</p> <p>Construction of 992 New Dus at Sector - I,Phase -V West Patna</p> <p>Construction of 992 New Dus at Sector - 2,Phase -V West Patna</p> <p>Construction of 928 New Dus at Sector 3,Phase -V West Patna</p> <p>Construction of 928 New Dus at Sector 4,Phase -V West Patna</p> <p>Construction of 992 New Dus at Sector 1,Phase -V I South Patna</p> <p>Construction of 832 New Dus at Sector 2,Phase -V I South Patna</p> <p>Construction of 928 New Dus at Sector 3,Phase -V I South Patna</p> <p>Construction of 928 New Dus at Sector 4,Phase -V I South Patna</p>
		Heritage and Tourism	<p>There is a need for consolidation of the heritage and tourism sites in Patna Urban Agglomeration area.</p> <p>The Archaeology preservation laws have to be dovetailed into the conservation instruments and which incorporate preservation. Conservation enables adaptive re-use and encompass sites and buildings upto the present times.</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>A concentration of listed sites or buildings leads to a heritage precinct or area. A heritage conservation ward plan would be ideal in such a situation.</p> <p>Surrounding infrastructure to be maintained properly and upgraded</p> <p>Creation of heritage awareness in Patna</p>	
		Water Supply	<p>Utilize High surface potential of the river Ganga</p> <p>The supply needs to be uniform and the networks and pipelines to be replaced so as to reduce leakage etc</p> <p>Location of existing pipelines need to be rethought and integrated water supply plan needs to be put in place</p> <p>Separate drinking water and sewage pipeline intercession to avoid contamination of water</p> <p>Increase coordination between agencies operating the production, supply and distribution.</p> <p>The tariffs have to be viable and full cost recovery is the target</p> <p>Increase pressure in municipal water that is supplied to residents</p> <p>Construction of Overhead Water Tanks to increase water storage system</p>	<p>Phulwarishariff Water Supply Scheme</p> <p>Khagul Water Supply Scheme</p> <p>Danapur water supply Project</p> <p>Improvement and augmentation of water supply system of Patna city</p>
		Sewerage and Sanitation	<p>Increase coverage of underground sewerage system and reduce dependence on septic tanks which cause contamination</p> <p>Increase the number public conveniences in the city and levy user charges</p>	

Cities	Vision	Sectors	Strategies	Projects
			Prevent Rainwater from entering the drains	
		Storm Water Drainage	<p>Check that the sewerage drains are in place and see that households do not connect the storm water drains to sewerage</p> <p>To check the Agamkaun nala and the siltation</p> <p>Upgrade the existing drainage and use to capacity</p> <p>Increase coordination between agencies operating the production, supply and distribution.</p> <p>Reduce/Prevent encroachments</p>	
		Roads and Traffic	<p>Streetlights to work and be placed at all major roads</p> <p>Provision of flyovers for reducing congestion on roads</p> <p>100 percent coverage of PUA by public transport system</p> <p>Intelligent transportation systems to be considered for PUA</p> <p>LRTS required for PUA</p> <p>Development of city circular road parallel to Ganga River</p>	
		Solid Waste Management	<p>Check indiscriminate disposal of waste by residents</p> <p>Placing of dustbins all over the city</p> <p>Applying Modern Waste Collection technology</p> <p>Segregation and Recycling of waste must be practiced</p> <p>Efficient and Scientific dumping of waste in the</p>	<p>Municipal Solid Waste Management for Patna town</p> <p>Integrated Solid Waste Management in Patna UA Towns</p>

Cities	Vision	Sectors	Strategies	Projects
			landfill site	
		Economic Development	<p>Industrial development to be promoted in smaller cities.</p> <p>Convention centres and exhibition spaces along lines of Pragati Maidan to be developed.</p> <p>Management Schools and educational institutes.</p> <p>State of art medical facilities is to be developed in the city.</p>	
		Urban Environment	<p>Need for more open spaces in city</p> <p>Need for city level stadium and parks</p> <p>Increase in green cover of city required.</p> <p>Urban forest needed for city</p> <p>Landscaping along the roads as part of avenue plantation</p> <p>River front development to increase the green spaces</p>	
		Other	<p>Satellite towns to be developed</p> <p>Disaster preparedness plan in case of fire needed for city.</p> <p>Fire fighting infrastructure required for city</p> <p>Modernization of fire fighting system for city</p> <p>Training of Government Officials</p> <p>Mass awareness of citizens on city planning and waste management</p>	

Cities	Vision	Sectors	Strategies	Projects
			River Development Front	
Bodhgaya	<p>To have a Spiritual ambience and at the same time have the infrastructure of a vibrant, thriving town where the local community can live, work and enjoy a high quality of life.</p> <p>To have adequate provision of pilgrim facilities to cater to the religious/ pilgrim nature of the town.</p> <p>To emerge as a cultural and educational hub for the region by 2030 AD.</p> <p>To have a serene, verdant ambience.</p> <p>To become a healthy, green and a safe town full of social, economic and cultural vitality.</p> <p>To have adequate infrastructure and facilities to meet its future needs.</p> <p>To provide a high quality of life to its residents.</p>	Water Supply	<p>Reduce Gap between Water Demand and Water Supply</p> <p>Increase coverage of water supply</p>	Bodhgaya Water Supply Project
		Sewerage	<p>Introduction of a fully functional sewage system</p> <p>Organised system to be established for collection , transportation and disposal</p> <p>Closing of open drains to reduce sanitation problems</p>	Sewerage scheme for Bhodhgaya Nagar Panchayat
		Stormwater Drainage	<p>Improving existing water drainage</p> <p>Covering the uncovered parts of drainage</p> <p>Proper maintenance of Storm Water Drains</p> <p>Segregating Solid waste from Storm water drainage</p>	
		Solid Waste Management	<p>Put in place an organized system for collection of solid waste</p> <p>Transportation in covered vehicles</p> <p>A well defined system for disposal of solid waste also needs to be put in place.</p>	
		Electricity	Reduce electric losses	
		Housing	Increasing the number of houses for the urban poor	Bodhgaya (Phase-I), Bihar

Cities	Vision	Sectors	Strategies	Projects
	<p>To emerge as a centre of learning for the entire region, with high quality educational and health infrastructure.</p> <p>To have a balanced growth.</p> <p>To be self- sufficient, able to meet the needs of the local community and the pilgrims.</p> <p>To be empowered with better and self-sufficient institutions to make this vision possible.</p>			
Ranchi	<p>Urban Renewal of the present city.</p> <p>Delineation of the Ranchi Metropolitan Region Area</p> <p>Preparation of Master Plan for Ranchi Metropolitan Regional Area</p> <p>Up-gradation of RRDA into Ranchi Metropolitan</p>	Water Supply	<p>Increase Water Supply coverage to 95%</p> <p>Reduce the NRW to 10-15%</p> <p>Preparation of a Comprehensive Water Sector Development Plan.</p> <p>Installation of a Metering System Payment in installments scheme for Water Supply for the BPL strata</p>	Water Supply project for Ranchi
		Sanitation	Providing the sewerage system throughout the city by laying the sewerage network, sewage treatment before disposal and provision of public toilets complexes at public places and in slums for hygiene purposes and	

Cities	Vision	Sectors	Strategies	Projects
	<p>Region Development Authority (RMRDA), by Enactment of Ranchi Metropolitan Region Area Development Act, including a coordination system for various bodies performing under this area.</p> <p>Establishment of the State Capital Region (SCR) and Preparation of Comprehensive Regional Development Plan.</p> <p>Enactment of a comprehensive Jharkhand State Capital Region Planning Board Act (JSCRPB), on the lines of NCR Planning Board Act.</p>		environmental sanitation.	
		Drainage	<p>Restructuring & lining of the present remaining drains</p> <p>Desilting of all drains to avoid choking with grass, silt ,solid waste & sullage</p> <p>Construction of additional drains in new areas</p>	
		Solid Waste Management	<p>Organizing house- house collection of municipal solid waste</p> <p>Community bin collection for the slum and low income community on a regular pre-informed timings and schedule</p> <p>House to house collection</p> <p>Collection of waste from hotels , restaurants , office complexes and commercial areas on a regular basis</p> <p>Encourage performance based incentives to enhance efficiency and output</p> <p>Segregation of Municipal Waste</p> <p>Bio medical wastes and hazardous industrial wastes to be segregated from municipal solid wastes for separate incineration</p> <p>Bio degradable waste to be collected separately and managed</p> <p>Collected waste from residential and other areas to be transferred to community bin by hand driven container carts</p> <p>Horticulture, construction or demolition wastes to be separately collected and disposed off in a separate landfill site for future use.</p>	Solid Waste Management Project

Cities	Vision	Sectors	Strategies	Projects
		Heritage & Tourism	<p>Formation of a nodal agency [Heritage and Water Body Conservation] to head all heritage conservation sites, tourist spots, temples & water body rejuvenation and tourist information system under RMC for direct control over all issues managing committees and organizations</p> <p>Public awareness about lake rejuvenation & Restriction of traffic on access road to the important areas like Ranchi Lake.</p> <p>Plantation of lake catchment areas to reduce flash floods</p> <p>To prevent grazing ,catchment area should be protected</p> <p>Implementing soil and water conservation measures</p> <p>Provision of water monitoring</p> <p>Provision of Public facilities</p>	
		Urban Transport	<p>Encouraging shift towards a Mass Transit System and minimizing the use of personalized vehicles.</p> <p>High capacity bus service to connect major institutions, hospitals, capital city station, airport and industrial area</p> <p>Alternates for Mass Transit System such as a minibus shuttle service</p> <p>Improvement of all major arteries</p> <p>Proper geometric design of rotary and island at intersections. Based on traffic volume and space availability incorporation of other road signs</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Provision of automatic signal system based on traffic volume where space is a constraint.</p> <p>Identifying Missing Links</p> <p>Road space management by restricting use of road space by heavy vehicles and private cars in congested areas in rush hour.</p> <p>Providing authorized parking spaces in order to reduce encroachments on roads. Facilitating a smooth flow of traffic through signals ,signs , one way streets and speed control</p> <p>Road safety and pollution checks</p> <p>Providing facilities for pedestrian and cycle travel</p>	
		Housing for the Urban Poor	<p>Mitigating existing housing problems</p> <p>Decentralization of the industrial units and other non-conforming uses to outside locations from the central core area of the town specially earmarked for this purpose and areas so vacated.</p> <p>New housing projects to be undertaken dedicated for relocation of households from congested areas</p> <p>Housing projects to be conceived and launched catering to the various income groups to facilitate relocation</p> <p>Review of bye laws, development norms and legal process to be done towards ensuring an appropriate proportion of HIG, MIG, LIG and EWS households</p> <p>Future housing projects should aim at meeting the paying capacity of the urban poor</p>	6 housing projects

Cities	Vision	Sectors	Strategies	Projects
			Effective Land Acquisition and Undertaking a formal housing scheme.	
Bhubaneswar	<p>Achieving holistic and sustainable development through improved urban governance.</p> <p>Adequate levels of service provision and delivery.</p> <p>Reform driven urban management leading to making the city resource rich, vibrant in economy, clean, green, comfortable, safe and enjoyable place to live in.</p>	Water Supply	<p>Planning and capacity augmentation for adequate and equitable water supply and related capital investment</p> <p>Water supply system for uncovered areas to make the coverage of 100 percent.</p> <p>Implementing the continuous system of water supply which requires lower interim storage and volumetric flow rates through supply mains as compared to the intermittent supply</p> <p>Improvement of operation and maintenance of system</p> <p>Performance Monitoring - energy audit, leak detection , NRW studies , water quality etc.</p> <p>Institutional Strengthening and Capacity Building</p>	
		Sewerage	<p>Rehabilitation of sewage collection system in sewerred areas</p> <p>Sewage collection and conveyance system for uncovered areas</p> <p>Integration of existing and proposed LCS & community toilets to UGSS - the capital investment for proposed units is covered under the Urban Poor and Slum upgrading Component</p> <p>Treatment of sewage decentralized advanced systems</p> <p>Re-use of treated wastewater</p> <p>Performance monitoring - energy audit , quality etc</p>	Integrated Sewerage Project

Cities	Vision	Sectors	Strategies	Projects
		Storm Water Drains	<p>Removal of encroachments along major and minor drains</p> <p>Rehabilitation of Existing drains</p> <p>Expansion of drains to uncovered areas</p> <p>Awareness Programs to prevent solid and liquid waste dumping into drains</p>	Storm water drainage for Bhubaneswar
		Roads/ Transport	<p>Improvement of existing road networks for present and future requirements</p> <p>By pass roads for National Highways</p> <p>Flyovers and Subways at major intersections</p> <p>Study of city wide parking requirements and development of parking infrastructure</p> <p>Feasibility study for implementation of a city wide public surface transportation system</p>	
		Streetlights	<p>Upgrading Streetlights in existing areas which essentially entail replacement of fluorescent lights with sodium vapor or equivalent lamps and installation of high mast cluster lighting at important junctions that are presently not covered with such lighting arrangements.</p> <p>New street lights for uncovered areas</p> <p>Power consumption management and energy efficiency measures</p> <p>Development of a General Lighting Plan</p>	
		Solid Waste Management	<p>Comprehensive Solid Waste Management Scheme</p> <p>Minimization of Generation of Solid Waste</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Source segregation of municipal solid waste</p> <p>Augmentation and expansion of existing waste transportation system</p> <p>Municipal Solid Waste Treatment and Disposal</p> <p>Regulation of recyclable waste handling and reuse</p> <p>Proper handling and disposal of slaughterhouse and related wastes</p>	
		Conservation of Water Bodies	<p>Identification of Water Bodies within BMC limits for conservation</p> <p>Rehabilitation of existing water bodies such as Bindu Sagar Lake etc</p> <p>Re-development of areas adjoining water bodies for community use</p> <p>Development of catchment facilities , water quality maintenance and groundwater recharge</p>	Conservation of the Heritage Tank of Bindusagar in Bhubaneswar city
		Housing for Urban Poor	<p>Development of Comprehensive Slum Upgrading policy to identify, notify and upgrade the slums with clear assignment of responsibilities</p> <p>Finalization of parameters for listing and categorization of slums as tenable and non tenable</p> <p>Establishment of a sustainable ,continuous and non lapsable fund flow for slum improvement program</p> <p>Appropriate institutional arrangements for transfer of land from GA Department of the GoO to BMC for undertaking slum improvement schemes & housing for the urban poor</p> <p>Exploration of the possibility of land acquisition for slums located on private land</p>	

Cities	Vision	Sectors	Strategies	Projects
Puri Puri	A vibrant sustainable city with a unique heritage and rich legacy. A caring and inclusive city Green and environmentally sensitive city. A city of distinct and livable communities. An innovative city where prosperity is shared with all. A responsible and responsive city A Healthy and Active City	Solid waste management	Assess the viability of solid waste and energy recycling facility operation within the municipality Encourage reuse of waste	
		Heritage	Use the Nabalkar as an opportunity to create new international links and relationships use overseas tourism offices to connect Puri businesses with sources of international finance and enterprise Explore opportunities for partnership under the Sister cities , resource cities etc Promote travel Develop Heritage walks Enhance landscaping and recreational access along the river belt Pursue potential for use of Puri's open space for recreational activity Enhance Gandhi park to provide sea view frontage	
		Trade and Commerce	Develop bio-park key centres for commercialization of medical and biotechnology research Support the development of emerging digital design technologies and skills near to Raghupur Heritage Village Development of a tourist village near the sea front Expand tertiary education services and facilities Pursue startup innovative enterprise forums Recognize and reward excellence	
		Storm Water	Integrate the nala system	

Cities	Vision	Sectors	Strategies	Projects
		Drains		
		Other Urban Transport	<p>Direct Bus Services to and from Bhubaneswar Airport</p> <p>Develop the centre city connected with the tram city</p> <p>Improve rail access to and integration with Bhubaneswar</p> <p>Develop regional rail links to other parts of the State to enhance fast rail interstate links</p> <p>Develop double lane system of rail tracks between Bhubaneswar and Puri</p> <p>Develop four lane systems with exclusive bicycle and pedestrian path between Bhubaneswar and Puri</p> <p>Improve minimization of environmental impact by transport</p> <p>Upgrade town bus services routes on Baba Danda and adjoining areas</p> <p>Extend public transport to Konark</p> <p>Improve the standard of facilities at major areas</p> <p>Enhance transport infrastructure associated with the Rath Yatra</p> <p>Modernize ticketing systems</p> <p>Establish a rapid transit system to Bhubaneswar and Berhampur area</p>	
		Roads/ Transport	<p>Extend the bicycle network throughout the City to Marine Drive and other areas</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Develop pedestrian /cycle links between the Temple area and Sea Beach Handicrafts village etc</p> <p>Introduce a consistent pedestrian signage system</p> <p>Create a new ring road</p> <p>Revamp the Grand Road</p> <p>Enhance the boulevard look of VIP street</p>	
		Health Sector	<p>Set up community health centres at every ward</p> <p>Improve service provision at every level</p>	
		Water Supply	<p>Establish best practices standards in water efficient designs for both commercial and residential complexes.</p> <p>Develop and implement water conservation methods</p>	24x7 Piped Water Supply to Puri Town
		Housing	Providing housing to the urban poor	2 BSUP Projects
		Environment	<p>Advocate investment in renewable sources of energy</p> <p>Reduce the city's greenhouse gas emissions</p> <p>Increase the city's capacity to service emissions</p> <p>Establish best practices standards for energy efficient designs for both commercial and residential complexes.</p> <p>Develop river catchment strategy and planning</p>	
		Tourism	<p>Build world class international convention centre</p> <p>Enhance links to museums, temples, Mathas ,Ancient Tanks</p> <p>Enhance directional signage for key city attractions</p>	

Cities	Vision	Sectors	Strategies	Projects
Ahmedabad	<p>‘Vibrant, productive, harmonious, sustainable and environmental friendly, clean and livable city having a responsive local government offering its citizens a good quality of life’ is the vision the citizen conceived for Ahmedabad. In essence the citizen said: ‘Ahmedabad – A Vibrant City, a City of Quality Life for all’.</p>	Water supply	<p>Ensure Source Security</p> <p>To Reduce / Eliminate use of ground water dependency and limit use of ground water (Drought / Emergencies) and Develop Multiple Sources /Contingencies need to be built up Rationalization of System Operation by redesign (Source to Distribution area (Minimize distances)</p> <p>Strengthen Water Quality Monitoring System by developing additional laboratories monitoring water Quality regularly</p> <p>Use efficiency through introduction of water audit</p> <p>Take Initiatives for ground water recharge and water recycling</p> <p>Introduce water pricing to discourage its wastage</p> <p>Geo-hydrological study to be conducted for sustainable withdrawal of water and regulate ground water extraction through licenses etc.</p>	<p>Pipeline from Narmada Main canal to Kotarpur WTP; 330 MLD Intake Well in Sabarmati river near Kotarpur;</p> <p>Water Treatment Plant at Rasaka</p>
		Solid waste	<p>To make 100% collection of waste in a segregated manner through door-to-door collection system, & Integrate Rag pickers role in collection, Sweeping of street in day and night shifts</p> <p>Dispose the waste in a scientific manner with large scope for reuse and recycle including conversion of waste to resource</p> <p>Achieve efficiency in operations through participatory collection/ disposal system</p> <p>Special attention to ‘slums’, markets and sweeping of roads is given in the process of designing systems</p>	Solid Waste Management in Ahmedabad

Cities	Vision	Sectors	Strategies	Projects
			<p>Communication Strategy and User Group Formation</p> <p>Out sourcing of secondary collection & transportation; Management contract for land fill & Waste to Energy; Develop PPP for mechanized street sweeping</p>	
		Development and growth management	<p>The City has the history of adhering to formal planning process. Plans have been prepared regularly and sanctioning done in time</p> <p>Further for smaller areas TPS have been prepared.</p> <p>Integrated land use-transport planning is envisaged as part of METRO project, BRTS Project, Riverfront Project</p> <p>A new township between Ahmedabad and Gandhinagar is proposed</p> <p>A Street Vendor Policy has been drafted</p> <p>A Slum Policy has been drafted</p> <p>Plans for redevelopment of unused /vacant textile mill land is underway</p>	
		Sewerage	<p>To expand sewerage system coverage to 100% (Collection)</p> <p>To Treat all the wastewater to prescribed standards (Inland disposal standards)</p>	<p>Renovation of Existing Sewage Treatment Plant at Pirana</p> <p>Renovation of Sewerage Treatment Plant at Vasna</p> <p>Terminal Sewerage Pumping Station, Pumping Main and Sewage Treatment Plant near Vinzol for East AUDA Area</p> <p>West AUDA Area Terminal Sewerage Pumping Station, Pumping Main and Sewage Treatment Plant near Vasana</p>

Cities	Vision	Sectors	Strategies	Projects
				Sewerage Network of West AUDA area of Ahmedabad UA
				Sewerage Network of East AUDA area of Ahmedabad UA
		Storm water drainage/ urban watershed	<p>Provide Recharge facilities inside Lake</p> <p>Protection of bank of Lake</p> <p>Slum relocation by providing housing facilities elsewhere</p> <p>Storm water drains to be drained in the Lakes</p> <p>Excess water is to be drained off</p> <p>Recharging from Narmada Canal System</p>	<p>Storm Water Drainage System for West Zone of AMC area</p> <p>Storm Water Drainage for South and Central zones of AMC area, Ahmedabad</p> <p>Storm Water Drainage for North and East Zones of AMC area Ahmedabad</p> <p>Catchment Development and Drainage for Water Bodies Development and flood Relief Project</p>
		Urban poverty	<p>Slum Networking: Access to all at acceptable standard house, owned or rented within the plan period. The target is to move towards a City without slums</p> <p>Chawl Reconstruction Programme</p> <p>Weaker section Housing: In the periphery proposals to build and relocate households from lakes and road land, and also create affordable housing</p>	<p>Houses for urban poor (EWS) at Ahemdabad (Phase-I), Gujarat</p> <p>DPR for construction of Housing for the urban poor (EWS) at 8 Location of vastral & Nikol near Peripheral areas of Ahmedabad (Phase-II).</p> <p>DPR for Construction of Housing for the urban poor (EWS) at various Location in Ahmedabad Municipal Corporation (Phase-I)</p>
		Urban transport	<p>A Regional sub-urban rail system connecting suburban areas to the city</p> <p>A Metro System connecting Gandhinagar and Ahmedabad</p> <p>A Bus Rapid Transit System</p>	<p>Construction of four lane ROB in lieu of L.C.No.5a at Omkar Crossing on Ahmedabad-Himatnagar M.G. Railway line between Station Kalupur and Naroda</p> <p>Construction of Railway over Bridge No.132 ft. Ring Road near Dakshini Societyn over B.G. Railway lines between</p>

Cities	Vision	Sectors	Strategies	Projects
			<p>A regular Bus System</p> <p>Action plan: All major roads to be developed to their full Right of Way</p> <p>Increase degree of connectivity to 100%</p> <p>Improve connectivity to the peripheral areas of North, East and South zones</p> <p>Completion of Ring road</p> <p>Implementation of junction improvements as proposed by the Traffic Management Plan to streamline traffic flow</p> <p>Implementation of parking facilities at Manek Chowk and Prem Darwaja</p> <p>Alternate site location for the ST station</p> <p>Appropriate pedestrian facilities to be developed on the major roads having significant pedestrian cross traffic</p> <p>Implementation of the flyovers to ensure smooth flow of traffic along major roads wherever they are absolutely necessary</p>	<p>Maninagar and Vatva Rly. Station</p> <p>Construction of Railway over Bridge on Ahmedabad Botad M.G. Railway line at Shreyas Crossing on 122 ft. Ring Road</p> <p>Construction of four lane Bridge across River Sabarmati connecting Vasna and Pirana 122 road</p> <p>Construction of four lane ROB in lieu of No.306 on Ahmedabad-Mumbai B.G. Railway line at Ambica Tube crossing between Station Vatva and Maninagar</p> <p>Construction of six lane flyover bridge on SOLA (AEC) junction at Ahmedabad</p> <p>Construction of four lane bridge on Sabarmati-Viramgam B.G. Railway line, Ahmedabad</p> <p>Construction of four lane flyover bridge on Shivranjani junction at Ahmedabad</p> <p>Construction of six lane flyover on Memnagar junction at Ahmedabad</p> <p>Construction of Major and Minor Radial Roads Phase-I in AUDA Area</p> <p>Bus Rapid Transport System- Construction of 12 Km. long stretch (Stretch-1 of first phase) BRT Roadway and Carrying out detailed studies and engineering of remaining stretches</p> <p>Bus Rapid Transit System (stretch of 46 km)</p>

Cities	Vision	Sectors	Strategies	Projects
				BRTS Phase-II
		City development	Develop Bhadra Area & other City Heritage Conservation, Make Vehicle Free Zone Development and Create City Tourist/Heritage Centre	
		Social amenities - health and education	Ensure accessibility of the people, especially the poor, to various social amenities and facilities	
		Urban governance	Efficient management for increasing administrative responsibilities and the welfare activities through e-governance	
		Urban environment	To improve environmental conditions To reduce vulnerability To facilitate recharge of ground water	
Vadodara	Making Vadodara a vibrant city through economic sustainability and highest standards of service delivery in the country	Economic Development	Facilitate the development of infrastructure Explore feasible areas of public private partnership in industrial and commercial development	
		Water supply	Provision of continuous, adequate and potable water to its citizen Prepare and update distribution network plan Capacity building for project formulation, implementation, coordination, monitoring and evaluation and use of GIS Reduction in system losses Augmentation of water sources for future requirement	Water Supply Source augmentation Source augmentation for water supply (Canal Based) Vadodara (Gujarat) Phase - II Basic Services to developing rehabilitation of Kaans in Vadodara city (a) storm Water drainage sector (b) water supply sector Supplementary DPR for Water Supply in Ajwa Zone of Vadodara City

Cities	Vision	Sectors	Strategies	Projects
				Restoration and strengthening of Sayaji Sarovar Partappura System, Vadodara
		Sewerage	<p>Treat sullage water before letting it into the river Vishwamitri and reuse the treated water for plants along riverbanks</p> <p>Regularize and enforce a proper mechanism for disposal of sullage into the river and other water bodies in the city</p> <p>Take corrective actions and organize routine checks</p> <p>Encourage community participation of NGOs in maintaining the community toilets</p> <p>Use GIS for effective maintenance and corrective actions</p> <p>Train sewerage staff to keep them abreast of the latest sewerage techniques and technology</p> <p>Conduct special campaigns to promote awareness among residents on the necessity to avail of house service connections</p>	<p>Sewerage System for Vadodara city</p> <p>Sewerage systems Phase-II for Vadodara City</p>
		Roads and traffic management	<p>Improve circulation network, add parking facilities and undertake improvement of junctions and road geometric to ensure the unhindered flow of traffic</p> <p>Upgradation of all un-surfaced roads to surfaced roads</p> <p>Junction improvement including improvement of road geometric to ensure the smooth and safe flow of traffic at select junctions</p> <p>Decongest and improve parking facility</p> <p>Protect environment by use of CNG</p>	<p>Construction of 4 Lane RoB Across Ahmedabad-Mumbai B.G Line at Railway Km. 399/41 between Station Vishwamitri and Makarpura near D-Cabin Navayard on 24.0 M. Road at Vadodara city</p> <p>Construction of 2 Lane RoB Across Ahmedabad-Mumbai B.G Line at Railway Km 395/10 between Station Vadodara and Makarpura near Dinesh Mill at Vadodara</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Construction of ROB in lieu of existing level crossing No.2 between Station Pratapnagar Jambusar (NG) Section at Railway Km.1/15 to 2/1 near Lalbaug at Vadodara</p> <p>Construction of Road over Bridge across Vadodara-Jambusar N.G. Railway Line at Rly.Km.2/3-4 in lieu of Railway crossing No.2 between Station Vishwamitri and Jambusar on 40m wide Ring Road at Kalali</p>
		Storm water drainage	<p>Expansion of drainage service area and augmentation of existing system by adopting advanced techniques</p> <p>Check dams and depression/ lakes to be designed for increasing ground water table and storm water holding points</p> <p>Linking of drainage with ecology and green networks</p> <p>Undertaking rehabilitation work, including desilting, removal of garbage and clearance of weeds</p> <p>To ensure all the roads are facilitated with proper drainage network</p>	Storm Water Drainage of Vadodara city
		Solid waste management	<p>Propagate concept of waste minimization at the household level and advocate methods of home compost and dispensation of waste generation habits</p> <p>Modernization of collection system</p> <p>Door-to-door collection and source segregation</p> <p>Organize and conduct awareness campaign for waste minimization, source segregation and recycling</p>	Solid Waste Management for Vadodara

Cities	Vision	Sectors	Strategies	Projects
		Housing		<p>Housing Development and Upgradation of Slums (Housing Development) Vadodara, Phase-I, Gujarat</p> <p>BSUP, in-situ project of housing development and slum upgradation phase-III,2009</p> <p>Detail Project Report for "Housing Development and Upgradation of Slums (Housing Development) Phase-II:2008-10</p>
		Environment	<p>Evolve an action plan to identify sources of emission, quantify the concentration of the pollutants and devise a mechanism to mitigate the levels of concentration</p> <p>Plant appropriate tree species, and/or to ensure that biodiversity conservation</p> <p>Identify sites and develop procedures and methods for the disposal of hazardous wastes</p> <p>Maximize re-use and re-cycle sewage and trade effluent on land for irrigation and industrial purpose</p> <p>Stop pollution of water through reduction in discharges of waste into water bodies</p> <p>Minimize the adverse effects of pollution by selecting suitable locations for the establishment of new industrial projects</p> <p>Co-ordinate with other agencies to encourage CETP and treatment stabilization disposal facilities</p> <p>Co-ordinate with allied institutions to create</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>environmental awareness</p> <p>Lay down disposal standards as well as gaseous emission standards to control pollution</p>	
Pune	<p>To become an economically vibrant and sustainable city with diverse opportunities and rich culture.</p> <p>To provide a safe and liveable environment with good connectivity to all the citizens.</p>	Urban Renewal	<p>Physical development needs to be controlled and planned</p> <p>Rivers and lakes pollution levels need to be checked so that the water can be used instead of unmonitored dumping of sewerage and misuse of water</p>	
		Traffic and Transportation	<p>Widening of roads in the central and core areas of the city to reduce the problem of congestion</p> <p>Adequate grade separation to ensure road safety</p> <p>Improving the road surface quality</p> <p>Marking the roads with signage and appropriate safety measures such as lighting and other visibility enhancement parameters</p> <p>Checking encroachments on footpaths</p> <p>Applying access control measures and other such traffic management measures</p> <p>Providing a effective Public Transport System</p> <p>Provision for organized parking facilities in the city</p> <p>Creating a certain amount of civic sense among the people</p> <p>Improving coordination between the various agencies involved.</p>	<p>BRT Pilot project for Pune city (Katraj Swargate Hadapsar Route 13.6 Km)</p> <p>Bus Rapid Transport system (Development of Infrastructure for Commonwealth Youth Games, 2008)</p> <p>BRTS corridor for Mumbai-Pune Highway (8.5 km) and Audh Rawet Road (14.5 Km)</p> <p>Bus Rapid Transit (Phase I) for Pune city</p> <p>Improvement and strengthening of New Alandi Road as BRT corridor for Pune (13.9 Km. from Vikrantwadi to Dighi-Octroi Naka)</p> <p>PCMC - BRTS Corridor-Kalewadi-KSB Chowk to Dehu-Alandi Road Trunk Route 7</p> <p>PCMC-BRTS Corridor-Nashik Phata to Wakad (Trunk Route No.9)</p>

Cities	Vision	Sectors	Strategies	Projects
				Construction of pedestrian subways (3 Nos.) and vehicular underpass (1 No.) at Nagar Road Subway on Westerly Bypass at Baner junction Approach Road to Sangamwadi bridge
		Water Supply	Check pollution of river and raw water by people living on either side of the banks of a river Equitable distribution of water Reduce leakage through the pipelines Energy audit and increasing efficiency Increase number of house connections	PCMC-Water Supply proposals (4 Nos.) for Pimpri Chinchwad Water Supply PCMC-Water Supply proposals (4 Nos.) for Pimpri Chinchwad PCMC - Water Supply Phase-II
		Sewerage and Sanitation	Increase coverage of sewerage line Treat all the sewage and prevent dumping in the river Additional sewage treatment capacity to be built Incorporation of a more rigorous system of user charges	PCMC-Sewerage proposals for Pimpri Chinchwad PCMC- Sewerage System (Phase-II) for PCMC Augmentation and Upgradation of Sewage Treatment Plants and Pumping Station River Improvement
		Solid Waste Management	Organized practice of waste storage and segregation at source Integration of solid waste collection by covering all wards through door-to-door collection As rag pickers are collecting and segregating waste, PMC will develop a wholesale scrap market and explore provision for facilities in each ward for waste segregation.	PCMC-Solid Waste Management - Pimpri-Chinchwad

Cities	Vision	Sectors	Strategies	Projects
			Promotion of civic education	
		Storm Water Drainage	Needs to undertake a comprehensive storm water drainage master plan study before implementing any drainage system, which would need to capitalize on the natural drainage features and identify drain improvement and augmentation requirements based on rainfall pattern and intensity and local flooding characteristics	<p>Construction and Improvement of Drains to prevent contamination of natural water bodies and development of Heritage sites along in Pune (Environmental Restoration/ Preservation of Mula Mutha River Ecos)</p> <p>Renewal and Management of Sewerage and Drainage Disposal System in Pune (Augmentation of Weris, Restoration of Lakes Bio-remediation and Landscaping of Nalla and Rivers)</p> <p>PCMC - Storm Water Drains (Phase-I)</p> <p>Storm Water Drainage Project for Pune City Phase-1</p>
		Housing for the Urban poor	Rehabilitation of slum dwellers currently staying in vulnerable areas and in proposed project locations, in-site improvements and access to basic services and amenities	<p>Integrated Rehabilitation Project for Urban Poor Slums in Ecologically Dangerous locations in the city of Pune, Maharashtra</p> <p>Integrated Rehabilitation Project at Pimpri Chinchwad(Phase-I), Pune, Maharashtra</p> <p>Integrated Rehabilitation Project at Pimpri Chinchwad(Phase-II), Pune,, Maharashtra</p> <p>Integrated Rehabilitation project at Hingri-Kothrud. Pune, Maharashtra</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Warje Slum), Pune Municipal Area</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Integrated Rehabilitation Project for the Urban Poor at (Kandhwa Slum), Pune Municipal Area</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Vithalnagar Slum), Pimpri Chinchwad.</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Vetalnagar Slum), Pimpri Chinchwad.</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Ajantanagar Slum), Pimpri Chinchwad.</p> <p>Integrated Rehabilitation Project at Pimpri Chinchwad(Phase-III), Pune, Maharashtra</p> <p>Integrated Rehabilitation project at Lohagaon, Pune, Maharashtra</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Milindnagar Slum), Pimpri Chinchwad.</p> <p>Integrated Rehabilitation Project for the urban street vendors in City of Pune</p> <p>Dormitories for immigrating urban poor in the city of Pune under BSUP.</p> <p>Integrated Rehabilitation Project for the Urban Poor at (Udyognagar Slum), Pimpri Chinchwad.</p> <p>Integrated Rehabilitation Project for the</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Urban Poor- "GENERATION OF AFFORDABLE HOUSING STOCK" for the Urban Poor and Economically weaker section families in Pimpri-Chinchwad under BSUP.</p> <p>In-situ Slum Rehabilitation in the City of Pune, under BSUP Yerwada, Parvati, Mandhwa, Gorpadi, Korthrud Slum</p> <p>Implementation of BSUP at Pimpri Chinchwad (Pune), Maharashtra</p> <p>Implementation of BSUP IN Pimpri-Chinchwad Sector 12 at Bhosari, Pune on the basis of Public Private Partnership (PPP)</p>
Mumbai	Transforming Mumbai into a City of the Millennium.	Economic Development	<p>Promoting financial services: Mumbai as the destination for the international finance centre Actions to be taken for promoting IFC</p> <p>Promoting the Health sector: development of a health city through an SPV route</p> <p>Promoting IT & ITES</p> <p>Promoting Tourism and Entertainment</p> <p>Entertainment SEZ at Gorai</p> <p>Development of Taraproevala Aquarium</p> <p>Other Tourist Attractions such as Bollywood Tourism and a Cruise Terminal</p>	
		Water Supply	Source Augmentation to reduce gap between demand and supply	Middle Vaitarna Water Supply Project for Mumbai-IV

Cities	Vision	Sectors	Strategies	Projects
			<p>Distribution system : Rehabilitation and Refurbishment</p> <p>Improved water supply to slums</p>	<p>THANE-DPR for additional 110 MLD Water supply scheme of THANE</p> <p>Underground Tunnel from Malabar Hill Reservoir to Cross Maidan (3.6 km)</p> <p>Underground Tunnel from Maroshi to Ruparel College (12 km.)</p> <p>Kalyan Dombivli-150 MLD Water Supply scheme of Kalyan Dombivli Municipal Corporation</p> <p>Navi Mumbai - Augmentation of water supply system for Navi Mumbai Municipal Corporation (NMMC)</p> <p>Ulhasnagar-Water Supply Distribution System</p> <p>Augmentation of existing water Supply scheme of Kalyan Dombivli Municipal Corporation</p>
		Sewerage	<p>Extending sewerage network achieve full coverage</p> <p>Comply with disposal standards through outfall provision to cater to sewage arising from northwestern suburbs</p> <p>Enhancement of system capacity to cater to additional flows</p> <p>Rehabilitating existing sewers</p> <p>Creating an effective Master Plan</p>	<p>Mumbai Sewerage Disposal Project Stage-II priority works</p> <p>THANE-Underground Sewerage Scheme Phase I for THANE</p> <p>Mira-Bhayandar Underground Sewerage Project based on Decentralized System</p> <p>THANE-Sewerage System project-Phase II for Thane</p> <p>THANE-Sewerage System project-Phase III for Thane</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Kalyan Dombivli - Underground Sewerage for part of KDMC</p> <p>Kulgaon-Badlapur-Underground Sewerage scheme</p> <p>Navi Mumbai - Underground Sewerage system for Navi Mumbai</p>
		Storm water Drainage	<p>To divert sullage water flow to sewage pumping station</p> <p>To provide storm water pumping stations</p> <p>To improve floodgates at various centres</p> <p>To increase the capacity of drains</p> <p>To repair dilapidated drains and augment capacity</p> <p>To remove obstructions of water pipelines cables etc from SWD</p> <p>To widen deepen and the nallahs and outfalls</p> <p>To remove the encroachment along and over the drains</p> <p>To de-silt and maintain storm water drain during the monsoon</p>	<p>THANE-Integrated Nalla Development Project Phase II for THANE</p> <p>THANE-Integrated Nalla Development Phase I for THANE</p> <p>Kalyan Dombivli-Storm Water Drainage</p> <p>THANE - Integrated Nalla Development-Phase-III for Kalwa and Mumbra areas of Thane MC</p>
		Health Sector	<p>Enhance capacities of the existing hospitals as well as enhance its preventive care program with wider outreach</p> <p>Provide better facilities including tertiary healthcare and undertake limited expansion</p> <p>Framework to allow access to healthcare for the economically weaker sections of society</p>	

Cities	Vision	Sectors	Strategies	Projects
		Education	<p>Channelize efforts towards providing primary education to all</p> <p>Restoration of schools</p> <p>Rationalization of provision of schools</p> <p>Enhancing the standard of education</p>	<p>1. Eastern Freeway from Prince of Wales Museum to APLR - MUIP</p> <p>2. Elevated road on Sahar road - MUIP</p> <p>3. THANE-Thane Railway System Area Traffic Improvement Scheme (SATIS)</p>
		Traffic and Transportation	<p>To ensure adequate levels of accessibility in the expanding urban areas of MMR</p> <p>To accelerate the economic development of the region</p> <p>To provide safe and environment sustainable transport system</p> <p>Institutional format for coordinated planning and management</p> <p>Budgeting and financing transportation infrastructure and management</p> <p>Technology and legal issues in Urban Mass transit systems</p> <p>Access, land control , rehabilitation issues and right of way</p> <p>Incentives for long distance bus and goods operating terminal</p> <p>Traffic safety and incidence management</p> <p>Parking policy to be put in place</p> <p>Policy on road side vending and markets</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>Augmentation and Strengthening of Public Transport System</p> <p>Development of critical transport infrastructure projects</p> <p>Pedestrian safety improvement measures</p> <p>Policy and pricing interventions to discourage use of private vehicles</p>	
		Housing and Slum Improvement	<p>Redevelopment of slum areas should focus on participatory development</p> <p>Cross subsidization to be explored to minimize the burden on government budgets</p> <p>Temporary housing to be met by housing assistance in the form of public rental housing and temporary shelter</p> <p>The public housing assistance programme should be planned in conjunction with resettlement of quarters on critical public infrastructure.</p> <p>Actions for Increasing Housing Stock</p> <ol style="list-style-type: none"> 1.Variable FSI 2.Redevelopment of Unused government land 3.Improving dilapidated buildings 4.Access to basic facilities in dwelling units 	<p>BSUP proposal for LIG houses for Textile Mill workers and Transit shelter for tenants of old dilapidated building at Mumbai.</p> <p>Integrated Rehabilitation Project for Urban Poor in slums on Municipal land in Navi Mumbai under BSUP</p> <p>Construction of 6832 Transit Shelters at Mumbai under sub-mission of BSUP, JNNURM</p> <p>Integrated Rehabilitation Project for the urban poor staying in slums on public purpose land ecologically dangerous location of nalla banks on 155.62 km in Thane under BSUP.</p> <p>BSUP proposal for LIG houses for EWS/LIG housing scheme under BSUP at Mumbai</p> <p>Implementation of integrated housing projects under BSUP at Kalyan-Dombivli Municipal Corporation area, District.-Thane</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>BSUP scheme for Kulgaon-Badlapur, District.-Thane, Maharashtra</p> <p>Implementation of Basic services for Urban Poor scheme (BSUP) at Thane, Dist.-Thane,</p> <p>BSUP scheme for Kulgaon-Dombivli, District.-Thane, Maharashtra -2376 Dus</p> <p>BSUP scheme for Ulhasnagar, Maharashtra -600 Dus</p> <p>BSUP scheme for construction of 4136 Dus in Jantanagar & Kashichurch slum in Mira Bhayandar</p> <p>Implementation of integrated housing projects under BSUP at KDMC area, District: Thane P-III</p> <p>Implementation of integrated housing projects under BSUP at KDMC area, District :Thane P-IV Additional fund for additional cost of construction due to change in BUA for the approved 9426 DU at ,TMC MS</p>
		Environment	<p>Minimize pollution</p> <p>Conservation of resources</p>	
		Solid Waste Management	<p>Conscious reduction of waste reaching the disposal site</p> <p>Customized technology solutions for treatment and disposal</p> <p>Development of scientific landfills</p>	<p>Solid Waste Management Project, Greater Mumbai</p> <p>Solid Waste Management in Navi Mumbai UA of Greater Mumbai</p>

Cities	Vision	Sectors	Strategies	Projects
		City Beautification and Conservation	<p>Develop a master plan for gardens/open spaces and undertake development of a hierarchy of green spaces</p> <p>Creating an inhouse market for compost</p> <p>Give incentives to the private sector to enter the domain of heritage site conservation</p> <p>An urban design concept to be followed for any areas that need to be developed in the future</p>	
		Emergency Support Services	<p>The fire services department is establishing computerization of facilities ,establishing a GIS/GPS tracking systems, staff training ,emergency medical system etc</p> <p>Disaster management through contingency plans aka as disaster preparedness in case disaster does occur , mitigation and creating awareness amongst the general public to deal with a disaster</p> <p>Improvement of infrastructure</p> <p>Communication and Public Information Systems</p> <p>Planned land use policies</p>	
Indore	<p>To enter into an era of prosperity with spatially restructured environment.</p> <p>To have improved urban infrastructure to achieve better lifestyle.</p> <p>To provide minimum basic services to the underprivileged with</p>	Urban planning and growth management	<p>Rapid and rational implementation of development plan</p> <p>Development restrictions in specific areas</p> <p>Decentralized planning and increased citizens involvement in development planning process</p> <p>Improved co-ordination between various sanctioning and implementing agencies of the development plan</p>	

Cities	Vision	Sectors	Strategies	Projects
	functionally sustainable development. To have dynamism of growth to pave the way of it's becoming a world class commercial city.		Optimum use of municipal land and inviting private sector to act coherently in the development work with the public sector	
		Urban renewal	Planned infrastructural development Strengthening of road surface and traffic management Redefine and revitalize age-old city structures	
		Water supply	Water supply planning Water auditing Water Supply Operation and maintenance Institutional strengthening and capacity building	Yeshwant Sagar Water Supply System Augmentation Scheme
		Sewerage	Augmentation and rehabilitation of the system Effective operations and maintenance System maintenance plan	Indore Sewerage Project
		Storm water drainage	Construction of roadside drains Drainage rehabilitation Effective operation and maintenance	
		Solid waste management	Developing and maintaining existing land fill site Development of new land fill site Developing and maintaining a transfer station Effective positioning of solid waste collection facilities Increased private sector and community participation	Solid Waste Management for Indore

Cities	Vision	Sectors	Strategies	Projects
		Transport system (roads, bridges, traffic management, parking lots, goods, and mass transport)	<p>Augmentation and asset rehabilitation</p> <p>Widening and strengthening of road structures and removal of encroachments</p> <p>Planning for extension of existing master roads and construction of new radial roads which are the missing links in the transport network</p>	<p>Bus Rapid Transport System-PILOT PROJECT</p> <p>Construction of 8 important roads at Indore</p> <p>Development of Link Road from White Church to By Pass Road RoB at Juni Indore Railway Crossing, Indore city</p> <p>Development of Master Plan Link Road MR-9, Indore</p>
		Traffic management	<p>Preparation of traffic and transportation master plan</p> <p>Improvement of parking and pedestrian facilities</p> <p>Traffic streamlining at intersections</p> <p>Decongestion of the CBD</p>	Construction of multi-level parking at 20 different locations in Indore
		Housing for Urban poor	<p>Slum existing condition survey</p> <p>Rehabilitation of slums</p> <p>Infrastructural development works</p> <p>Community development and social infrastructure</p> <p>Regularization of illegal colonies and unauthorized layouts</p>	<p>Houses for Urban Poor at scheme no. 134, Indore, M.P.</p> <p>Slum Redevelopment scheme at different Location in Indore</p> <p>Slum Redevelopment and Rehabilitation of Identified Slums (Housing Development)</p>

Cities	Vision	Sectors	Strategies	Projects
		Environment	<p>Analysis of pollution level</p> <p>Action plan for cleaning and desilting of important water bodies in the city</p> <p>Improving condition of existing parks and development of regional and city park in the city</p> <p>Effective monitoring of water bodies and quality control</p>	
		Heritage structure	Formulation of specific projects for the conservation, restoration, preservation,, reconstruction of the identified areas, zones etc., with the idea of revitalizing the city centres	
Ujjain	<p>To make Ujjain a knowledge and pilgrim centre.</p> <p>To maintain its great religious and cultural image.</p> <p>To provide a better and sustainable environment to all walks of life.</p> <p>To make Ujjain a Knowledge centre, Pilgrim centre, Environmentally sustainable & Beautiful and self reliant.</p> <p>To make Ujjain a city with Better quality of life to all sectors of the society.</p>	Urban Poor and Housing	<p>Involvement of NGOs for speedier implementation of the SNP and formation of SHGs for better Livelihood options.</p> <p>Explore options for private sector participation in this project</p> <p>Evolve strategies for provision of housing for the Economically Weaker Sections to accommodate the urban poor in proximity to major industrial areas, commercial hubs etc., by reserving adequate lands for EWS housing.</p> <p>Channelise all programs and activities of various government agencies for the urban poor through the Special Purpose Vehicle.</p> <p>Motivate private sector to participate in slum up gradation projects.</p> <p>Slums development programs can be combined with heritage conservation by unifying the basic features</p>	EWS Housing units (1320 no. Units under Rehabilitation G+2; built up area 30 sq. mt. with 2 rooms at two location at namely; Old Trenching ground and Gaud Basti in Ujjain

Cities	Vision	Sectors	Strategies	Projects
			of the vernacular architecture of Ujjain into the new development. The basic features of the vernacular can only be arrived at by documenting heritage buildings and analyzing the data.	
		Water Supply	<p>To give access to safe water supply to all communities</p> <p>To initiate community involvement for the rational use of water</p> <p>To initiate programmes for Rain water harvesting for recharge of ground water</p>	Reorganization of Water Supply scheme
		Sewerage and Sanitation	<p>To lay out a comprehensive and effective sewerage system in Ujjain</p> <p>To promote indigenous and low cost sanitation technologies-like the sulabh flush compost toilet at household level</p> <p>Sulabh flush compost toilet is a two-pit pour flush toilet technology. Easy to construct with locally available materials. The design and specifications can be altered to suit the needs and paying capacity of the user.</p> <p>Harnessing non-conventional energy sources from human waste to save fuel and forests, like for example, biogas generation from the excreta at public toilets</p> <p>To educate people not to defecate in the open and prevent environmental pollution</p> <p>Building community toilets with bathing, washing, urinal facilities on pay-and-use basis at public places</p> <p>Cross subsidization of public toilets in the rural areas with urban areas</p>	

Cities	Vision	Sectors	Strategies	Projects
			Procure manure from public toilets to use for agricultural practices. Effluent after treatment can also be used in the agricultural farms, for gardening or discharge in the water bodies.	
		Storm Water Drainage	<p>Laying of new drains to carry waste water and storm water wherever required</p> <p>Covering of open drains at all the uncovered stretches</p> <p>Removal of encroachment over the drains in the commercial areas above the railway line</p> <p>Regular cleaning of existing drains</p> <p>Proper lining of drains to reduce contamination.</p> <p>Waste water recycling through root zone treatment, underground treatment etc.</p>	
		Solid Waste Management	<p>All households may be encouraged not to throw any solid waste in their neighborhood, on the street, open spaces, and vacant plots or into drains and keep the food waste/ bio-degradable as and when generated, in any type of domestic waste container, preferably with a cover, and keep dry/ recyclable wastes separately.</p> <p>All shops and establishments may be asked to refrain from throwing their solid waste/sweeping etc. on the footpaths, streets, open spaces and keep their waste on-site as and when generated in a suitable container until the time of doorstep collection.</p> <p>Similarly all hotels and restaurants should be directed to refrain from throwing their dry and wet solid waste/ sweeping on the footpath, streets, open</p>	

Cities	Vision	Sectors	Strategies	Projects
			<p>spaces or drains. They should store their waste on-site in sturdy containers. The container should have appropriate handles on the top or side and rim at the bottom for ease of emptying.</p> <p>All street food vendors may be directed not to throw any waste on the street or pavement. They must keep bins or bags for the storage of waste that is generate during their activity. Their handcarts must have a shelf or sac below for storage of waste generated in the course of business. If required a total ban on use of polythene bags and other plastic packaging material be imposed in the eco-city area. Government of Madhya Pradesh is also coming up with a regulatory provision to ban use of polythene of less than 20 micron.</p> <p>Segregation of recyclable/ non biodegradable waste: It is essential to save the recyclable waste material from going to the waste processing and disposal sites and using up landfill space. Salvaging it at source for recycling could make profitable use of such material. The Municipal Corporation towards segregation of recyclable waste may take following measures:</p> <p>Door to door visits to create awareness among the local residents</p> <p>Some areas should be selected for a separate waste collection scheme. The waste collection scheme should be supported financially by the residents, shops, hotels and the Municipality. Self – help group can be given the task of collecting household organic and recyclable waste in to differently marked containers.</p> <p>Introduction of vermi-composting plant should be done</p>	

Cities	Vision	Sectors	Strategies	Projects
		Roads and Transport	<p>Augmentation and Asset Rehabilitation</p> <p>Widening and Strengthening of road structures and removal of encroachments</p> <p>Traffic streamlining at intersections</p> <p>Improvement of Parking and Pedestrian facilities</p> <p>Comprehensive study on Traffic and Transportation</p> <p>Decongestion of the CBD and old city area</p> <p>Introduction of non-polluting transport for heritage tour</p>	
		Urban and Environmental Renewal and preservation	<p>Prevention of Localized Damage to the River</p> <p>Erosion control and Control of usage of water from the river for agricultural and other activities</p> <p>Maintaining a minimum flow in the river for pollution abatement</p>	
		Heritage and Tourism	<p>Identification of heritage areas/zones</p> <p>SWOT analysis</p> <p>Setting out objectives of Heritage strategy</p> <p>Selection, listing and grading of heritage structures</p> <p>Valuation of heritage buildings</p> <p>Setting out activities for tapping the potential</p>	Restoration Conservation and Development of Mahakal and Gopal Viraseat Kshetra
Hyderabad	Become an inclusive and futuristic city providing high quality services with universal access including the poor and will be a slum free,	Water Supply	<p>Comprehensive Water sector development plan to be made</p> <p>Lowering the connection costs and simplifying the procedure</p>	<p>DPR for laying pipeline from Saheb Nagar TBR to Prashasan Nagar</p> <p>Diversion of Krishna Water to Secunderabad</p>

Cities	Vision	Sectors	Strategies	Projects
	<p>citizen friendly, well-governed and environmental friendly city.</p> <p>Delight customer by providing pressurized continuous quality water in an equitable, efficient, sustainable manner and create Hyderabad a world-class city.</p> <p>Create a vibrant community by providing high quality sewerage services based on the principles of quality, equity, value and responsiveness.</p> <p>Safe, reliable, eco-friendly and speedy transport system with improved share and accessibility to the cost effective public transport system.</p> <p>To “decongest the core area to enhance the quality of life and economically attractive without disturbing the character”.</p>		<p>Rehabilitation for old pipelines</p> <p>Removal of public taps and legitimizing illegal connections Energy Audit Studies</p> <p>Water Quality Studies and Monitoring Design and Implementation of Communication Strategy</p> <p>Human Resources Development</p> <p>Establishment of Regulatory Authority</p> <p>Modernizing Financial Management and MIS</p> <p>Augmentation of Krishna/Godavari Drinking Water Supply Project</p>	<p>Grid improvement works building additional storage facilities on North of Musi</p> <p>Grid improvement works building additional storage facilities on South of Musi</p> <p>Providing Flow, Level and Chlorine measurements and supervisory Control and Data Acquisition System (SCADA) for All Reservoirs and bulk supply pipe lines in the entire system of HMWSSB</p> <p>Krishna Drinking Water Supply Project (Phase-II)</p> <p>Refurbishment of existing feeder system including distribution network for 10 zones in Old Municipal Corporation of Hyderabad</p> <p>Comprehensive Water supply Distribution</p> <p>Network and implementation of sewerage Master Plan for identified priority zones of Rajendranagar Municipal Circle of GHMC</p>
		Sewerage	<p>Comprehensive Sewerage Master Plan</p> <p>Energy Audit Studies</p> <p>Sewerage Quality Studies and Monitoring</p> <p>Design and Implementation of Communication strategy</p>	<p>Rehabilitation and Strengthening of Sewerage system in Old City area on South of Musi (In Zone I in catchments S1 to S6, S12 and S14)</p> <p>Rehabilitation and Strengthening of Sewerage system in Old City Area on South of Musi (in Zone 2 in catchments S</p>

Cities	Vision	Sectors	Strategies	Projects
			Human Resources Development	7 to S11, S13 and S15) Implementation of Sewerage Master Plan in Serilingampally Municipality
		Solid Waste Management	<p>Efficient storage and segregation at source</p> <p>Two Bin system of Solid Waste Storage</p> <p>Phased implementation of 'Door to Door collection System' through community organizations and MCH and surrounding ULBs by mobilizing, facilitating, organizing and supporting community activities with the help of local NGOs.</p> <p>Installation of 'Community Storage Bins' in areas where house-house collection cannot be implemented.</p> <p>Expanding the 'Voluntary Garbage Disposal Scheme' for more number of restaurants/hotels and commercial establishments and collecting user charges</p> <p>Placement of dumper containers sufficient in number at markets for ensuring that all the vendors place the waste in the containers.</p> <p>Persuading the hospitals to be part of the existing bio-medical waste management facility in the suburbs of the city.</p> <p>Requirements of the Proposed Primary Collection System</p> <p>Efficient systems to be put into place for collection , transportation ,processing and disposal</p>	

Cities	Vision	Sectors	Strategies	Projects
		Transport	<p>Short term measures including immediate trouble shooting actions and TSM actions such as intersection improvement, signalization etc., to be taken up regularly. These measures should be taken up on a continuous basis as the travel characteristics and loading of different links, intersections etc., and change very frequently owing to natural growth and changes in land use.</p> <p>Medium term action plan aimed at development of transport infrastructure over a perspective plan period of 5-10 years to bring about coordinated development among different components. These measures typically will include various infrastructure projects, which will be directed at network improvements such as parallel roads, link roads, slip roads, and bridges. Flyovers, alternate transportation systems such as MRTS etc.,</p> <p>Long-term action plan aimed at development of structure plan for the Urban Area with Transit as one of the lead components, which will direct the urban growth so as to bring about a structural fit between transit infrastructure and Urban Growth. This will also examine a comprehensive multi-modal public transit system to bring about the most optimal mix of commuting within the Urban Area and thus providing a sustainable transit solution.</p>	<p>Flyover at Rajiv Gandhi Circle-Volume II</p> <p>Flyover at Green Lands Junction</p> <p>Flyover at Chandrayangagutta</p> <p>Road Widening on Outer Ring Road and Inner Ring Road under Charminar Pedestrian Project</p>
		Storm Water Drains	<p>Primary Drain Rehabilitation and Improvement Program</p> <p>Drainage Rehabilitation Program</p> <p>Improvement Works and Construction of Tertiary Drains</p> <p>Conservation of Water Bodies</p>	<p>Remodeling of Storm Water Drainage - MURKINALA Secondary Drains</p> <p>Remodeling of Storm Water Drainage - MURKINALA P-11, P-12</p> <p>Remodeling of Storm Water Drainage- KUKATPALLY (Begumpet) Nalla P7 Balkapur Channel</p>

Cities	Vision	Sectors	Strategies	Projects
			Protection of Environmental Resources Green Hyderabad Environment Program Rehabilitation of ecosystems Monitoring and Quality Control	Improvement of Storm Water Drainage in Zone-I and II of erstwhile MCH Area
		Poverty Reduction Plan	Provision of land tenure security Community empowerment Linking livelihoods to city's economy Development of housing through partnerships - PPP Formulation of Notification and De-notification Policy Relocation of slums located in hazardous and vulnerable Areas Provision of basic infrastructure - both physical (water, roads, sanitation and sewerage) and social infrastructure (clinics, schools, training facilities, etc).	
		Housing for Urban Poor	Slum Networking Social and Economic Development Plan	Integrated Housing & infrastructure development scheme, Hyderabad Infrastructure development of houses constructed under VAMBAY in Hyderabad Hyderabad Division (V to VIII) Hyderabad Division (IX to XII) Hyderabad Division (I to IV) BSUP Project for construction of 4550 Houses and provision of Infrastructural

Cities	Vision	Sectors	Strategies	Projects
				<p>facilities in(GHMC), Hyderabad</p> <p>BSUP scheme for Hyderabad (Phase-II) for the construction of 1856 dwelling units, AP</p> <p>BSUP scheme for Hyderabad (Phase-I) for the construction of 1976 dwelling units, AP</p> <p>BSUP scheme for Hyderabad (Phase-II) for the construction of 1942 dwelling units, AP</p> <p>BSUP scheme for Hyderabad (Phase-II) for the construction of 1856 dwelling units, AP</p> <p>Provision of Housing and Infrastructure facilities under BSUP at Jagatgirigutta and Kothwalguda of GHMC ,Hyderabad ,AP</p> <p>BSUP project Phase -VII for Construction of 2800 Houses and provision of Infrastructural facilities in GHMC area,Hyderabad</p> <p>BSUP project Phase -V for Construction of 2784 Houses and provision of Infrastructural facilities in GHMC area,Hyderabad</p> <p>BSUP project Phase -VI for Construction of 2814 Houses and provision of Infrastructural facilities in GHMC area,Hyderabad</p> <p>Provision of Housing and Infrastructure facilities under BSUP at Abdullapurment</p>

Cities	Vision	Sectors	Strategies	Projects
Kochi	To become an economically productive, efficient and egalitarian metropolis To provide a level of services to attract world-wide attention as a preferred destination for Health-care, Heritage, Tourism, IT and Port based services.			of GHMC ,Hyderabad ,AP Provision of Housing and Infrastructure facilities under BSUP at Jawaharnagar and Gachi Bowli of GHMC ,Hyderabad ,AP
		Urban Renewal	Charminar Pedestrian Project Musi Conservation Project	Musi campaign Musi Revitalization project
		Water supply	The water supply coverage and access to piped water supply in Kochi city area at 150 LPCD and required pressure to get 100% satisfaction level by the year 2011. Lower Non Revenue water O&M cost recovery Improve water supply systems Functional Meters to be established Establishment of desalination plants Rainwater harvesting to be harnessed	Water Supply System to Kochi Part I
		Solid Waste Management		Solid Waste Management for Kochi
		Storm Water Drains	To be made free from siltation, encroachments, deepened, widened and side protected; Side roads and access facilities to be provided for maintenance, especially for using vehicle and equipments; As the north-south running canals cannot be effective in draining off storm water rapidly, providing intermediate outlets towards back waters are essential. These connections have to be towards west in Ernakulam area, towards east in Mattanchery area, fort Kochi area and to east/west in Palluruthy area. The purpose of these is to provide multiple	Upgrading Surface Water Drainage System of Central area of Kochi

Cities	Vision	Sectors	Strategies	Projects
			<p>overflow outlets to back waters, which will considerably reduce the storm water build up in lengthy N-S canals;</p> <p>Multiple over flow outlets. The main drains in Kochi are very long becoming deeper at out fall end, out fall end may even be much lower than the high tide level.</p> <ul style="list-style-type: none"> • Due to increased time of concentration, the drains get overloaded and overflow. This can be eliminated by multiple outlets at different points. 	
		Sewerage	<p>Integrated sewage treatment plan</p> <p>increase sewage coverage area</p> <p>reduce gap between revenue and expenditure</p> <p>Units in Treatment Plants need to be upgraded</p>	Sewerage scheme for Central zone covering six Divisions and Wards (No.43, 49, 50, 51, 54 and 56) of Kochi
		Roads/ Transport	<p>Widening and Strengthening of carriage way of Road Structures.</p> <p>Construction of New Radial Roads, which are the Missing Links in the Transport Network.</p> <p>Constitution of Greater Cochin Transport Authority (GCTA).</p> <p>Comprehensive Traffic and Transport Study for the entire CUA Region.</p> <p>Traffic and Transportation Management using G.I.S. and GPS Technologies.</p> <p>Urban Transportation Development Fund to be established</p> <p>Increasing the Fleet of Bus.</p> <p>Dedicated Bus corridors, Bus bays and Terminals.</p>	Road Improvement and Bridge Construction at Kochi

Cities	Vision	Sectors	Strategies	Projects
			<p>Introduction of MRTS.</p> <p>Streamlining, regularizing the heavy cargo transport.</p> <p>Junctions and Traffic Signal improvements.</p> <p>Synchronized traffic control.</p> <p>Traffic Signs and Markings.</p> <p>Parking Management.</p>	
		Housing for Urban Poor	<p>Securing tenure and housing</p> <p>Improving the sanitary facility</p> <p>Increasing access to potable water</p> <p>Increasing standards of health and nutrition</p> <p>Providing social security</p> <p>Increasing the literacy levels of the urban poor especially Muslim Women</p> <p>Improving transportation facilities to and from dwelling units</p> <p>Improving infrastructure</p> <p>Providing more livelihood opportunities to the poor</p>	<p>BSUP (Phase II) at Kochi, Kerala</p> <p>BSUP programme for Kochi, Kerala</p> <p>BSUP (Phase III) at Kochi, Kerala</p>
		Heritage and Tourism	<p>Preparation of a Heritage Master Plan, awareness creation programmes, formulating guidelines for renewal, management programmes for preserving cultural heritage, legal provisions and projecting heritage for economic benefit from the components of strategy.</p> <p>The region needs to succeed in five key areas that are</p>	

Cities	Vision	Sectors	Strategies	Projects
			Quality, Safety, Cultural Investment, Transport and Marketing. The strategic framework of Tourism in Kochi region is based on four principles to ensure Tourism Development that are Tourism Industries should be profitable, visitors should have a positive experience, local people should benefit from tourism and regions environment should be protected.	
		Environment	<p>An Environmental Management Centre (EMC) will be established with the definite objectives</p> <p>To promote environmental stewardship</p> <p>To induce community participation in decision-making.</p> <p>To establish an Environmental Management Centre that, among other things, will: Impart environmental awareness in the community targeting children, adults, businessmen, elected representatives and administrators. Its activities will include observation and dissemination of scientific information on land use, water resources, human activities which have bearing on the quality of life and ecology;</p> <p>Formulate guidelines for the operation of EMC;</p> <p>Assess the baseline status of the environment, and predict trends;</p> <p>Review environmental impact assessment reports referred to ULB and formulate submissions on the same;</p> <p>Raise funds needed for its activities through projects; and ensure community participation in decision making by providing reliable information.</p>	

Cities	Vision	Sectors	Strategies	Projects
Mysore	<p>Clean air/ noise free environment, demarcated areas for pedestrians and vehicles, community creations, promotion of neighborhood and community ownership, clear CBD demarcation, adequate open space.</p> <p>Provision of balanced economic options, cultural vibrancy of city, heritage tourism based.</p> <p>Sustainable economic growth based on nonpolluting, high technology industry and services.</p> <p>Unique resources that need to be preserved.</p> <p>Historical architecture and buildings.</p> <p>Cultural vibrancy which is the source of tourist attraction.</p> <p>Local art, handicrafts, silk.</p> <p>Decentralization and People's Participation.</p>	Heritage	<p>Identification of heritage areas/zones</p> <p>SWOT analysis</p> <p>Setting out objectives of Heritage strategy</p> <p>Selection, listing and grading of heritage structures</p> <p>Valuation of heritage buildings</p> <p>Setting out activities for tapping the potential</p> <p>Identification of specific infrastructure</p> <p>Setting out the financial plan</p>	Heritage and urban renewal at heritage core
		Water Supply	<p>Rehabilitation of existing water supply distribution system</p> <p>Bulk water source augmentation</p> <p>Conservation of water and waste water recycling</p> <p>The city will also at a later stage ensure that all its citizens have better access to drinking water and sewerage facilities and also at the same time aim to conserve the water resources</p>	<p>Remodeling of Water Supply Distribution Network for Mysore city</p> <p>Water Supply project for Mysore</p>
		Sewerage	Develop and efficient sewage system	Remodeling of Storm Water Drainage System
		Solid Waste Management	<p>Achieving 100% efficiency in collection of municipal waste</p> <p>Implementation of Source Segregation</p> <p>Development of an efficient treatment and disposal system</p> <p>Recovery of costs would be evolved over a time period</p>	Integrated Municipal Solid Waste Strategy

Cities	Vision	Sectors	Strategies	Projects
	<p>Efficiency, Transparency and Accountability.</p> <p>E-government or other equivalent systems for efficient and sustainable delivery of services to improve responsiveness.</p> <p>Computerization of information systems.</p>		<p>Development of treatment & disposal facility by PSP through BOT framework</p> <p>Clean and hygienic environment and also stresses on energy conservation</p>	
		Roads and transport	<p>Asset Maintenance of existing roads in a timely and systematic manner, development of outer ring road and radial roads</p> <p>Provision of low cost transport to citizens, construction of truck/bus terminals, bus shelters</p> <p>Improve air connectivity of the city</p> <p>The city aims at providing a good intra-city and intercity network of roads which would improve connectivity with neighboring cities and also help in smooth flow of traffic</p> <p>The city also intends to decongest the inner city areas, beautify the city and provide a mass transport system for citizens to prevent future congestion</p>	<p>Up gradation of Outer Ring Road at Mysore</p> <p>Development of Transport Infrastructure facilities at Mysore</p> <p>Intelligent Transport system and Innovative Environment project for Mysore</p>
		Housing	<p>Creating more dwelling units for the urban poor</p> <p>Providing access to basic services. Provision of water within 50 meters of inhabitation for all</p> <p>Good Sanitary conditions</p> <p>Efficient garbage disposal system</p>	<p>Rehabilitation of 20 selected slums under BSUP in Mysore, Karnataka</p> <p>BSUP Scheme covering 46 slums in Mysore City (Phase II)</p> <p>BSUP Scheme construction of 1040 DUs at Ekalavya Nagar slum, Mysore</p> <p>BSUP Scheme for Mysore City Ph-IV by Mysore Municipal Corporation for the construction of 1806 DUs, Karnataka</p>

Cities	Vision	Sectors	Strategies	Projects
Visakhapatnam	<p>To become an economically vibrant, safe and inclusive city providing the best social and physical infrastructure facilities for its residents, businesses and visitors.</p> <p>Boosting the Economic Development in the City by 2030 by ensuring Best Business Environment & Good Governance Optimum Mix of Industrial & Service Sector Best Labour force in the Country to Develop Industrial / Business / Residential Areas as per the Master Plan.</p> <p>To Provide 24 Hours Water Supply to each & every House with metering along with Sewerage Connection by 2015 and to put a modern Solid Waste Service in place by the above period.</p> <p>To Provide Best Civic Infrastructure to make the best Transport System in India by 2030 along with total up</p>	Water supply	<p>To make the consumer feel satisfied with 24 hours water supply by ensuring supply as per the standards.</p> <p>To manage the resources and system efficiently through metering & MIS.</p> <p>To minimize the un-accounted water.</p> <p>To manage the Human Resources effectively by reducing the staff ratio.</p>	<p>Providing Water supply pipe line from TSR to Yendada and to Kommadi junction for augmenting water supply</p> <p>DPR for replacement of existing Thatipudi pipeline from Thatipudi reservoir to town service reservoir and pumping units</p> <p>Augmentation of Water Supply to Gajuvaka Area</p> <p>Providing water supply distribution system to Gajuwaka area of GVMC (Phase II)</p> <p>Augmentation of Drinking water supply to peripheral areas</p> <p>Refurbishment of comprehensive Water Supply in North Eastern Zone in Central Area of Greater Vishakhapatnam Municipal Corporation</p> <p>Comprehensive Water Supply proposed in Old city of Greater Vishakhapatnam</p>
		Sewerage	<p>To cover the entire city with Sewerage network and to provide sewer connections to all including poor for improving the health conditions.</p> <p>To treat the sewerage water efficiently by optimum utilization of treatment plants.</p> <p>To manage the human resources efficiently.</p>	<p>Providing sewerage system in Old city area of Vishakhapatnam</p> <p>Providing sewerage system to Central part of Visakhapatnam city</p>
		Storm Water Drains	<p>To reduce the flooding of the City and to increase the safety.</p> <p>Stream lining the natural system effectively with</p>	<p>Regularization of S.L. Canal</p> <p>Improvement of Yerri Gedda Storm Water drain including bench drains</p>

Cities	Vision	Sectors	Strategies	Projects
	gradation of Poor Settlements with proper Drainage. To create a social infrastructure with premier Health & Educations facilities by 2021 with safety & security.		100% coverage. Safe disposal.	Improvement of Storm Water Drains for Zone VIII of Greater Visakhapatnam city (Gagulhedda and Yerrigada branch canals)
		Urban Transport	Constitution of Greater Visakhapatnam Transport Authority (GVTA) Comprehensive Traffic and Transport Study for the entire GVMC Region Traffic and Transportation Management using G.I.S. and GPS Technologies Disincentivizing the private transport during peak hours Urban Transportation Development Fund [strategy for finance] Increasing the Fleet of Bus Dedicated Bus corridors, Bus bays and Terminals Introduction of MRTS Streamlining, regularizing the heavy cargo transport Junctions and Traffic Signal improvements SCOOT area traffic control Traffic Signs and Markings Parking management and parallel roads and widening	Bus Rapid Transport System for Vishakhapatnam Simhachalam Transit Corridor including tunnel Pendurthi Transit Corridor

Cities	Vision	Sectors	Strategies	Projects
		Solid Waste Management	<p>Source Segregation of waste</p> <p>Identifying and Improving Collection Deficiencies</p> <p>Effective Collection and Transportation</p> <p>Processing and Disposal</p> <p>Compost the organic fraction of the waste</p> <p>Sanitary land filling of inorganic fraction of waste and the compost rejects</p> <p>Encouraging local level aerobic vermi composting and</p> <p>Educating the community on 4R strategy</p>	
		Housing for Urban Poor	<p>Provision of land tenure security</p> <p>Community empowerment</p> <p>Linking livelihoods to city's economy</p> <p>Development of housing through partnerships - PPP</p> <p>Formulation of Notification and De-notification Policy</p> <p>Relocation of slums located in hazardous and vulnerable Areas</p> <p>Provision of basic infrastructure - both physical (water, roads, sanitation and sewerage) and social infrastructure (clinics, schools, training facilities</p>	<p>Providing 7968 DU and basic infrastructure in 06 urban poor settlements in Visakhapatnam</p> <p>Providing 7352 DU and basic infrastructure in 22 urban poor settlements in Visakhapatnam</p> <p>DPR on basic services to Urban poor in steel plant rehabilitation colony at Vadlapudi, Visakhapatnam.</p> <p>Basic infrastructure facilities at Yathapalem in Visakhapatnam, A.P.</p> <p>Basic infrastructure facilities at Srinagar in Visakhapatnam</p> <p>Providing infrastructure facilities to Aganampudi, Duvvada, Sr. No. 179 and VAMBAY colony Madhurwada poor settlements in GVMC area.</p>

Cities	Vision	Sectors	Strategies	Projects
				<p>Providing infrastructure facilities to Pedagantyada, Gangavaram, Bhanujithaota TGR Nagar, Sebastian Colony, Chakirevukonda, ivasakthingagar, Siddardha nagar, AK & AS colony, Agnampurdi (UPG) and Rasalamma colony poor settlements in GVMC area.</p> <p>DPR for Providing 3616 Houses with Infrastructure</p> <p>DPR for Providing 1839 Houses with Infrastructure</p> <p>DPR for Providing 2080 Houses with Infrastructure</p> <p>DPR for Providing 1024 Houses with Infrastructure</p> <p>DPR for Providing 544 Houses with Infrastructure</p>

Annexure IV: State and city profiles

The state and the city profiles are based on the primary information collected during the visit to the respective cities. The details of reforms have been already presented in volume I of the report, hence further detailing has not been done in this section. Similarly, projects in the respective cities have been detailed in volume I of the report in projects section, hence this section is primarily a summary of the interactions based on the visit to these sample cities.



1. State: Andhra Pradesh

Institutional Structure

- Andhra Pradesh Urban Finance and Infrastructure Development Corporation (APUFIDC) is the SLNA.
- AP State Roads Transport Corp (APSRTC) and AP State Housing Corp Ltd (APSHCL) are two other State level agencies which are currently implementing projects being financed under JnNURM.
- Regional Agencies: Hyderabad Metropolitan Water Supply and Sanitation Board (HMWSSB) and Greater Hyderabad Municipal Corporation (GHMC) are addressing infrastructure needs across almost 4 districts of A.P.
- GHMC and HMWSSB, Greater Vishakhapatnam Municipal Corporation (GVMC), Vijaywada Municipal Corporation (VMC), VGTU Urban Development Authority, Tirupati Municipal Corporation, ENC (PH) and 13 other ULBs are involved in JnNURM in the State of Andhra Pradesh.

Mission Implementation Process

The Managing Director is the head of APUFIDC and is supported by the following personnel- Additional Director, Executive Director, Superintendent Engineer, Project Manager, Procurement Specialist, Finance Manager, Superintendent and System Analyst. They handle all matters related to administration, project monitoring, finance and procurement. The PMU at the SLNA comprises of the SLNA consists of one Chief Engineer, two Superintendent Engineers, three Executive Engineers, one Deputy Executive Engineer and supporting staff.

Reforms

Refer to the section on reforms

Fiscal Transfers

The funds flow from the State Government to the executing agency. In many cases, the ULB is not involved in the process of transfer of funds.

MIS

MIS is being complied manually, using excel sheets.

Capacity Assessment

- A Centre for Good Governance (CGG) has been set up by the State in an effort for capacity building; a National Institute of Urban Management (NIUM) is being set up by the State for which funding is being obtained by the World Bank.
- Capacity building at the ULB's initiative:
 - A World Bank funded municipal development project
 - A UD and World Bank funded NIUM is being set up
 - As an effort to improve the staffing pattern – 4140 additional posts have been created

Things that the Central Government can do to fast track the progress

- The design of the Mission is perceived to be good in terms of linking reforms to development. This has caused project based funding and consequently the quality of projects to improve. However, focus is now on the passing of the act as opposed to ensuring operational implementation of the reforms. This should be amended.
- It is felt that there is a mismatch between the instrument and the objective- the funding and the linkage to reforms should be looked into.
- Though the duration of JnNURM is felt to be adequate to execute the projects, it is felt that it is only sufficient to initiate the reforms not implement them. The timelines of the reforms should be considered in relation to the JnNURM period.

General / Other observations

- APUSP was funded by DFID and has recently been completed in 2008. A CGG was also set up under DFID assistance. In the past, UNDP has been active in providing technical assistance for capacity building.
- Andhra Pradesh Municipal Development Project (APMDP) is a US\$ 350 Million project implemented by Government of Andhra Pradesh (GoAP) with support from the World Bank.
- High-priority urban services in selected ULBs of AP: Urban services to improve will be chosen and implemented by eligible ULBs who will select themselves in a demand driven manner based on access criteria established under the project which would be approved by the Steering Committee of the Government of AP. The project will support improvements in the financial, technical, and management capacities of all ULBs of Andhra Pradesh through technical assistance.
- Capacity of ULBs to develop and manage urban services: The project will also pursue improvement of the State-level framework that defines ULBs' autonomy, accountability, and incentives for performance, as well as GoAP's capacity to monitor, and provide policy and technical support for, ULBs performance and development. The project will also lay the groundwork for capacity building of the urban poor through studies and community training centers.
- Service level benchmarking has been carried out. Tariff structure analysis has been carried out for select ULBs.
- Credit rating for select ULBs has been undertaken, such as GHMC and VMC

Cuddapah

Institutional Structure

- The agencies /departments /institutions currently involved in the implementation of JnNURM in the city are the Municipal Corporation of Cuddapah and PHED
- The Municipal Corporation looks after the internal roads, sanitation, checks and verifies buildings and open lands, revenue and town planning as well.
- Water supply and sewerage is undertaken by the PHED.
- Periodic meetings take place which are chaired by the Municipal Commissioner to take stock of the project progress and to help solve any challenges faced by the implementing agency (PHED). Meetings are held fortnightly or even earlier based on requirement.

Mission Implementation Process

- No CDP has been made since Cuddapah is a non mission city.
- The Corporation feels the need for better hand holding by the Centre as well as the State for non mission cities.
- The officials are aware about the needs of the low income groups and slums and the need for connecting them to the city-wide infrastructure

Reforms

Refer to the section on reforms

Fiscal Status

- The funds from GOI go to GoAP which in turn adds its share and sends the same to APUFIDC. The funds are then transferred to the municipal corporation; However for projects being implemented by PHED- the funds are transferred directly to the Pay and Accounts Department to be accessed by the Executive Engineer. The UC is sent by the Municipal Corporation.
- No projects are being executed on PPP.

MIS

- The Executive Engineer in charge of the project makes the project progress reports.
- The municipal corporation does not interfere in the project implementation by PHED. PHED completes the project execution and hands them to the municipal corporation for O&M. PHED has an internal quality wing which does the M&E for the projects being executed by it.
- An M&E inspection team is sent by APUFIDC for quality check.

Projects

Cuddapah has four projects.

- **UIDSSMT:** One out of the two projects have been completed
- **IHSDP:** There are two projects both of which are in progress

SIA and EIA were undertaken at the DPR stage. The DPRs were prepared by external consultants. NCPE made the DPR for UGD and IHSDP. HEGP made the DPR for Water Supply.

Capacity Assessment

- All procurement happens through e- tendering.
- The procurement is done by the applicable line department. The procurement of the contractor is accepted as per the agreement conditions and through quality testing.
- For PHED – the procurement is undertaken by the SE in charge of the project and the same is checked by the HoD of the PHED
- The procurement is based on technical and financial competence. The bidders are shortlisted on the basis of technical competence and only the technically competent bidder's financial proposal is opened, where the winning criterion is least cost. A committee has also been formed for transparency of processes led by the Principal Secretary, MAUD (Municipal Administration and Urban Development). An estimated cost for the project is decided before the NIT is launched and a variation of $\pm 5\%$ radius is allowed post which the bid is disqualified. Up till 25% less than the estimated cost is also permitted but the bidder will have to furnish additional security for the same. However, if a bidder quotes lesser than 25% less of the estimated cost, then the bid is automatically disqualified.
- Standard documents based on AP procurement guidelines are used. If any special clause needs to be added due to the nature of the project, then the same is done.
- There is no separate procurement wing. Up till ₹10 lakh, the Executive Engineer sanctions the procurement; ₹ 10-50 lakh- the SE sanctions the procurement and above ₹50 lakh is undertaken by the EFC.
- All contracts are executed at a National level through e- Bidding using their website.
- The IHSDP Project being executed by PHED called Pulivendula had to be retendered thrice because no bids were received. On the Fourth time, one contractor applied who fulfilled all the NIT conditions and the project was awarded to him.
- Capacity Building endeavors are undertaken at the State level for Social Impact, Environmental impact and Technical Trainings. However, none of these trainings have been funded under JnNURM.
- The corporation feels the need to have a separate IT wing to accomplish integrated IT oriented approach.
- Things that the Central Government can do to fast track the progress:
 1. The centre should consider undertaking handholding for the non mission cities to enable them to be at par with the mission cities.
 2. The centre should consider releasing installments in dire cases for projects which are stuck due to lack of funds and which are crucial to the standard of living and health conditions of the citizens of that area. For e. g, in one water supply project for a low lying area, the funds have been stalled but the heavy rains in the area are creating havoc to the health standards of the citizens of this area.
 3. A stop gap funding should be given by either the centre or the State while the reason because of which the project has been stalled is corrected. This can be done only on a case to case basis due to extremely crucial conditions affecting the health and life of the citizens of an area under which the project is sanctioned.

- Things that the State Government can do to fast track the progress:
 1. Handholding.
 2. Trainings
 3. Forums for interaction with the municipal commissioners of all the ULBs should be done frequently for sharing of ideas, best practices, and challenges faced and for coming up with innovative solutions.

General / Other observations

JnNURM has increased the standard of living of the citizens of Cuddapah due to the water supply and sewerage projects undertaken under *JnNURM* as this place was in dire need of the same. The health bill of the city has gone down on an average due to better standard of living. A major impact of this scheme has been that it has enabled provision of drinking water in Cuddapah. The ULBs are also being strengthened due to the reforms which are helping them into opening up to the idea of trying to raise funds through alternative sources.

Issues and Challenges

More awareness is needed especially at the commissioners level with regard to different approaches that can be undertaken like raising money through alternative sources, raising money through externally aided agencies like JICA, World Bank etc for integrated water supply and drainage schemes which are essential for this city's development.

Hyderabad

Institutional Structure

- The agencies /departments /institutions currently involved in the implementation of the JnNURM in the city are:
 1. Greater Hyderabad Municipal Corporation (municipal limits have increased fourfold in 2007)
 2. HMWSSB provides WSS services across the area under the jurisdiction of GHMC. GHMC: The latter has little control over the identification, prioritization and implementation of projects under HMWSSB.
 3. APSRTC and APHSCCL are also involved in implementation of JnNURM projects.
- JnNURM Cell within GHMC oversees projects and reports as per JnNURM M&E framework.
- GHMC had engaged R.V. Associates as a PMC for JnNURM projects from March 2008 to March 2010. This was procured through Open Tender and the cost of the entire term was ₹12 crore. However, only ₹1 crore was eventually paid, as the services were not utilized as per original estimates. GHMC was not satisfied with the performance of the consultant.
- The PMC has been re-tendered, with the contract going to Turnsud, South Africa for the next 2 years at an estimated cost of ₹7.2 crore.
- Apart from the JnNURM Cell, the PMC is responsible for monitoring of all JnNURM projects being implemented by GHMC.

Mission Implementation Process

- The CDP focuses on projects including flyovers, storm water drainage, solid waste management, heritage conservation and revitalization of Mosi river
- 1400 slums were identified and sanctions were given for 78746 houses. Each housing unit costs ₹2.67 lakh. The target beneficiaries are the encroachers, people living in kachha houses and slum dwellers
- The operation and maintenance is undertaken by a Block Committee appointed from within the beneficiaries. The Block committee is responsible for:
 1. Meter reading and payment of electricity bill of common areas like staircases
 2. Regulation an bill payment of bore well
 3. Keeping a check on subletting and sale of units by beneficiaries
- A biometric system is in place to ensure that no one can be a beneficiary twice.
- A monthly collection is made against the beneficiaries name, family photograph outside the unit and the ration card
- The new units include Anganwadis, hospitals and livelihood centres, the existing units have land earmarked of the same.

Reforms

Refer to the section on reforms

Fiscal Status

- The parastatal agencies and line departments are not accountable to the ULB, in cases where they are executing agencies- the funds flow from the state directly to these bodies leaving the ULBs with little control over execution or involvement.
- GHMC has got a credit rating done from S&P.

MIS

- JnNURM Cell under GHMC compiles MIS. The cell comprises of an Executive Engineer, 1 Deputy Executive Engineer, two Assistant Engineers and supported by Computer Operators.
- The PMC assists with project monitoring.
- Independent third party review and monitoring agencies are in place :
 1. For UIG, it is IRMA and Mukesh and Associates.
 2. For BUSP, it is TPIM and Shri Khande Consultants.

CDP

- Since the city area has increased, the CDP is being revised. The original CDP was prepared by ASCI in 2005-06 and required ₹27000 crore to develop the city. ₹4000 crore has been sanctioned and it is likely that with the increase of municipal limit the requirement for the city might double.
- Over 12 municipalities were added under the purview of the GHMC, the requirements of these additional municipalities are being provided for in the revised CDP. The CDP was prepared with city wide workshops especially slum workshops to enquire into the resident's requirements from their city.

Projects

UIG:

1. There are three projects in urban transport all of which have been completed
2. There are two projects in the heritage sector which are in progress
3. There are five projects in progress in storm water drainage.

BSUP project:

1. Total 1400 slums identified
2. 78,746 houses to be constructed
3. Rehabilitation: in-situ::50:50
4. Generally G+2 or G+3 structures
5. Area: 25 sq mt
6. Cost: ₹ 2.67 lakh (which was revised from ₹ 1.00 to ₹ 2.25 to ₹ 2.67 lakh)
7. Format: 2 room, kitchen, toilet and bath
8. Total project cost divided into loan + beneficiary component + GHMC . Beneficiary component is maximum up to ₹ 30,000
9. As a bank guarantee ₹ 200 crore have been put aside by the corporation
10. Loan repayment period – 5-8 years and till 15 years no sale of property permitted

User charges for solid waste management is been collected by residential welfare association

Capacity Assessment

- A procurement law is currently under preparation
- The JnNURM cell is responsible for procurement.
- Standard bidding documents have been available since 2003
- National competitive bidding is undertaken for most projects.
- Direct contracting limited to ASCI for studies.
- e-suvidha is an e-governance programme which has been implemented at all ULBs, to enable citizens to access municipal services online, such as tracking of complaints, payment of bills, etc.
- Service level benchmarking has been undertaken at the State level across ULBs
- Credit rating AA- by S&P. Currently being repeated.

General / Other observations

Hyderabad Metropolitan Water Supply and Sewerage Board

- It is responsible for planning, designing, executing and O&M of all the water supply and sewerage projects
- To make the representation of the ULB in the board, commissioner is a member of board of directors (total 15 in number, chairman – Chief Minister)
- There are in total 7 water supply and 4 sewerage projects under taken by the board as of now
- Fund utilization other than JnNURM is from JICA and state budget funds
- Master plan for water supply has been projected up to 2041
- Cost of procurement of water – ₹4- 24 per kilo litre
- Operating cost has increased, however the tariff has been revised in 2002 and 2005 only. After that there has been no revision
- Per month O& M cost is ₹40 crore
- Demand – ₹35-36 crore per annum, collection – ₹30 crore
- Maintenance in few projects is privatized – like in Krishna project
- 35% of the water charges is sewerage cess and is utilized for expenditure on underground drainage system
- User Charges are levied as increasing block tariffs
- The JnNURM funding from the state directly flows to the line department (without keeping the ULB in loop)

Kurnool

Institutional Structure

- The projects under UIDSSMT are done by PHED headed by the chief engineer who sits in Hyderabad. After the construction, the assets are handed over to the Municipal Corporation which undertakes the operation and maintenance of these assets.
- For the projects under IHSDP which involve building of slum infrastructure, PHED is the implementing agency. Till now there has been up gradation in slum infrastructure of 27 slums.
- For housing projects under IHSDP, the implementing agency is Housing Corporation of Andhra Pradesh. They have built a total of 2112 DUs in two layouts.
- Though there is not any formal reporting mechanism, the PHED and TCPO have regular meetings with the Municipal Corporation to coordinate their work.

Mission Implementation Process

- No CDP was made in case of Kurnool. A master plan which was made in 1975 is currently under revision.
- Challenges with the Central Government: The approval process for DPR is tedious and long and should be simplified.
- Projects to connect slums through city-wise infrastructure have already been taken up. The team visited the project site for one such slum and found that the improved infrastructure has helped the local residents in improving their living standards.

Reforms

Refer to the section on reforms

Fiscal Status

- The fiscal transfers have been on time till now.
- In 2002-2007, DFID funded ₹ 20 crore for slum infrastructure. However as per the MC it is very difficult to get DFID or any such funding due to complicated and long procedures.
- Another grant for ₹44 crore was given by World Bank for APMDP (Andhra Pradesh Municipal Development Project).
- Another ₹47.5 crore has come through a Federal grant.
- There have been few initiatives towards leveraging private money through PPP mode. For example few community toilet complexes (CTC) have been made on BOT mode of PPP.

Projects

- **Water Supply:** This project is taken under the UIDSSMT scheme for *JnNURM*. The project cost is around ₹ 36 crore and is to augment the water supply from 100 lpcd to 135 lpcd and will be able to cater to projected population of 5.64 lakh till 2021. The project consists of – raw water collection well, off take chamber, pump house, main pumping line, water treatment plant,

clear water reservoirs, clear water suction wells, secondary pump houses and other supporting infrastructure. The work is almost 90% completed and trial runs are in progress.

- **BSUP Projects:** Around 50% of the work is complete. The project components include providing support infrastructure for the slum housing. These include roads, drains and water supply. The project is expected to be complete by April 2011

Capacity Assessment

Bidding is facilitated by advertising in the local newspapers as standard bidding documents are not available.

General / Other observations

- The city infrastructure has improved.
- The accounting reform will make ULB more financially sound.

Suryapet

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the *JnNURM* in the city are:

- Suryapet Municipality
- Public Health and Municipal Engineering Department (PH&ME)
- Housing department

There is a PMU at the district level chaired by district collector for inter agency coordination

Mission Implementation Process

The CDP has not been prepared, however a master plan exists for the city

Reforms

Refer to the section on reforms

Fiscal Status

There is delay in transfer of funds from the state

Municipality is sourcing its funds through:

- BRGF
- 13th finance commission
- Revolving fund of IDSMT
- BPS and LRS funds
- Municipal General funds (MGF)
- Municipality is planning to explore PPP model for solid waste management and development of parks in near future

MIS

There is a website for monitoring and evaluation by every officer and also for procurement

Projects

There are four projects in Suryapet. One is in IHSDP and three in UIDSSMT. All of them are currently in progress.

Capacity Assessment

- Executive engineer PH is responsible for works up to ₹10 lakh and SE PH is responsible for works above ₹10 lakh.
- Capacity Building activities:

Programs: For e-procurement, capacity building for SLFs, solid waste management, RTI, member level training and yoga. Awareness activities on solid waste management have been taken up seriously in the city which has resulted in the reduction of use of plastic in the city. Door –to – door collection of waste has improved considerably. Moreover, solid waste management of the city has become a best practice for the city and in the state.

- The efforts made for the solid waste management have been commendable and this has been done without *JnNURM* funding.
- Things that the Central Government can do to fast track the progress
 1. Timely release of funds
 2. Earmarking of funds for land acquisition
 3. Capacity building
- An interesting fact is that all the procurement and execution of projects under *JnNURM* are taken up by PH& ME department. The ULB just oversees the progress of these projects. Hence ULB should be made accountable for projects under *JnNURM*.
- The state should decrease the tendering time from 15 days to 10 days.

General / Other observations

Major challenges and issues:

1. Land acquisition
2. Levying of user charges
3. Inadequate capacity of municipal staff
4. Inadequate funds for implementation of reforms as all reforms have cost attached to it and there is no provision of funds for implementation of reforms under *JnNURM*

Vishakhapatnam

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the *JnNURM* in the city are the following:

1. GVMC: Greater Visakhapatnam Municipal Corporation. Involved in implementing all projects except few housing projects which are being taken up by Housing Corporation. GVMC was formed in November 2009 since then many new areas were included within municipal limits.
2. Andhra Pradesh State Housing Corporation (APSHC). It is the implementing agency for some slum housing projects.

Meetings are conducted on a monthly basis. The Housing Board takes care of all the housing projects. GVMC is responsible for all other projects. Progress is reviewed in monthly meetings between GVMC and APSHC.

Mission Implementation Process

- The city has a Master Plan. The Administrative Staff College (ASCI) has helped in preparing the CDP.
- The corporation is aware of the needs of the urban poor. Some of their projects under *JnNURM* have involved creating infrastructure such as roads and water supply in the existing housing options available for the urban poor. After the creation of this basic infrastructure, the urban poor have occupied these housing options.
- The projects which require acquisition of encroached land are difficult to implement.

Reforms

Refer to the section on reforms

Fiscal Status

Funds transfer is a very long process.

- The funds are transferred in the following manner: GOI releases fund → State → Treasury → SLNA → ULB.
- It takes more than a month after CSMC approval for the release of funds from the centre and another 6-7 months for the state to release it to SLNA when it finally reaches the ULB.
- The corporation has been able to issue bonds for 14 years at a value of ₹100 crore and also borrowed another ₹100 crore from the Bank of India. GVMC has a credit rating of AA- and due to the proper maintaining of Balance Sheets GVMC could raise loan at a much lower rate of interest.
- The GVMC is now actively considering building modern slaughterhouses on PPP (BOT) basis with a concession period of 25 years. The transaction is being done with the support of APITCO.
- 10 commercial complexes are also being proposed on a PPP basis. The project is currently at the RFP Stage and is being done by APITCO.

MIS

MIS is compiled for the centre online on the centre's website itself. The PMU compiles the progress and updates it online. There are dedicated people to fill the MIS for the progress.

CDP

- The CDP was made in the year 2005 when the Vishakhapatnam Municipal Corporation's purview increased from 116 square km to about 535. The corporation was then renamed GVMC and since it was made at that time no changes have been deemed necessary.
- There were stakeholder meetings with RWAs, Women Groups, SHGs, NGOs, Engineering Colleges and the City Planners before the CDP was submitted.

Projects

- Out of the 20 sanctioned projects 14 are in progress while 6 have been completed.
- Impact assessment studies (EIA/SIA) have been undertaken wherever it has been mandatory.

Capacity Assessment

- Standard bidding documents are prepared by the PMC. The PMC is designated by the GVMC to do the procurement. There is no dedicated procurement team.
- All AP government agencies use the e-procurement platform for tendering.
- National Bidding takes place for contracts
- Housing contracts have been retendered.
- Credit rating has been carried out
- Things that the Central Government can do to fast track the progress
 - A certain amount of deviation from the DPR should be permissible for some sectors such as storm water drainage keeping in view encroachments on land and other land acquisition problems.

General / Other observations

- The mission has brought about a convergence of urban issues and agencies. Identification and prioritization of issues have taken place, for example, the need for an effective system of public transport. Smaller cities have got an impetus as result of this.
- Projects at such a massive scale could not have been possible without JnNURM.
- Also the concept of linking project funding with reforms is appreciable. A comprehensive identification process of municipal assets has led to improvement of municipal financing.
- Major challenges
 1. ULB funding all the cost escalations has made it extremely burdensome on GVMC.
 2. Land availability is also an issue in Visakhapatnam as a large part pertains to MoR and the forest department.

Warangal

Institutional Structure

The implementation of *JnNURM* in Warangal is primarily undertaken by the Warangal Municipal Corporation (WMC) and the Public Health Division (PH & ME). The Mayor is the head of Administration, the Commissioner and Additional Commissioner head the general wing of the WMC. The municipality has designated wings for town planning, engineering, accounts, public health, revenue, establishments, sanitation and urban poverty alleviation. In addition, the Public Health Division is independent of the municipal corporation. The PH & ME division is not accountable to the WMC. While the PH & ME division is responsible for execution of the project, the WMC is responsible for its inspection.

Mission Implementation Process

There is a master plan for Warangal.

Reforms

Refer to the section on reforms

Fiscal Status

The funds flow from the SLNA to the executing agency i.e. the PH & ME department in four installments. The payments have been regular till March 2010 but have now stopped due to lack of implementation of the reforms.

CDP

The preparation of CDP for Warangal is under progress. It is being prepared by Administrative Staff College of India (ASCI). Two stakeholder workshops were conducted over a span of two days. Each of these workshops lasted a day and was attended by 150-200 people. The workshops were advertised in local newspapers. The stakeholders were consulted about their expectations from the city and the compromises they would be willing to make.

Projects

There is only project under *JnNURM*
UIDSSMT: - water supply

- The total project cost is around ₹178 crore; however the approved cost is only ₹164 crore. 80% of the project is been completed.
- The funding of the project is of the order of 80:10:10: GOI: GoAP: ULB. However, the ULB component and the state share which were suppose to be loan component for the city are now coming as grants from the state. Hence there is practically no contribution from the ULB to the project.

Capacity Assessment

- The PH & ME division conducts the bid process. The contracts are EPC contracts. The standard bidding documents are prepared by the PH & ME.
- The project was re-tendered twice. The reasons for this were twofold:
 - The political scenario in the region discourages industrial and business activity.
 - The few firms that submitted tenders did not meet the eligibility criteria
- The APUIDFC at the state level organizes training via Centre for good Governance (CGG) for administrative and good governance training. In addition, the state is providing training for implementation for the reforms.
- No credit rating is carried out.
- In the opinion of the ULB, the State government may do the following to accelerate progress:
 - Promote tourism and culture – Warangal's 1000 year old rich history and monuments make it an ideal example of a heritage city.
 - Encouragement of the IT industry via setting up of SEZ's in the area
 - Improve traffic and transportation scenario in the city
 - The State government should help in promoting development of infrastructure and transport facilities.
 - Active support should be provided by the state in capacity development as the lack of trained staff is a major obstacle to operational implementation of the reforms.

General / Other observations

Impact

- The city infrastructure has improved.
- The accounting reform will make ULB more financially sound.

2. State: Assam

Institutional Structure

There are two SLNA's involved in the implementation of *JnNURM*. The first one is the Guwahati Metropolitan Development Authority which implements UIG/BSUP, while UIDSSMT/IHSDP is implemented by the Town and Country Planning Department.

The executing agencies for the projects under *JnNURM* are-

Name of Institution	Sectors
PHE/AUWSSB/GMC	Water Supply
PHE/AUWSSB/GMC/FCD	Sewerage
	Drainage
GMDA/GMC	Storm Water Drainage
GMC	Solid Waste Disposal
PWD/GMDA/GMC	Municipal Roads (Including Flyovers)
	Street Lighting
GMDA	Town Planning

AUWSSB- Assam Urban Water Supply and Sewerage Board (recently proposed and constituted)

GMC- Guwahati Municipal Corporation

GMDA- Guwahati Metropolitan Development Authority

PHE- Public Health Engineering

PWD- Public Works Department

FCD- Flood Control Department

The SLNA is headed by the Commissioner and Secretary of Guwahati Development Department. The CEO of Guwahati Metropolitan Development Authority is the Member Secretary of SLNA. The Development Officer of GMDA is working as Nodal Officer of *JnNURM*.

Reforms

Refer to the section on reforms

MIS

MIS generated by the property tax management software is regularly reviewed by GMC in order to increase the efficiency of collection of property tax. MIS requested by the central PMU is regularly used at the State/ULB level.

Capacity Building/Assessment

1. Training need assessment has been done; officers and other employees are regularly sent for training.
2. Training has been conducted on public private partnership, RAY, social safeguard, environmental safeguard, street vendors, accounting, e-governance etc.
3. The content is developed on the basis of TNA survey and as per the need envisaged in the reform agenda.

Things that the Central Government can do to fast track the progress

1. Ensure timely release of funds.
2. Ensure all necessary permission and land acquisition for all project components at the State/ULB level before funding the projects.
3. Establish regional centre of excellence in the North-East for capacity building .This would be a hub for skill development and capacity building.

General / Other observations

1. There is an ADB Fund for NERUDP phase II
2. There is JBIC funding for a water supply project in Guwahati.
3. A proposal to constitute a water services regulator is under consideration, but is in early stages.
4. A State level PPP Cell has been established in the Planning and Development Department, Govt. Of Assam.

Guwahati

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the *JnNURM* in the city

- Guwahati Metropolitan Development Authority - SLNA
- Guwahati Development Department
- Guwahati Municipal Corporation

State Level Nodal Agency takes up regular review of the project progress and need for intra agency coordination. The State Level Nodal Agency is attached to Guwahati Metropolitan Development Authority and is chaired by the Commissioner and Secretary, Guwahati development Department.

Mission Implementation Process

Guwahati Master Plan-2025 has been prepared apart from the City development Plan. Various steps are also taken up for upgradation of LIG and slums in terms of policy formation and infrastructure creation.

Reforms

Refer to the section on reforms

Fiscal Status

- Adequate budget provision has been made at the state level for ensuring timely flow of the state share. Once the central share is released matching state share is released together with the central share.
- The allocation under *JnNURM* for the state of Assam is very limited. However, funding under *JnNURM* has been used to explore possibilities of other funding like Public private partnership.
- The solid waste management project has been implemented under PPP mode. The total project cost is ₹102.15 crore where *JnNURM* funding is ₹35.17 crore. The private investment is envisaged for ₹67 crore from the PPP partner.
- No commercial borrowing has been made by the government so far.

CDP

- The CDP was for ₹3200 crore, of which only about ₹500 crore were approved.
- In order to arrive at the overall vision for the city of Guwahati, a series of stakeholders' workshops were organized in which prominent citizens of the city, officials of the State involved in the sphere of urban development, elected representatives to the Municipal Corporation, the State Assembly and the Parliament from the city, NGOs involved in the development sphere and the media also participated.
- Storm water drainage project which is of immense importance is now being prepared and proposed to be financed through international donor funds.

Projects

There are two projects under UIG and BSUP each. All four projects are in progress.

Capacity Assessment

- Generally CVC guidelines are followed for any procurement. State does not have any specific procurement guidelines. The procurement team of the implementing agency does the procurement. PMU also advises on the procurement method.
- The State PPP Policy exists.
- Training need assessment has been done and officers and other employees have been regularly sent for training.
- The credit rating for GMC has been done by Fitch Credit rating agencies. The rating is BB+. It is not repeated regularly.
- Things that the Central Government can do to fast track the progress
 - Ensure all necessary permission and land acquisition for all project components at the state/ULB level before starting the project.
 - Ensure mechanism of R&R is in place for all project components at the State/ULB level before starting of construction of the project.
 - Ensure timely flow of fund based on actual physical progress.
- Things that the State Government can do to fast track the progress
 - Ensure all necessary permission and land acquisition for all project components at the ULB level before starting the project.
 - Increase coordination between the state and the ULB level
 - Increase capacity of the ULB.

3. State: Arunachal Pradesh¹

Institutional Structure

- The SLNA and implementing agency for projects are the department of Urban Development & Housing
- The ULB is yet to be constituted, although the Act for the same has been passed. The implementing agency for reforms is the Directorate of Town Planning. The provision of Water Supply is done by the PHE & Water Supply Department. State Urban Development Agency (SUDA), District Urban Development Agencies (DUDAs) and National Project Construction Consultant (NPCC) has been contracted for implementation of BSUP Projects. Since there are no ULBs, the SLNA acts as an implementing agency.
- In the absence of ULBs/ Municipalities in the State, the District Urban Development Agency, the designated ULB in the Town supervises and monitors through the DC-cum-Chairman and Deputy Director-cum-Member Secy. UD Division with its Officers of the Urban Development Department and project implementing agencies from time to time to ensure proper implementation of the project.

Mission Implementation Process

- The staffing of the SLNA is – Secretary (Urban Development), CE-cum-Director (UD), Deputy Director (Civil), Deputy Director (Arch.), Deputy Director (Urban Planning), Sr. Finance & Account Officer, Urban Programme Officer, Chief Estimator, Assistant Urban Program Officer, Arch. Assistant & others non-technical staff.
- The PMU & PIU have not been setup due to lack of financial support by the State Government.

Reforms

Refer to the section on reforms

Fiscal Status

Allocation and Release of Funds have the following salient points:

- Currently there is no source of non- *JnNURM* financing on implementation of *JnNURM* scheme in the state. Specifically, international funding agencies such as ADB and JICA who are active in the rest of North East are not funding programs in Arunachal due to political complications
- Funds given for procurement of buses as part of the Stimulus Package – after the funds released for first installment-have not been released by GOI. This delay is likely to result in the state agency being in breach of contract.
- Non-Government sources (banks, PE funds, etc.) of finance are unlikely and unviable.

¹ The city of Itanagar and Pasighat do not have any ULBs implementing *JnNURM* or even functioning otherwise. Municipal elections have never taken place at Itanagar and Guwahati

- North East has a 90:10 funding pattern from the Centre in terms of contribution. Considering that there are no taxes – property tax or income tax to form a revenue source for the ULBs, the centre should consider funding 100% of the projects.
- As the density of population is very low (average of less than 20 persons per sq. km.) and the difficult terrain, the per capita cost of infrastructure development will be high as compared to other states and the revenue base for ULB and recovery by way of user charges will remain low. Therefore, special consideration needs to be given for financing of even O&M expenditure.
- PPP also has limited potential because of the above factor as this impacts bankability of the project

Capacity Assessment

Due to constraint of funds of State Government sufficient capacity building could not be carried out. However, capacity building on urban poverty profile & slum profile of Arunachal Pradesh was conducted on 15th January 2010.

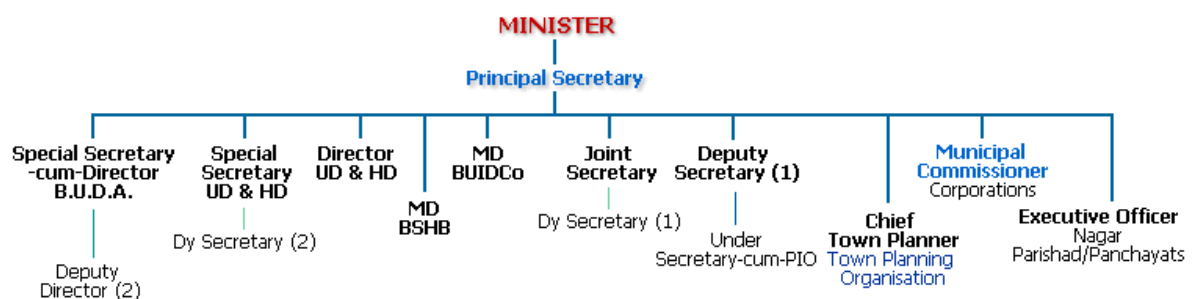
Three things that the Central Government can do to fast track the progress

- State's contribution should be waived, 100% funding from centre is felt necessary.
- Critical reforms to be dropped and revised timeline target of urban reforms may be approved by Government of India
- Beneficiaries contribution/loan based scheme is not practicable in Arunachal Pradesh

4. State: Bihar

Institutional Structure

The Bihar Urban Infrastructure Development Corporation (BUIDCO) is the SLNA for the State of Bihar. Bihar Urban Infrastructure Development Corporation Limited (BUIDCO) is a Government of Bihar Undertaking registered under the Companies Act 1956 (Act 1 of 1956) with a view to accelerate infrastructure development activities in Urban Development Department, Government of Bihar (incorporated on 16th June 2009)



Reforms

Refer to the section on reforms

MIS

MIS is compiled efficiently and IPOMS are used by HUDCO.

Capacity Building/Assessment

1. Capacity building activities have been taken up efficiently and effectively in the State.
2. Proper Training modules have been formed. The regional Centre based out of Lucknow and Centre of Governance in Hyderabad conducts training for staff members of the SLNA

Things that the Central Government can do to fast track the progress

The support received from the Centre has been satisfactory. Progress with respect to the mission has been slow and this is due to internal issues within the State.

General / Other observations

1. Technical support is provided by DFID funded SPUR unit, which supports the implementation of the projects and reforms for the State.
2. DFID SPUR has a cell known as **Samvardhan (Urban Technical Assistance Support Team)** which assists in measures taken to secure adequate land for housing the urban poor.
3. There are World Bank and ADB projects in the pipeline. Funds for these projects are expected around August 2011.

Bodh Gaya

Institutional Structure

The projects for the city are directly handled by the SLNA and the role of ULB is very limited. The SPUR (Support Programme for Urban Reforms) unit provides support for implementing reforms in the city. There are monthly meetings between at the SLNA for coordination. In addition meetings are called whenever the need arises.

Mission Implementation Process

Projects which involve relocation of people are difficult to implement. During preparation of DPRs, special attention is paid to slum population & low income groups.

Reforms

Please refer to section on reforms

Fiscal Status

At present funds are being transferred within reasonable time. Measures to ensure sound financial footing of ULB need to be taken.

CDP

Till date no need has been felt to revise CDP and FOP. Insufficient resources at ULB level lead to slow implementation of the CDP. Periodical increase in taxes, user charges by ULB, ULB shares in state revenue such as road stamps, VAT, professional tax, stamp duty etc will help in increasing the revenue share and strengthen their financial position.

Projects

None of the projects have started on ground. The implementation of projects started much after schedule.

Three things that the Central Government can do to fast track the progress

- Release of funds at regular intervals
- Ensure sound financial footing of ULB's

Three things that the State Government can do to fast track the progress

- Release of funds at regular intervals
- Govt. should consider reimbursement of revised cost

Muzaffarpur

Institutional Structure

The projects for the city are directly handled by the SLNA and the role of ULB is very limited. The SPUR unit provides support for implementing reforms in the city.

There are monthly meetings between at the SLNA for coordination. In addition meetings are called whenever the need arises. Currently the only project is of laying a pipeline for supplying ground water. This is being done by the SLNA directly and so there is no involvement of the ULB.

Mission Implementation Process

The Master Plan was made in 2007. The officials work closely with the poor and so are well aware of their needs.

Reforms

Please refer to section on reforms

Fiscal Status

Measures to ensure sound financial footing of ULB need to be taken.

Projects

None of the projects have started on ground.

Capacity Assessment

No credit rating is performed for the ULB.

Patna

Institutional Structure

Under the guidance of the Government of Bihar, the Patna Municipal Council (PMC) is implementing the projects in consultation with contractors and project management consultants. The implementing agencies are SPUR, A2Z consultants for solid waste management and IL&FS for water supply projects. The projects for the city are directly handled by the SLNA and the role of ULB is very limited.

There are monthly meetings with the SLNA for coordination. In addition meetings are called whenever the need arises. There is a separate *JnNURM* cell created at ULB level to monitor the progress of works undertaken. The monitoring of work is done by the technical personnel of ULB and Nodal agency i.e. BUDA, SPUR, DFID and IL&FS.

Mission Implementation Process

The CDP was made in 2006. Besides the CDP, a Revision of Development plan is in progress and will be launched in approximately 2 months.

During preparation of DPRs, special attention has been paid to slum population & low income groups. Projects which involve relocation of people are difficult to implement.

Reforms

Please refer to section on reforms

Fiscal Status

Patna Municipal Corporation has not received funds after the 1st installment; this is attributed to non compliance to reforms at the state level rather than the ULB level. Measures to ensure sound financial footing of ULB need to be taken.

CDP

No need has been felt to revise CDP and FOP.

A water supply scheme has been designed to provide equal distribution of water to different parts of the city. Insufficient resources at ULB level have led to slow implementation of the CDP. Periodic increase in taxes, user charges and ULB shares in state revenue such as road stamp; VAT, professional tax, stamp duty etc are good measures to strengthen the financial footing of the municipal corporations.

Projects

Physical Progress-BSUP

- 18 Projects sanctioned
- Towns covered-Patna (including Khagual, Phulwarisharif and Danapur) and Bodhgaya
- Total Approved Dwelling Units (DU) -22372
- Implementing Agency-HUDCO
- 19 Sites workable-4249 DUs
- Patna-Dwelling Units under construction-560

- Bodhgaya-7 Sites selected. Works to be started on 2 Sites covering 212 Dwelling units

Physical Progress-IHSDP

- 16 Projects sanctioned
- Total Approved Dwelling Units-12956
- Projects in 4 additional towns recently approved
- Implementing Agency-Hindustan Prefab Limited (HPL)
- Work started on 4556 Dwelling units
- Construction of 1616 Dwelling Units completed covering Bhagalpur (817 DUs), Kanti (84 DUs), Motipur (310 DUs) and Kishanganj (405 DUs) towns
- 2940 Dwelling Units are under construction

Capacity Assessment

Training is conducted by SPUR and the SLNA. No credit rating is performed.

Three things that the Central Government can do to fast track the progress

- Release of funds at regular intervals
- Government. should consider reimbursement of revised cost as accepted

Three things that the State Government can do to fast track the progress

- Release of funds at regular intervals.
- Ensure sound financial footing of ULB's
- One of the largest hurdles to the mission implementation process is the frequent transfer of senior officials at the ULB. This disrupts the momentum of implementing projects and reforms.

5. State: Chandigarh

Institutional Structure

There are two bodies involved in the implementation of the Mission at State Level –

1. Chandigarh Municipal Corporation (through the engineering wing) implements the UIG scheme.
2. Chandigarh Housing Board implement the BSUP scheme
3. Procurement of buses – State transport department
4. Chandigarh Municipal Administration
5. Town and Country Planning Office

The SLNA is headed (Chairperson) by the Advisor to Chandigarh Administration while Secretary Finance, Home and LSG are its members. There is a separate Project Management Committee for *JnNURM* interventions which is headed by the Secretary (Finance) who is also the nodal officer for the SLNA. ULB level progress is monitored through periodic progress reporting and meetings. The Engineering Section within the Corporation has been entrusted with the task of executing the *JnNURM* interventions

Mission Implementation Process

Zonal plans for the city exist. The SLNA is headed (Chairperson) by the Advisor to Chandigarh Administration while Secretary Finance, Home and LSG are its members. There is a separate Project Management Committee for *JnNURM* interventions which is headed by the Secretary, Finance who is also the nodal for the SLNA. While UIG projects are handled by the Corporation, BSUP housing projects are being done by the Chandigarh Housing Board.

There is otherwise a multiplicity of institutions involved as transport is with the State Transport Corporation under Department of Home. They have themselves funded the bus component. Besides, the urban poverty component is with the Corporation while the housing part of it is with the Chandigarh Housing Board.

Reforms

Refer to the section on reforms

MIS

Different agencies involved in *JnNURM* projects prepare their own MIS reports to be sent to the SLNA as per the periodic requirements. These reports are manually compiled.

Things that the Central Government can do to fast track the progress

1. Delink certain reforms from projects
2. Address issues such as DPRs preparation- DPR's prepared by the Consultants are easily approved as opposed to DPR's prepared in-house, as in the case of Chandigarh.

Chandigarh²

Institutional Structure

- The agencies /departments /institutions currently involved in the implementation of the JnNURM in the city are :
 1. UIG – Chandigarh Municipal Corporation (through the engineering wing)/ Haryana Urban Infrastructure Board
 2. BSUP – Chandigarh Housing Board/ Haryana Slum Clearance Board
 3. Procurement of buses – State transport department (worth ₹50 crore)
 4. IHSDP – State Urban Development Society
 5. Chandigarh Municipal Administration Estate office
 6. Town and Country Planning Office
 7. Chandigarh Housing Board
- Monthly Progress Reports are made as well as Quarterly Reports which have to be mandatorily sent to the Ministry in Delhi.
- Apart from this, no independent regulatory mechanism in the form of an external agency has been hired by the ULB.

Mission Implementation Process

- A comprehensive Master plan exists for the city. An American Firm, M/s. Mayer, Whittlessay and Glass were commissioned in 1950 to prepare the Master Plan for Chandigarh. Chandigarh was however designed by the Architect, Planner Le Corbusier
- Efforts have been made under BSUP to increase the number of Low Income Group Housing schemes to ensure maximum low income people living in Chandigarh can be moved from slums to proper houses. According to the biometric survey done in 2006, slums were identified and as of date 512 dwelling units are ready with people having shifted there. Allotted in joint name with an affordable rental of ₹800 per month, the ownership to this 25 sq yard or 267 sq ft (including 40 sq ft circulation space) dwellings will be transferred to the occupants by the government after 20 years. The cost of one unit is approx. ₹3.4 lakh. Since the ownership of this unit would be transferred after 20 years (to protect it from resale and sub renting) the O&M cost of services would be borne by the housing board and corporation for 5 years till the community or society is formed for these colonies to look after the O&M and is self sustainable. However, the O&M of the building would be the responsibility of the corporation for 20 years. The transfer modalities of these units are still under consideration.

Reforms

Refer to the section on reforms

Fiscal Status

- It takes a lot of time before the funds are disbursed by the State to the authorized body. This causes unnecessary delays in the project.

² Urban local body level status

- The need for alternative sources of financing like municipal bonds etc has not been felt by the Chandigarh Municipal Corporation. They have sufficient revenues through water charges and property taxes collected on commercial property.
- No project has been implemented under PPP in Chandigarh using JnNURM funds.

CDP

No consultant had been hired by the Municipal Corporation to assist in the preparation of the CDP. The CDP was prepared in house by the CMC. No formal stakeholder consultations happened. However, the community participation is very strong in Chandigarh by way of media reports on local issues and media columns written by local people of Chandigarh. Consultations were held with the Mayor and ULB officials. For the BSUP component, stakeholder consultations were held with the urban poor.

Projects

- **Conservation of drinking water by harvesting of the tertiary treated sewage for irrigation of green spaces in Chandigarh:** The project is complete. The formal power sanctions have come and by end of the week ending 21 August 2010, the plant will start operating. H L Handa & Co will operate & maintain the plant for 10 years. The project was delayed due to delay in getting required power sanctions from Punjab Power Board as the plant lies in Punjab. The plant was completed on 30 April but it took 01 year for the power sanctions to come.
- **Upgradation of water supply infrastructures for proper monitoring and automation with remote computerized surveillance system to 24x7 water supply:** The project has been implemented well under SCADA.
- **Augmentation of water supply phase-v, Chandigarh:** The project is not moving ahead because of pending sanctions from Punjab Government as some part of the project lies in Punjab and the water has to be taken from Punjab.
- **Slum Rehabilitation Project Chandigarh-construction of 19360 Flats:** The project is being implemented by the CHB. Even though the project was sanctioned in 2007, due to delays in disbursement of funds, funds were received by CHB in 2009 causing the unnecessary delay in project completion. Up till now 512 dwellings have been completed.
- **Rehabilitation of 6368 Slum Families by Relocation in Phase-I, Chandigarh:**
- **Transport Department:** Buses worth around ₹50 crore were purchased by the transport department under JnNURM.

Capacity Assessment

- Procurement is done in house. For civil works there are only a few contractors in the city leading to frequent re tendering.
- Things that the Central Government can do to fast track the progress
 1. Delink reforms and projects.
 2. Direct funding to ULB instead of involving state government

6. State: Chhattisgarh

Institutional Structure

1. The State Urban Development Agency is involved in the implementation of *JnNURM* in Chhattisgarh.
2. PHED and the housing board execute the water supply, sewerage and BSUP/IHSDP projects respectively.

Mission Implementation Process

The SLNA is headed by the CEO of SUDA. He has three deputy CEOs reporting to him on projects related to UIG, BSUP respectively. The deputy CEOs are in turn, assisted by the support staff. There also exists a PMU (BSUP) under this structure which reports to the CEO & Deputy CEO.

Reforms

Refer to the section on reforms

MIS

MIS is not being compiled at State and ULB Level. For M&E, monthly project reports are submitted by the ULB's to the SLNA.

Capacity Building/ Assessment

1. Recruitment has been done in the engineering (160 engineers), law and the tax departments as there had been no recruitment in these departments in the last 14 years.
2. Training is being given on reforms like double entry accounting system, property tax.
3. *JnNURM* funds will be used to give specialized training to engineers. Institutes have been identified, exposure visits are being planned and tie ups are being planned with institutes of other States.
4. Funds are also being used to train personnel in preparing CDPs. This will ensure that the CDPs will be revised and prepared in house thereby reducing cost of hiring external consultants. In addition to this the trained personnel will also do Service Level Benchmarking.
5. A separate Public Health Engineering Services is being formed, which will consist of engineers at junior levels. This in the long term will ensure that there is no shortage of engineers in the ULBs. Similarly, a cadre for accountants is also being created.

Things that the Central Government can do to fast track the progress

1. Assessment of the reforms should be done on the basis on how much the State has achieved in terms of implementing the reforms with respect to the initial stage at which the State was when the mission started.
2. Funds should be released on time so that the projects achieve completion and the capital is not wasted. Moreover, this will ensure there are no cost & time overrun in the project.
3. The feedback given to external consultants should be looked at by the government as this will give a clearer picture of the problems faced at the State and ULB level.

General / Other observations

1. ADB is funding the Infrastructure projects for Urban Development. ₹4000-5000 crore is being given by the ADB which will cover 169 ULB's in Chhattisgarh.
2. A regulatory board for regulation of tariffs and taxes is being set up. Setting up of this Board will ensure that a number of reforms will be achieved.

Bilaspur

Institutional Structure

The agencies involved in implementation of *JnNURM* in the city are-

- Bilaspur Municipal Corporation
- Public Health and Engineering Department – Deposit Works

PIUs have been constituted and they have members from each of the above mentioned agencies. Moreover to supervise their activities, regular meetings are called by the Municipal Commissioner. To oversee and track progress PIUs have been put in place for UIDSSMT and IHSDP projects. These PIU's report the progress to the Municipal Commissioner, PMU's at the state level and to the SLNA CEO. This mechanism ensures that there is constant monitoring of the projects.

Mission Implementation Process

The city of Bilaspur has a long term and short term development plan.

The officials are aware of the needs of the low income groups. With that in mind the projects have been identified so that the low income groups are connected to city wide infrastructure.

The IHSDP projects given to HPL have been difficult to implement because of disputes between HPL and the contractor. As a result, the construction of these units had come to a standstill. The water supply project is stuck in its last phase because of a lack of funds.

Reforms

Refer to section on reforms

Fiscal Status

The State Urban Development Agency gives the funds to the Bilaspur Municipal Corporation who in turn gives it to the implementing agency PHED/HPL.

MIS

An MIS is still not in place in Bilaspur. However the tendering is in process to identify a suitable bidder who can develop and implement MIS in the BMC. Monthly reports of the project status are submitted by the PIU's to the Municipal Commissioner and the State Urban Development Agency

CDP

At present, Bilaspur doesn't have a CDP. The projects were correctly identified. They addressed the needs of the city. An effort is being made to connect water supply and sewerage lines to the slum areas so that they have access to water and sanitation.

Projects

There have been 2 UIDSSMT and 2 UIG projects sanctioned in Bilaspur. None of the projects have reached completion.

Capacity Assessment

An SIA and EIA have been carried out by the PMC (Mienhardt) for the sewerage project. There is no environment management plan.

The UIDSSMT projects have progressed well till the 3rd phase of the project. The last phase of the projects has been delayed due to non- receipt of funds and simultaneous increase in prices of raw materials. The IHSDP projects given to HPL have been delayed due to disputes between HPL and the contractor. The in-slum infrastructure is well linked to city level networks. This has been ensured by connecting the water supply lines and sewerage lines to the slums so that they have access to water and proper sanitation. Moreover the roads connect the slums to the city. The PMC and DPR appraisal agency for the Sewerage project in Bilaspur is the same i.e. Mienhardt. This setup is good because it reduces the number agencies involved with project and the responsibility of the project lies with one company. Therefore, if there are problems in the DPR or during the implementation, they can be resolved by the same company.

The e- governance tool used in Bilaspur is called Choice. It gives a report on birth & death certificates, income certificates, ration card, SC/ST certificates. Choice centers have been set up in the city so that citizens can access this information.

Three things that the Central Government can do to fast track the progress

- The Centre should release funds on time so that project costs do not escalate
- The appraisal on the progress made in terms of implementation of reforms should be on the basis of the status of reforms at the initial stage
- The support from the state has been satisfactory

Miscellaneous

Impacts of the mission-

- There has been an overall improvement in the city infrastructure.
- e-governance setup has ensured that people can access information quickly and easily.
- The Urban Poor have greater access to infrastructure in the city.

Major Challenges being faced in taking the mission forward-

- The projects are not being completed on time either due to late receipt of funds, dispute with contractors or escalation of costs
- Although O&M of projects is being recovered but 100% is not being achieved as a result of which the ULB runs into losses

The lessons from the Mission have been as follows-

- The reforms have allowed the ULBs to increase their revenue base and reduce losses.
- Urban poor in the city now have better access to infrastructure.
- Funds have to be released on time so that the projects can be completed on time.

Raipur

Institutional Structure

The agencies involved in implementing *JnNURM* in the city of Raipur are-

- RMC-Raipur Municipal Corporation
- NRDA-New Raipur Development Authority
- PHED-Public Health Engineering Department (Deposit Works)
- A monthly meeting is held by the CEO of SUDA to monitor the progress of reforms and projects in the ULB's.

A PMU for BSUP projects consisting of 5 personnel oversees and tracks progress at the ULB level. There is a PIU for BSUP at the ULB Level which reports to the PMU. Moreover as mentioned above, the CEO at SUDA calls a meeting every month to monitor progress at ULB level.

Mission Implementation Process

Besides the CDP the city does not have a comprehensive Master Plan.

The officials are aware of the needs of the low income groups and slums. The city wide infrastructure has been planned in such a manner that they have been integrated with it.

Reforms

Refer to section on reforms

Fiscal Status

Some progress has been achieved with respect to leveraging funds through PPP. The New Raipur Water Augmentation project is being done on a PPP basis and it has been awarded to JWIL.

MIS

MIS is not being used by the Raipur Municipal Corporation. IT experts have been hired to put an MIS in place. For M&E, monthly project reports are submitted by the ULB's to the SLNA and a monthly meeting is called by the CEO of SLNA to track the progress. Data entries are made online for *JnNURM*

CDP

Revisions have been made in the CDP. The projects were not wrongly identified or wrongly prioritized and have addressed the needs of the city. In the stakeholder analysis, the following stakeholders were identified-

- The city district level agencies like RMC, Raipur Urban Development Authority
- Officials of the department of Urban Development and Municipal Administration, Government of Chhattisgarh.
- Representatives of live departments like education, health, welfare, electricity, housing responsible for delivery of public services.
- Representatives of business, trade, industry and other private sector agencies
- Non-governmental and community based organizations

- Representatives of the poor communities- NHGs, NHCs, SHGs, etc.
- Representatives of the civil societies, including media, academic institutions, etc.

A key feature of Consultations is inclusion of the representatives from urban poor community development societies and self-help groups in the entire process including the working groups.

Projects

Raipur has 5 projects under JnNURM- 2 UIG and 3 BSUP; however none of them have been completed.

SIA and EIA have not been undertaken for infrastructure and slum rehabilitation projects. There is an environment management plan by Chhattisgarh State Environment Board.

Capacity Assessment

The legal framework for procurement is framed as per the guidelines laid down by the state legislature. The procurement is done by a Tendering Committee which comprises 5 personnel. The tendering process is carried out online by e-tendering. Standard bidding documents are available and they are as per the guidelines set by the State Government. The procurement staff is well trained and has the necessary expertise to execute procurement related activities. They are also given additional training as part of the State's Capacity Building measures.

The contracts are tendered on a national level using e-tendering. Some contracts have had to be re-tendered if the number of bidders has been insufficient or if the contract between the implementing agencies has been terminated due to violation of the terms of agreement. On an average the number of bidders who submit proposals for contracts is 3-4.

The nodal agency and prime mover for propelling IT growth and implementation of it plans in the state is chips, a registered society promoted by the government. The chief minister heads the high powered governing council of CHiPS. It includes Minister for Finance & Commercial Taxes, Minister for Commerce & Industry (including IT), Minister for Education, and Minister for Panchayat & Rural Development, Chief Secretary, eminent persons from IT industry and a representative from the Ministry of Information Technology in Government of India. CHiPS is involved in implementation of some mega IT Projects like CHOiCE, e-Gram Suraj, e-Procurement, SWAN, e-Treasury, Bhuiyan and GIS. CHOiCE – Chhattisgarh Online Information for Citizen Empowerment is the E- governance tool which enables the citizens to access information regarding ration cards, birth and death certificates, SC/ST certificates.

Service level benchmarking of RMC was carried out by ASCI, Hyderabad on general services like water supply, sanitation and infrastructure. CARE has assigned an issuer rating of 'CARE BBB (Is)' [Triple B (Issuer Rating)] to Raipur Municipal Corporation (RMC). The rating is only an opinion on the general creditworthiness of the entity.

Three things that the State Government can do to fast track the progress

The major impacts of the mission so far have been –

- Improved water supply in the city of Raipur
- Greater revenue base for the ULB's due to the implementation of reforms
- BSUP projects have ensured an improved infrastructure for the urban poor

The major challenge being experienced in taking forward the Mission objects is the non-receipt of funds which means that the project cannot progress further. This can be traced to the reforms not being implemented and consequently, cost and time overrun have to be borne either by the ULB or the State. Steps taken or proposed to improve municipal finances are as follows-

- Credit rating of the Municipal Corporation is being proposed. This will help the ULB to leverage funds from external agencies.
- ADB is funding the ULBs in Chhattisgarh for Urban Development.
- A municipal regulatory board is being set up to regulate tariffs and taxes at the State-level.
- GIS mapping is being done which will boost the property tax revenue
- The contracting mistake made by HPL was to give a ₹193 crore contract to a local agency that couldn't measure up.

7. State: Delhi

Institutional Structure

The following agencies are involved in the implementation of JnNURM:

1. Municipal Corporation of Delhi (MCD)- The area under MCD jurisdiction has been divided into 272 wards
2. Delhi Jal Board (DJB)
3. New Delhi Municipal Corporation (NDMC)
4. Delhi Urban Shelter Improvement Board (DUSIB) has come into existence under Delhi Urban Shelter Improvement Board Act, 2010
5. Delhi Development Authority (DDA)
6. Delhi Cantonment Board (DCB)

Mission Implementation Process

MCD:

- The Municipal Corporation of Delhi employs approximately 1, 25,000 staff which includes nearly 60,000 safai karamchaari and 800-900 engineers.
- The DPRs are created in-house in the MCD. There is no concept of PMC as such, though there are provisions for using third-party quality monitoring agents.

DJB

- DJB employs about 22000 people, about 1000 being contractual or on muster roll and about 1000 engineers.
- In MCD areas, DJB is responsible for provision, management and revenue collection of water supply and sewerage services.
- In NDMC and DCB areas, household distribution (collection of sewerage) and revenue collection is undertaken by NDMC and DCB. DJB provides potable water and sewerage treatment at cost, wherein the respective agencies are billed on actual amount annually.

NDMC

- NDMC has a staff of approximately 17000 including contractual staff of which approximately 400-500 are engineers.
- The DPR for the redevelopment of Connaught Place was made by RITES. The BSUP project DPR had been created in-house and deficiencies had been noted.

Reforms

Refer to section on reforms

Fiscal Status

MCD

- The main revenue source is property tax. Octroi has yet not been abolished and approximately ₹300 crore is collected per annum. Hoardings and advertisements, parking and tender costs form a small part of the MCD revenue.
- Around 36 nos. multi level parking projects are being undertaken, out of which 12 are on PPP on 30 year concession periods. The bid documents have been developed by consultants. The MCD's PPP department involves the public and the RWAs in developing communication centers for the projects

DJB

- Fund transfer is directly through SLNA.
- Actual revenue collected in 2009-10 was ₹470 crore. In 2010-11, this is expected to rise to about ₹805 crore, primarily because of revision in tariffs and regularization of connections.
- The current collection efficiency is 76%. Arrears amount to almost ₹900 crore, 50% of which is on account of surcharge raised to government entities (this is periodically written off when DJB launches a rebate scheme).
- Currently, Capital Works of DJB are estimated at ₹1500 crore which is financed by GoD on loan basis.
- Establishment Cost is ₹500 crore.
- Other sources of funds – international donors such as JICA, DJB is trying to raise money from HUDCO (₹800 crore)

NDMC's main sources of revenue are:

- Revenue in lieu of property tax. The coverage of property tax is nearly 100% and the collection is approximately 85% where around 15% is tied up in litigation. Property tax is calculated by self assessment on Unit area or taxes on rent whichever is higher.
- 1% of stamp duty on sale of property.
- Distribution of electricity

DJB

A project for development of a Central Monitoring Cell to monitor information on various parameters (flow, quality, pressure, energy and level of UGR) for the water supply system is currently being implemented. For this, a DPR has been forwarded to ISPIT. Cost of the project is estimated to be ₹80 crore.

CDP

- DJB had prepared a separate CDP (prepared by IL&FS Ecosmart) and forwarded 24 projects in total of which 3 got sanctioned. These include:

Project	Sanctioned Cost	Money received	DPR prepared	Contractor
Rehabilitation of Sewer Network	₹253 crore	₹112.5 crore	In-House	In-situ SPML JV Sriram EPC Onsite Michigan Ludwig Pfeiffer-Gypsum
Interceptor Sewer	₹475 crore	₹100 crore	Engineer India Limited	Yet to be contracted
Sewerage Treatment Plants (STPs), Sewerage	₹285 crore		STUP	

Pumping Stations (SPS) and Allied works				
---	--	--	--	--

- The master plan of Delhi has been made by DDA
- NDMC : The CDP was made by IL & FS in 2006

Projects

MCD: Approximately ₹1533crore have been sanctioned of which ₹126crore have been received and ₹30crore spent. 11 road sector projects have been approved

DJB: The IRMA for Sewerage projects is RITES.

NDMC is currently executing one project for the redevelopment of Connaught Place under *JnNURM* for which the approved cost is ₹253.78crore

DUSIB

- The two projects currently undertaken are 70 % complete and are expected to be completed by March 17 2011. These projects are progressing on time. Both these projects are located in Dwarka and are thus well connected to the rest of the city.
- 16/40 crore of the centre's money already been utilized. DUSIB in the process of making a utilization certificate to receive the next installment from the Centre.
- The 2 year gap between approval and implementation was explained due to the following reasons :
 - CWG: Due to the heavy duty building of infrastructure all over the city, manual labour was in short supply
 - Re-tendering: The bids for the projects were retendered 2-3 times . Builders do not find it profitable to work on EWS / BSUP Housing. According to DUSIB, builders much rather use their resources building roads or bridges rather than housing due to the nature of the projects and the constraints that a housing project creates.
- 4 New DPRs have been approved recently and 5 more have been submitted in the last week of December. The carpet area for all these housing projects on an average is 25 sq mt.

Capacity Assessment

MCD

- IRMAs have not been appointed
- No service level benchmarking is carried out
- There is no designated *JnNURM* cell.

DJB

The DPR consultant also plays the role of the PMC during implementation.

- Credit rating – an attempt was made but not completed.
- Service level benchmarking - a household survey is currently underway to assess the actual ground level position.
- IEC campaigns run by DJB – As part of JICA funded Yamuna Action Plan – NGOs have been appointed in each zone. Interaction with RWAs, Technical Cells for providing information and

encouraging water harvesting (subsidy is provided on capital cost if the structure is above a certain capacity), campaigns in schools and newspaper advertisement.

- Most cases open tender process is followed for selection of DPR consultant and contractor; In case EIL, they were appointed on nomination basis. Usually, DJB tenders got good response.

NDMC

- NDMC has a CRISIL credit rating of AA
- There is 100% metering of commercial water and 75% metering of residential water connections. There is 100% recovery of cost for commercial water supply and 60% for residential. The water charges were last revised in 2008. The water is supplied by DJB and distributed by NDMC. There is currently approximately 4-5 hours of daily water supply in NDMC area. A project for waste water treatment has been envisaged; however procuring permission for a treatment plant in NDMC jurisdiction is difficult.

DUSIB

- For beneficiary identification, a biometric survey is being conducted and is partially completed.
- EIA/ SIA: No formal studies have been conducted. Wherever they have been asked for as a necessary condition the board has conducted them.
- Quality of Contractor for Projects: More than satisfactory. IIT- Delhi is reviewing the material used in these projects on a random sample basis. They have even set up a lab on site to check building material from time – time.
- DPR Appraisal process : Satisfactory

General

DJB

- While DJB is overall satisfied with the technical review done by CPHEEO, because the staff at CPHEEO is limited, there are delays in review. This lead to cost escalation.
- There has been resistance by consumers against installation of meters, largely because of the fear of higher bills once actual consumption is tracked and because of the cost of replacement if the meter is damaged or at the end of useful life. This is being addressed by a two-pronged strategy:
 - Disincentive structure – for consumers who's command area has been metered but the individual consumer resists metering, the bill is sent with an imposed penalty of 10% over and above basic consumption slab
 - Communication campaign and awareness generation to allay myths and fears
- NRW is 40% currently, whereas as per the mandated reform, this had to be reduced to 20%. The losses include Apparent Losses (leakages, T&D losses) and Commercial Losses (defective metering, theft and unauthorized connections). There are currently 3 PPP projects to rehabilitate water supply system in 3 command areas which are under preparation. DJB expects to achieve the targeted level of 20% over the next 3 years.
- Metering level: Of the total 18 lakh connections (domestic and commercial), about 7.5 lakh are metered.
- The basis for tariff is Increasing Block Tariff. Bills are generated as per volume consumed for metered connections and consumption block category for non-metered connections. Tariffs for Commercial consumers are kept high so as to dissuade use of potable water for construction/commercial activity.
- O&M Cost recovery is 97%.

- The current water supply level is 200 LPCD.

NDMC

- As per the discussion it appeared that the paperwork involved in *JnNURM* seems to be excessive and laborious
- Few departments submitted project DPRs- NDMC has a sound financial health. The departments do not require external funding and so did not participate actively.
- During the renewal of Connaught Place project under *JnNURM*, there were objections posed by the New Delhi Traders Association

DUSIB

- Cost escalations have taken place, but construction hasn't been stopped. The decision to allocate the difference for cost escalation is yet to be taken.
- The DUSIB has direct contact with the centre. The money allocated to their projects is not routed through the SLNA. As they are a separate entity, their approval process for submission of DPRs is much faster than the slum wing of the MCD/ NDMC.
- The DUSIB has taken a different approach to land acquisition problems that frequently occur after the DPR has been approved. They submit their DPRs only after getting the land identified for the project, under their custody. This has been one of the reasons attributed to the DUSIB still submitting DPRs for projects when there are only about 15 months to the end of *JnNURM*.
- The land in Delhi NCR belongs to several different agencies such as the DDA /MCD/NDMC.

Some Constraints that were pointed out include:

- There is lack of response from contractors for EWS housing, as they have very low margins and there is more demand than supply for contractors.
- Even the contractors who respond are smaller players, who lack the expertise and skill to take up the projects and complete construction on time.
- In Delhi there is no clear demarcation of areas between NDMC, MCD, DDA and Cantonment Board. This delays the process for taking the necessary approvals for land acquisition and taking clearances.
- The number of other agencies, operating in Delhi is much more and so it becomes difficult to get clearances from all of them.

8. State: Gujarat

Institutional Structure

State level nodal agency for *JnNURM* in Gujarat is the Gujarat Urban Development Mission (GUDM). Besides agencies as the GUDC, GWSSB and HUDCO are also involved in *JnNURM* implementation in the State. The head of the SLNA is the Additional CEO of the GUDM. SLNA has a distinct PMU and a Technical Branch to manage and oversee different components of the *JnNURM*

Reforms

Refer to the section on reforms

MIS

MIS compilation is the responsibility of the SLNA which it does through the periodic progress reports received from the ULBs. Besides, the PMES and IPoMS have also been set-up as per the *JnNURM* requirements

Capacity Assessment

1. Training programmes were conducted for 500 class II and class III level officials including elected representatives such as Mayors, Pramukhs, Councillors etc
2. Areas Covered : Rapid Training Programmes, IPoMS and PMES training programmes, Chief Officer training programme, reforms orientation programme, RAY and land reforms training programmes were organized with the help of resource institutions such as CEPT, ASCI, NIUA, AIILSG, RESCUS etc.

Things that the Central Government can do to fast track the progress:

1. Funds from the GOI should be made available in 02 installments after issuance of the work order only instead of the current 04
2. The project cost should be taken as per the contracted amount and not as per the sanctioned DPR amount
3. Contractors should also be empanelled by the GOI similar to the empanelment of the consultants

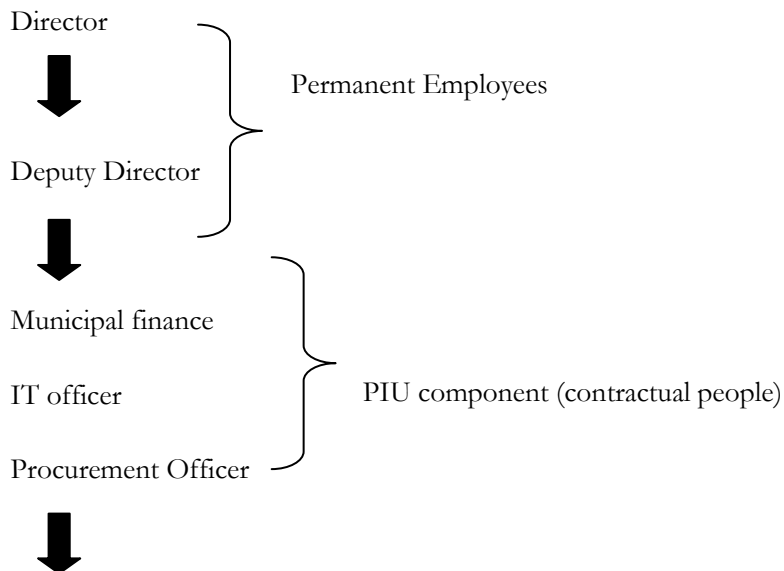
General / Other observations:

1. With the assistance of the ADB, CDIA and World Bank PPP modules have been prepared and circulated to the ULBs.
2. Besides, detailed orientation has also been held on the pooled finance development programme of the Ministry of Finance, Government of India. Consequently, two of the Mission Cities of Surat and Rajkot have taken initiatives on SWTP on PPP under *JnNURM*.
3. Rajkot has also started preparing its Urban Transport Plan with significant private sector investment with the help of GTZ and CDIA.
4. Similarly, street lighting and solid waste management projects on a cluster based approach on PPP are in advance stages of formulation and execution for many of the Non-Mission cities of the State

Ahmedabad

Institutional Structure

There is a dedicated cell for *JnNURM* in Ahmedabad, and its structure is as follows:



3-4 clerks (in-house from the Municipal Corporation) PIU, PMU and SLNA at the state level all function in a cordial manner. Monthly and Quarterly progress reports are sent to the SLNA.

Mission Implementation Process

Ahmedabad had local area plans; hence it has a four tier planning system

1. Regional plan (perspective plan)
2. Master plan
3. City development plan
4. Local area plan

However the need for a natural resource management plan has been felt.

Reforms

Please refer to section on reforms

Fiscal Status

The funds are received on time and the corporation is very rich itself with revenues around ₹3400 crore to be able to sustain any gaps that might arise in funding. Moreover, since this corporation is rich and self sufficient, they can bear the tender premium comfortably unlike other weaker corporations in India.

MIS

The MIS is compiled at the *JnNURM* cell. The bills come for every project which are then audited by a CA firm engaged at the *JnNURM* cell to validate the same. These are then put into a MIS which is updated manually on a monthly basis. The project departments handling *JnNURM* works communicate by email monthly.

CDP

The CDP has been revised (by CEPT). Since the CDP was prepared 4 years ago, a need was felt to revise the CDP, in order to address the demand supply gap and identify new projects for the development of the city.

City development strategies (CDS) were prepared prior to *JnNURM*, hence there was already a detailed discussion at the ULB level, at the ward level (where in all the ward corporators are asked to make area level plans for their ward in consultation with citizens and come up with ward level budget and projects). Therefore, the CDP preparation was facilitated as the consultation process started way back in 2000 itself.

Gujarat has a slum development policy. The Mission should evaluate the absorption capacity of a ULB, hence scaling and sizing of the project. Hence all the CDP's should be realistic in a way that it has the absorption capacity of whatever is listed in the CDP.

For Ahmedabad, which is one of the progressive cities with one of the richest corporations in the country, an estimated budget of ₹9000 crore for the CDP was realistic and till date an estimated ₹7000 crore has been spent on different projects.

Projects

The STP that has been taken up under the mission has been designed to cater to the population in 2021. This also utilizes the SCADA system for operations. Procurement of AMTS buses (900 in number) as per the norm of 1 bus per 2000 population. New projects to be undertaken:

1. Bhadra Fort revitalization
2. Revitalization of old city (27 monuments) – MOU signed with ASI and AMA

Big contractors don't generally come to urban areas due to:

1. Escalation in prices.
2. Single contractor does not have the capacity of end to end solution as in the case of the BRTS project.

Projects are delayed as some of the projects require clearance from NHAI, forest department and railways.

BSUP:

A total 7,400 units have been allotted under BSUP. Casting of 12,000 is complete

Site visit - Out of 576 units 414 have been allotted (per unit occupancy as per the average household size is 5)

Capacity Assessment

There is a PMC for each project. The PMC maintains standard contract documents, however in the case of BRTS project (first of its kind in the country) there were several contract documents for different works.

Under the provision of *JnNURM* each DPR cost involves 1.95% as the PMC cost. Training is conducted by SPIPA (Sardar Patel Institute of Public Administration). Three colleges – IIM Ahmedabad, CEPT and LD engineering college are involved in most of the programmes for capacity building of the corporation. Moreover, IIM Ahmedabad is also involved with the recruitment process for the corporation staff. Recently around 2,700 people were recruited in the AMC and IIM Ahmedabad was actively involved in the selection, GD process. In 2006, Corporation hired almost 150 assistant engineers for which 900 applications were received; this shows willingness of the people to join the government sector.

Miscellaneous

- Municipal Corporation acquires land by one of the following mechanisms – acquiring defunct mill lands, ULCRA, Town Planning scheme.
- Stability of tenure has been emphasized to give time to bring about the execution as envisaged. The current commissioner has been in Ahmedabad for the last 04 years.
- The AMC has staff strength of more than 2700 people where recruitments have taken place across various levels including Deputy Commissioner, Assistant Commissioner etc.
- For recruitment above the Undersecretary level an approval needs to be obtained from a committee comprising of the Mayor, Deputy Commissioner, Municipal Commissioner, Leader of Opposition and Leader of the Ruling Party.
- Initiatives like the innovative marketing strategy for the BRTS need to be undertaken to familiarize the project with the citizens and motivate them to use the same. BRTS project incurred a loss of ₹1.2 crore for 03 months when the bus rides were free of cost for the 12 km. stretch that was inaugurated first. The Corporation encouraged the people to use the buses which were run on time.. The first 2 kilometers were free and the next 10 Km. was for ₹14-15.

Common issues in *JnNURM*:

- The CDPs and the DPRs need to be revised.
- The CMP Appraisal process needs to be paid more attention to.
- The CDP- CMP sectoral plans (for water supply, sewage, drainage etc) need to be undertaken
- Timelines need to be increased for preparation as well as appraisal so as to ensure a more dedicated and realistic effort.

Vadodara

Institutional Structure

Primarily, VMC is involved in implementing *JnNURM* in the city. Prior to *JnNURM*, ₹40-50 crore worth of work was being done by VMC. But with the onset of *JnNURM*, there wasn't sufficient capacity and therefore 150 civil engineers were hired for executing *JnNURM* related works. A PMC was also hired for supervision. As on date, the Municipal Commissioner is the head of *JnNURM* with the Additional City Engineer as the Nodal Officer. They are assisted by 05 Engineers, 20 Deputy Engineers and other Assistant Engineers forming a dedicated team for *JnNURM*.

A TPMI (CEIS Ltd) is also there for continuous quality checks for all works greater than ₹10 lakh. A PMC has been constituted for every project which takes care of the project from preparation of the DPR till the project completion. A weekly review meeting (every Wednesday) is held on the project site where representatives from the PMC, the contractor executing the project, TPMI representatives and the corporation representatives meet. In case there are any challenges or a project is not progressing as per schedule, a review meeting is chaired by the Commissioner to ascertain the issues and provide solutions for the same.

A Third Party Audit is also done which is a post term audit, carried out by a renowned CA firm which other audits for nationalized banks/PSUs. Vadodara is the first city in India to do this.

At the corporation level a PIU is there to take care of the *JnNURM* projects consisting of the following:

- IT officer
- Social Development Expert
- Accounts Officer
- This PIU handles the 150 contractual staff of engineers hired for *JnNURM* projects.

Mission Implementation Process

The CDP was made by CRISIL. Sector wise plans are there along with structural plans. No master plan exists for the city. The CDP is linked to the urban agglomeration plan. The city area has expanded from 108 sq km to 158 sq km. The CDP was prepared for VMC as well as areas covered under VUDA. However, no project was identified for the VUDA area.

BSUP Phase III: The project is in situ. The land wasn't available with the VMC and the same has been asked for from the Government. of Gujarat. Also, land clearance had to be taken and only then could the tenders be floated. A project for storm water drainage was also very difficult to implement. It had to be retendered 8 times.

Reforms

Refer to section on reforms

Fiscal Status

VMC has a budget of ₹2500crore. VMC employs a staff of 10000 people of which 7000 are class 4 employees. . Of the revenues – Property tax contributes 40% while octroi compensation accounts for 50% of the revenues. Remaining 10% comes from miscellaneous sources like water charges, sewage connections, interest on investment, license fees etc. All Development charges go to VUDA. VMC collects the water and sewage connection charges only for the building being developed while all developmental charges go to VUDA. ₹300crore is being raised by VMC through:

1. HUDCO – ₹100crore at 7.5%
2. HUDCO – ₹100crore at 8.5% (still under consideration)
3. Bank of Baroda – ₹100crore at 8.5%

Also, any tender premium which causes the cost of the project to escalate from approved cost is borne by the VMC and not by the State. The cost of recruiting a PMC is borne by the VMC. There is no PPP policy.

MIS

BSUP: Status is directly updated on HUPAs website from Vadodara. No formal MIS system exists. It's collated manually and the GOI approved formats are filled by the project division heads. PMES: The password and user ID had not been received and a request had been sent to the centre for the same. It has been received recently and the same will be initiated soon. The PIU will take care of PMES. In addition to the weekly project review meetings, the commissioner also chairs quarterly review meetings with the contractors and in some cases where the project is behind schedule meetings are held more frequently.

CDP

The CDP will have to be revised under Rajiv Awas Yojna (RAY). A need is felt to revise the housing component of the CDP. Certain projects and sectors will need to be looked at in the revised CDP. Some of the projects/sectors are given below:

1. River Front Development Project: This was proposed earlier to the GOI but wasn't approved. However, a need is felt for the same to be undertaken.
2. Interlinking of the 27 lakes in the city.
3. Heritage Sector: A project for revitalizing of the walled city area needs to be undertaken. The proposal was in the process of being prepared earlier but no encouragement was given by the GOI for the same and the proposal was dropped midway.

Projects

EIA was undertaken by National Productivity Council for the SWM project. No project has been undertaken on PPP under JnNURM. Stakeholder consultations are undertaken with the help of an NGO which works for the upliftment of the urban poor and has the trust of the slum dwellers. In fact, in one project a sample flat was also prepared to win the slum dwellers over. In certain cases, when the corporation does not have suitable land, then the land is purchased from the Govt. of Gujarat (GoG) at a reasonable rate.

Success Factors

Apart from the 04 functions of electricity, gas, revenue and police, everything else falls under the purview of VMC and the same is undertaken in a systemized manner with the aid of technical experts

(national level consultants). The monitoring and review system adopted by the VMC is very strong. The commissioner himself takes a lot of interest in the project implementation. The land has been identified for both in situ and ex situ in the heart of the city with ready linkages to the city wide infrastructure facilities like water, sewage, electricity, schools, jobs etc.

Capacity Assessment

There is a procurement team which does the procurement. National bidding and rate contracts both exist.

The Storm water drainage project was retendered 08 times due to operational difficulties in finding technically competent contractors. 150 city engineers were hired to increase the capacity of the corporation for undertaking JnNURM projects. Apart from this regular training programs are held for the corporation employees. However, the same is not undertaken using JnNURM funds. The corporation's budget is used for the same. SPIPA, Ahmedabad has conducted trainings for Class 1, 2 and 3 employees. CRISIL carried out the credit rating for the ULB (post JnNURM) and gave a rating of A+. Earlier, a rating of A was given.

Things that the Central Government can do to fast track the progress

- It is very important to take certain important stakeholders on board at the Centre's level itself as it is very difficult to do the same at the State and City level. Ministry of Defense (for cantonment regions), Ministry of Environment and Forests (environmental clearances) and Ministry of Railways (as they pass through all cities and utilities generally need to be moved where they are in the railways area for project implementation) need to be taken on boards. Special fast track cells for approvals should be there for the approved projects so that these approvals come from the Centre itself to ensure timely implementation of the projects. If the approved projects can go straight from the MoUD to these ministries and then a final approval comes, delays and challenges at the ground level implementation phase will reduce greatly.
- CDP was made in great hurry by most States and is not a dynamic document. It does not take factors like development pattern into account.
- GOI needs to focus on their monitoring skills for ensuring the impact of reforms and the ground reality of the achievements of the mission.
- Sensitization training needs to be imparted by the Centre for training the State as well as City level officials and key stakeholders like the Mayor, Commissioner Etc. with respect to Reforms and mission objectives, to ensure everyone is on the same level of understanding. This is also important to ensure consensus of implementing agencies like corporations. The local politicians must be involved to encourage their being educated with regard to the mission purpose and objectives to ensure that they support the mission and help in the meaningful spending of the money.
- GOI should ensure handholding for weaker States especially NE States and J&K as these States/cities find it very difficult to even hire consultants to assist them in making CDPs, DPRs as well as project execution.
- GOI should create faster decision making mechanisms.

Things that the State Government can do to fast track the progress

- Funds should be passed on in a timely manner to the ULB to ensure physical progress of the projects. Gujarat is giving the funds on time. However, as per discussions with other ULBs across India, it is felt that States withhold the funds creating time lags in disbursements.
- State needs to anchor and motivate certain reforms like Rent Control Act, ULCRA Repeal and Octroi share.

Miscellaneous

- There is no peer group network between the ULBs for knowledge sharing. If the ULB hears of a particularly well executed or complex project which they wish to study, a visit is made to the concerned ULB.
- Bigger corporates like ONGC, GSM etc are outside Municipal corporation limits of the city but still they contribute by donating crematoriums, roundabouts and other such endeavors. Some of them are given below for reference (none are under JnNURM):
 - Gas Based Power: VMC has entered into an agreement to form a put company with Gail through a Joint Venture for generating and distributing gas based power for Vadodara and other cities. Commercial rights are with VMC and huge profits are expected from this joint venture. The Chairman of this private company so formed will be by rotation and the experience of both the entities will be duly leveraged. CRISIL has been hired for handling the project management of this venture. The direct competitors for this venture will be Adani and Reliance.
 - Crematoriums are maintained by an NGO Trust.
 - Roundabouts are maintained by the corporation in some areas and in some by the corporate houses.
 - A huge Auditorium is being made and maintained by Bank of Baroda (in lieu of completing 100 years) for national level events in Gujarat. Consultations have happened with Ranjhi and Arjun Trophy winners/players for this auditorium including its design as well to ensure this is truly built worthy of being a national level auditorium.
 - Initiated citizens to take part in a green revolution and plant 200000 trees in a day.
 - GoG gives free food in schools based on the biometric survey done in schools to ascertain corporation school goers. In the 1st year, 19 cores were spent by the VMC which was raised as a loan from the government industries. VMC gave the money as a 3 year subsidy.

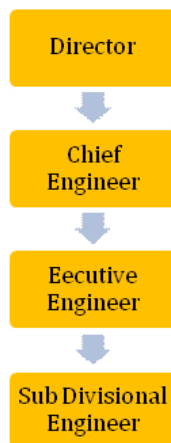
9. State: Haryana

Institutional Structure

There are 03 SLNAs for JnNURM in Haryana. For UIG and UIDSSMT the SLNA is Haryana Urban Infrastructure Board headed by the Director, ULBs. For BSUP the SLNA is Haryana Slum Clearance Board again headed by the Director, ULBs. For IHSDP the SLNA is the State Urban Development Society which has the separate Project Director the current charge of which is also with the Director, ULBs

The Executing agency for the UIG, UIDSSMT and BSUP is the NBCC while for IHSDP it is the respective Municipal Bodies (through HUDA).

Structure of SLNA for UIG and UIDSSMT-



Mission Implementation Process

No PMU has been established at the SLNA.

Reforms

Refer to the section on reforms

MIS

There is an online MIS system for the three programmes- UIG, UIDSSMT and BSUP; managed by an outsourced agency. Besides these there are reports and data formats which are manually prepared. IHSDP dataset is maintained separately and they forward the information to the MoHUPA on their own

Capacity Assessment

The State has not taken capacity building initiatives.

Things that the Central Government can do to fast track the progress

- Delinking the reforms from the projects
- Faster release of project installments
- The GOI can come up with standard models for implementing projects and reforms in ULBs say in three categories for small medium and large cities. These models could be for e-Gov, PPP, leveraging funds etc. and should be customized easily. This will save cost and time efforts at ULBs. Also the models should be such that they are scalable when the cities expand.

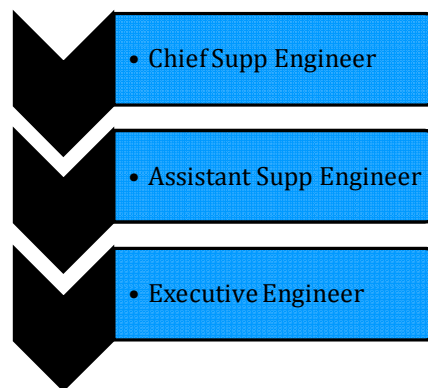
General / Other observations

1. The Municipal Corporations as that of Faridabad have recently availed a loan from the NCRPB.
2. JICA is also funding a water supply project in the State.
3. Infrastructure fund has been formulated - money comes through user charges, charges due to change in land use etc.
4. Peer Group Networking: There shall be an initiative like PEARL for 3 categories of cities: Big Cities, Medium Cities and Small Cities.

Faridabad

Institutional Structure

- Municipal Corporation of Faridabad (MCF) has appointed National Building Construction Corporation Ltd. (NBCC) as one stop agency for implementing all the projects under *JnNURM*, which is overseen by MCF for its functioning. This agency is responsible for execution, implementation, preparing documents and progress reports, tenders, contracts (abiding by CVC guidelines), website, media publication, etc. It can use in-house as well as outsource the work depending upon the project requirement.
- This approach has considerably helped the MCF due to the prime reason that NBCC's capability is certainly more than the corporation's in-house capacity to monitor.
- **Under the municipal corporation, there is a *JnNURM* cell which is a three people unit to cater to the requirements of the mission. However, *JnNURM* constitute only 10% of the work of these three personnel due to the lack of internal resources of the corporation. The institutional structure of the *JnNURM* cell is as shown in the figure below**



- MCF through NBCC takes stock of the progress of all the projects and agencies. NBCC is the execution agency for the UIG, BSUP and UIDSSMT across the entire State of Haryana.

Mission Implementation Process

- The city has a master plan, which is prepared by the Town and Country Planning department. It also takes into account the regional plan for the NCR
- They are aware of the needs of low income groups and efforts have been made under BSUP to provide housing to urban poor, However the services to rehab colonies have been illegal (water supply and electricity) due to pressure from the political front as these slums were shifted to new colonies in an unplanned manner without sufficient provision of services
- The beneficiaries are identified using biometric survey. Till now the survey has been carried out in 8 slums out of a total of 59 notified slums in the city.
- Under the funding received, only 2 slums could be taken care of.

Reforms

Refer to the section on reforms

Fiscal Status

- Alternative sources of fund like bonds, pool funding etc have not been experimented however, there has been an effort to increase the user charges for the services
- External development charges (EDC) and license fee are being charged from the private developers and other agencies involved in the development process within the jurisdiction of MCF area. 1000 shops in the MCF have been converted from leasehold to freehold resulting in an income of around 25 crore.
- There was some effort to implement a project on street lighting using PPP mode, but the project could not be completed due to pending decision at the ULB. MCF is contemplating PPP options for distribution of water.
- No options for commercial borrowings have been explored. However, the MCF has got loans worth ₹100 crore each from the NCRPB and the State Government recently.
- For the SWM project however, AKC Developers Ltd has been given a concession of 30 years. The machinery and its maintenance is the responsibility of the AKC. Door to door collection and transportation is MCFs responsibility while AKC utilizes the products- pallets and compost. BHEL and PCRI have done the EIA on the project.
- Currently, the MCF has invited tenders for a transportation agency which will be made responsible for collection of user charges as well.

MIS

There are 04 Independent Monitoring Agencies active in Faridabad on the *JnNURM* right now including- BMTPC, WAPCOS and AVON

CDP

- No change in the CDP expected
- The process adopted by the CDP was very comprehensive
- Before CRISIL prepared the CDP, ULB was under the impression that they were supposed to undertake the same. Hence base data was already prepared and collected by the corporation
- Once CRISIL came into picture, they organized discussions, workshops, meetings, interviews, panel discussions and media support such as news paper publication regarding the invitation to city dwellers to participate in the workshops organized for CDP preparation.
- Hence an extensive exercise was carried out to take into account the stakeholders viewpoint in the CDP which came out in our discussions with the officials as well

Projects

BSUP projects:

- Two projects (both Greenfield projects – rehabilitation) for which three installments have been received. However the fourth installment has not been released due to the fact that on the reform side property tax reform was not implemented
- Total project cost for the 2 projects is ₹64 crore
- Eight slums were identified through the biometric survey, however there are more than 59 slums in the city
- Of the total requirement of 60,000 units for urban poor, 3,000 have been targeted under BSUP projects. Out of these 202 have been already allotted in Dabua colony
- Identification of beneficiary is based on proofs namely – last 2 voter lists, ration card, jhuggi photo
- The area of individual unit is 278 sq ft (2 rooms, cooking space, WC and bath)
- Total cost of the unit is ₹1,98,000 (excluding land cost) of which the contribution from the beneficiary is around 12.5%
- The occupants of the units are expected to pay a rent of around ₹300 (which shall be included against their contribution towards the cost of the unit) and in three installments they are expected to pay their contribution.
- The property shall be transferred in the name of the beneficiary after 15 years from the date of allotment and he/she is not eligible to rent out or sell the property
- Random checks are done frequently to ascertain that the allotted family is only staying in the DUs
- DPR of a new project has been prepared and submitted for the project worth ₹55 crore. The decision on the same has yet to be taken by the government. There is no indication of any change in the DPR to happen as on date

UIG projects: 4 projects

Sewerage: (Total project cost ₹103.83 crore – out of which ₹38.93 crore from the centre have been disbursed, ₹15.6 crore from state and ₹23.4 crore contribution of ULB. Amount spent as on date is ₹81 crore, it is estimated that around ₹61 crore more needs to be spent on the project)

1. 58 km new sewer line (in old Faridabad and Mathura road area, sector 15 to 37) - complete
2. 4 pumping stations (2 fully operational on 25 February 2009) – complete
3. 1 STP – 45 MLD – incomplete (one existing STP of 20 MLD under YAP programme)
4. This project covers around 25% of the sewerage network of the city. Moreover the entire city has a coverage of around 65-70% under sewerage network
5. The project is likely to be completed in 6 months provided the ULB receives funds from the government.

Water supply:

1. Awaiting for fourth installment from the government
2. Municipal Corporation of Faridabad acquires water from HUDA at ₹ 2.8 per kilo litre and distributes at a rate of ₹1.0 per kilo litre to the residents. Hence, the ULB makes huge losses. The MCF is likely to increase the user charges to ₹ 1.25 per kilo litre. In the areas transferred from HUDA and private developers, MCF would charge ₹ 2.5 to ₹ 4.0 per kilo litre (this is due to the fact that residents of these areas pay the same to agencies like HUDA when they are under their jurisdiction and MCF is of the opinion that if the residents can pay this much to HUDA why should the ULB make a loss by charging less)
3. The total water supply project will require around 492 crore, but the budget allocation is only sufficient to fund part of the complete project that will help in bringing water to the city but not in setting up new distribution lines. Thus the full potential of the project is not realized.

Drainage:

1. Project includes construction of surface drains of around 45 km (of various sizes). Out of this 24 km has been laid (this does not include improvement of nullahs)
2. Two installments have been released so far (50% funding)
3. Current status of release of funds –
 - GOI – ₹7.6 crore
 - State – ₹ 3.06 crore
 - ULB – ₹4.6 crore
 - Total spending – ₹13.5 crore

Solid waste:

1. Project include purchase of vehicles and equipments, transportation, treatment and processing plant
2. The processing plant is almost 80% complete
3. Only one installment (25% funding) has been released so far
 - GOI – ₹9.6 crore
 - State – ₹3.8 crore
 - However, the total spending on the same is around ₹34.6 crore
4. Equipment purchased worth ₹7.8 crore. In an endeavor of capacity utilization, MCF is planning to give the responsibility of collecting the user charges to the transportation agency involved in door to door collection, thereby reducing the cost of deploying more resources of the corporation for the same purpose

Capacity Assessment

- All of the procurement is being done by NBCC using CVC guidelines.
- MCF has an established system of procurement owing to them being involved for many years. Also, given that it is part of NCR, it usually gets credible contractors to bid for their projects.
- All the contracts are given through national competitive bidding. They work with around 32 contractors as of now.
- EIA for sewerage project has been undertaken by BHEL.
- Things that the Central Government can do to fast track the progress:
 - Release of funds on time
 - Delinking projects and reforms
 - Direct funding to ULB instead of involving state government

The projects which are funded should be funded till completion. If the centre wants to stop payments, then it should be for new projects. This will reduce the number of stalled projects and thus wastage of already invested funds. This will also reduce the inconvenience caused to the citizens due to incomplete projects. It might also prevent unnecessary litigation and disputes.

- Things that the State Government can do to fast track the progress:

It was felt that the design of the programme is such that even if the State fails to meet any of its reform commitments, the ULBs suffer and actually it is they who suffer the most

General

- Once the projects that have been taken up get commissioned, it would certainly have a positive impact on the city. Only a small number of the projects identified in the CDP are being implemented because of the limited funding available under JnNURM. For implementing other projects, MCF needs to generate money from alternate sources.

- MCF has a Citizen Supervising Committee which include representatives from all the sections of the society is formed to prioritize projects, identify beneficiaries and also look into the progress of the projects. **This is an innovative approach towards the involvement of the citizens**

Panchkula

Institutional Structure

The following institutions are currently involved in JnNURM in the city:

State Urban Development Agency – nodal agency for IHSDP at state level



At district levels – District Urban Development Agency (DUDA)



ULB's through HUDA (executing agency of IHSDP projects – detailed with their AASHIANA programme)

The current team for overlooking the progress of project consists of just one person. The commissioner suggested that there is a need for technical wing, consisting of Junior Engineers, which should be setup to support the project implementation and decision making.

Mission Implementation Process

There is no CDP for Panchkula.

Reforms

Refer to the section on reforms

Projects

1. Only one project in three phases under IHSDP
2. Total 12 slums, out of which 8 slums have been identified under the scheme (the scheme started in 2007)
3. Phase I is almost complete
4. Total target for phase I – 2388 out of which 2072 have been constructed and are ready for allotment
5. Total target for phase II – 2449 units
6. These new units are multi-storey structures with each unit of area around 33 sq mt
7. The cost of each unit is ₹3.25 lakh
8. The person eligible for allotment of these units are the “recognized occupants” which are residents of the notified slums, whose name appear in the voter list of 2006 and also whose name is included in the bio metric survey conducted by HUDA in 2009.
9. The houses shall be allotted on monthly license fee basis of around ₹1800 per month
10. The units are non-transferable for a period of 20 years

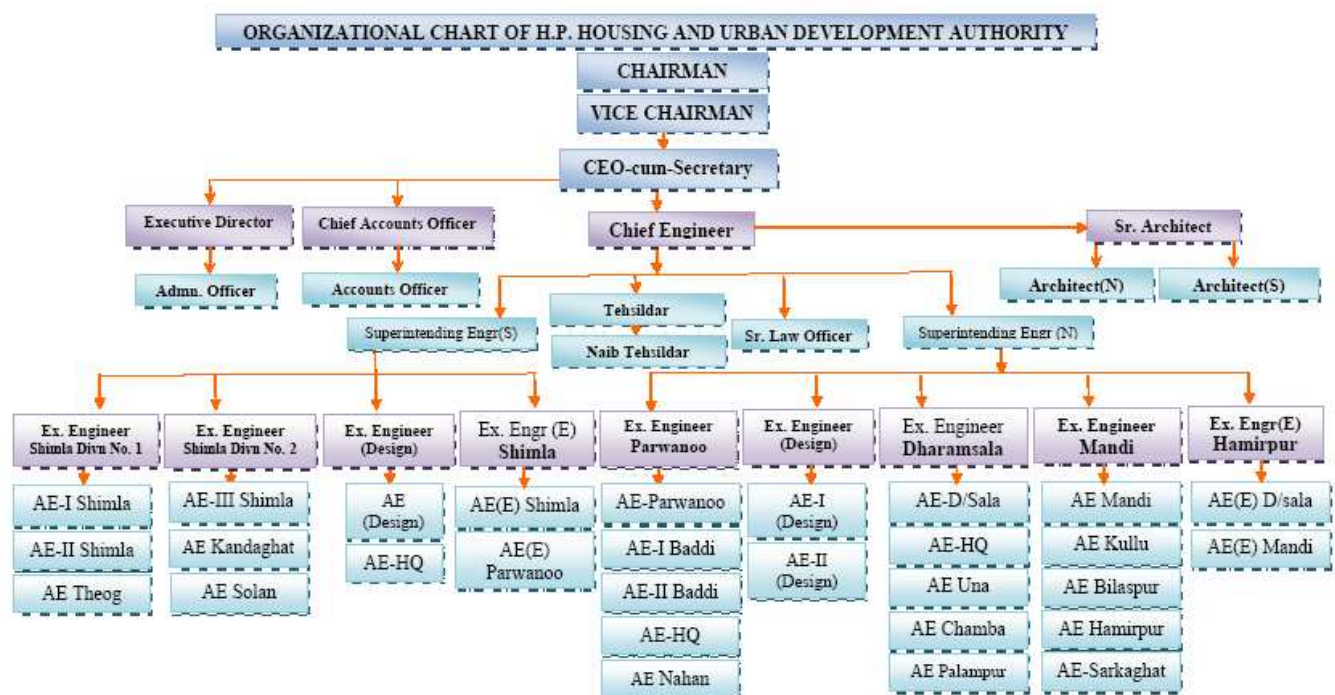
11. Beneficiary contribution:
 - a. ₹9,600 for general category
 - b. ₹8,000 for SC
12. Biometric survey done by ITI Chandigarh for HUDA. The report is awaited.
13. The interest level for getting the flats is low because most beneficiaries wanted a plot where they can construct their own housing.
14. For making the current option attractive to the beneficiaries, the Government is working towards reducing the monthly rent and increasing the number of years for repayment.

10. State: Himachal Pradesh

Institutional Structure

HIMUDA is the SLNA for JnNURM in Himachal Pradesh and is involved in the implementation of the mission in the State.

Mission Implementation Process



There is no PMU at the SLNA. They are in the process of hiring a PMU. The process of appointing a PMU was delayed as initially the SLNA had asked for individual consultants in their tenders. Later this decision was reversed and there was re tendering for consultancy firms as opposed to individual consultants. They are currently in the process of evaluating the bids received for the same

Reforms

Refer to the section on reforms

MIS

MIS is compiled manually in the ULB's and mailed to HIMUDA. PMES is not being used.

Capacity Assessment

Capacity building endeavors have not been taken up at the State level.

Things that the Central Government can do to fast track the progress

Land acquisition in hilly areas is a problem as a majority lies in the MOEF land base. Some relaxation of rules needs to take place for projects to be implemented especially housing projects that rarely get FCA clearance.

General / Other observations

1. *JnNURM* focuses on two different aspects of reforms and projects. While the scheme aimed at incentivizing reforms by giving funds for projects, the same could not be successfully executed at the ground level.
2. There is a need for a database to assess the intangible effects of the scheme
3. The scheme should focus on Service Delivery.
4. Based on discussions at the State, there is felt to be an inherent Principal- Agent problem in *JnNURM*. The principal-agent problem is that of designing the incentive scheme. The actions of the agents may not be apparent, so it is not usually sufficient for the principal just to condition payment on the actions of the agents.
5. ADB is funding a project to rehabilitate the MC and redevelop Mall Road which is currently under progress.
6. The State does not have an urban slum policy. With the help of GTZ they are in the process of developing one.

Parwanoo

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the *JnNURM* in the city are:

1. Parwanoo Nagar Parishad
2. HIMUDA – Executing agency for IHSDP and Water Supply in Parwanoo

Regular meetings are held both between HIMUDA and Nagar Parishad as well as with the State

Mission Implementation Process

- Parwanoo doesn't have a Master Plan
- The only project being undertaken in Parwanoo is of IHSDP which is being executed by HIMUDA which has expertise in construction and therefore no challenges are faced by them for the same.

Reforms

Refer to the section on reforms

Fiscal Status

- For the IHSDP project being executed in Parwanoo, GOI share is 80% and 20% has been put in by the State. The funds for this project are sent by the Centre to the State which adds its share and sends the same to the SLNA which is HIMUDA and that is sent to HIMUDA branch in Parwanoo. This is not routed through the Nagar Parishad.
- There are parks under the Nagar Parishad which are being maintained on a 10 yr concession period basis. A commercial complex and multi level car park is being proposed under PPP.

MIS

The MIS is compiled using formats given by GOI but IPOMS is not used. The formats are filled manually and sent to the SLNA.

CDP

- There is a proposal to change the structure of allocation of the IHSDP houses. Instead of transferring the ownership rights to the land, it has been proposed that the beneficiaries for Baddi, Nalagarh and Parwanoo be given the right to stay there for a concessional period of 30 years or more for a rented value with an assurance that they will not be evicted. The proposal is under consideration by the State. The current rental for Parwanoo for similar accommodation is ₹ 3500-4000 and the proposed rental is ₹1500.

- Another point of consideration is that Parwanoo is an industrial town and has a lot of floating population which has been based in Parwanoo for more than 20 years but has been living without families.

Projects

- 1 IHSDP project: The project was sanctioned in 2009 and started in 2010.
- Sanctioned cost for 192 DUs is ₹ 11.65 crore. Estimated cost is expected to go up by ₹ 1 lakh per DU. The project was tendered and has been picked up by a Shimla based firm called Kapil Constructions. The G+3 model is being used.
- A survey of the slums shows 500 people against a population of 15000 of Parwanoo to be in the urban poor category.

Capacity Assessment

- Financial powers: All procurement happens through the following process:
 - Upto ₹3 lakh – Junior Engineer
 - Upto ₹10 lakh – Municipal Engineer
 - MC House which has a financial power of ₹50 lakh while all projects above 50 lakh get approved by the State Govt.
- Same set of standard bidding documents as PWD are followed.
- No capacity building endeavors except participating in State initiated endeavors
- The Central Government can shorten the lengthy process of funds reaching the executing agency.
- The ULB has a total staff of 38 people including the Class 4 employees.

Shimla

Institutional Structure

The agencies/departments/ institutions currently involved in the implementation of the *JnNURM* in the city are:

1. IPH : Irrigation and Public Health Department : (water supply)
2. SMC: Shimla Municipal Corporation
3. PWD: (Widening or tunnel and road)
4. HIMUDA[SLNA]: HP Housing and Urban Development Authority: (BSUP)
5. HRTC: Himachal Road Transport Corporation: Buses
6. Ministry of Urban Development : Himachal Pradesh

There are monthly meetings at the Secretariat level.

Mission Implementation Process

- The city does not have a master plan. The CDP has been submitted but it is yet to be approved. The CDP was made by IL&FS and appraised by IIM-A.
- In Himachal Pradesh the percentage of population that is classified as urban poor is miniscule compared to the number of people living in the state. As a result the MC feels that they only need to earmark 5% of their budget for the urban poor / low income groups.
- The MC owns no land. Most of it is owned by the forest department. As a result implementing BSUP projects has been particularly difficult. Under Forest Conservation Act (FCA), housing projects do not classify as infrastructure projects and therefore getting clearance for using forest land is not possible. The State Government has been approached to assist the HIMUDA and MC in land acquisition.
- The matter needs clearance from the Central Government and the State is pursuing the same. Transferring part of the forest activities which fall within the municipal limits of Shimla is also being thought of at the State level. Up till 2006, forest land was under MC only and it was given to the Forest Department at that time because it was considered that they would be in a better position to take care of the forest land.

Reforms

Refer to the section on reforms

Fiscal Status

- Fiscal transfers till now have been on time under *JnNURM*. Currently the MC needs the state to provide grants as it is running in deficits.
- There is alternate funding that is taking place:
 - NORAD(Norway based company): Solid waste project funding
 - OPEC: ₹40 crore project for sewerage
 - ADB funding: Rehabilitation of MC and Mall Road as part of a heritage fund.

- The MC has undertaken SWM on PPP mode. A registered society has been formed under the MC for door to door collection. Hinger Biotech Energy Pvt Ltd, Mumbai. A plant which will be developed and operated by them for 20 years is being proposed.
- Two multilevel car parking projects + commercial complex are also under PPP.
- The MC is in fiscal deficit of about ₹26 crore.
- It is not in a position to leverage funds from any source as they cannot repay any loan.

MIS

Water billing, licensing, birth and death registration have been computerized as standalone functions but need to be integrated under the e-governance reform.

CDP

The CDP is yet to be formally approved by the centre. However, based on meetings of the State with the Centre, it has been understood that the CDP has been approved in principle.

Projects

There are 5 UIG and 2 BSUP Projects. Work has begun recently in Shimla as it has been sanctioned only in 2010. There has been a social impact and environmental impact assessment wherever it was necessary.

Capacity Assessment

- The MC does procurement. There is no procurement team as such.
- Standard bidding documents are available.
- There has been both national bidding as well as rate contracts.
- Contracts have been retendered.
- CAs are hired to convert the corporation to double entry accounting system. Other than that there has been no capacity building activity.
- 8/18 tools are in use from the IT tools. Other than that no further steps have been taken.
- Service level benchmarking has taken place. Studies have been conducted in the water supply, sanitation and SWM sectors by national level agencies.
- Credit rating was carried out in 2003-04 by ICRA. The ULB at that time was rated A+. No leveraging of funds using this rating has been done and no thought process for doing so is in place. It has been felt by the ULB that their financial position is so weak that they will not be able to service any debt they take at this point and therefore it is not viable for them to go in for leveraging.
- Things that the Central Government can do to fast track the progress
 1. In case of reforms not being implemented the centre should not release the last installment
 2. Address the ban on recruitment in the State as the ULB needs to fill its vacancies by hiring technically qualified staff.
 3. Address the issue pending in High Court for the creation and administration of a State cadre in HP
 4. Delink reforms and projects or give money to undertake reforms similar to the Urban Reform Fund of the Centre under which the ULB had undertaken certain reforms previously.

- Things that the State Government can do to fast track the progress
 1. Help build capacity of existing municipal officials
 2. Persuade the Central government aggressively to hire and lift the ban on recruitment in the State.
 3. Help the corporation improve its financial situation by providing grants.
 4. Increase financial powers of the commissioner and the Municipal council to comparable limits of other States. This will help increase efficiency of the ULBs.

General / Other observations:

- The corporation feels that they have lost out on an important source of revenue due to Octroi being abolished. Even though the State gives them a share of tax collection in lieu of Octroi, it is insufficient when compared to what HP would have earned had Octroi not been abolished. This amount has not been revised since octroi was abolished which is why it is insufficient.
- Land - Shimla is divided into heritage zone, green zone, forest zone, open area and restricted zone. For construction in:
 1. Forest Zone: GOI approval is required
 2. Heritage Zone: No construction can happen in the core area. Approval from Government cabinet is needed which is very difficult to get.
 3. Green Zone: No construction is allowed.
 4. Restricted Area: Director TCP needs to give clearance for construction in this area
 5. Open Area: This is under the MC and construction is allowed in this area.

In totality, around 15-16 sq km is the land area which can be used for construction purposes. However, with the new merged area, 16-17 sq km is there which also falls under open area and construction is permitted under the MC's discretion in this area.

- A proposal for implementing Green Tax (gives right to park anywhere) as applicable in Manali was also sent to the State which was rejected
- Earlier, MC used to get revenue through taxes for entering Shimla which had been abolished long back. Under the 10th finance commission, entry tax is there only at Parwanoo which goes to the State in an effort to increase their revenues and the ULBs do not receive any share in this.
- Also, even though Shimla's main USP is that of tourism, the MC does not earn anything from the tourists. It earns very negligible amount as revenue from user charges for SWM and sanitation from hotels on a per bed basis. No direct revenue is generated through tourists.
- 7 STPs are there in Shimla with minimum 14% usage and maximum 44% usage. Now, not just the toilet water but also the kitchen and other domestic waste water is treated thereby increasing the efficiency of water.
- Shimla has the oldest sewerage network amongst the hills in India.

11. State: Jammu & Kashmir

Institutional Structure

1. SUIDA is the SLNA for *JnNURM* in Jammu & Kashmir and is involved in the implementation of the mission in the State.
2. The SLNA is headed by the Chairman and is assisted by the CEO and GM.
3. There was no PMU at the SLNA. A proposal for a PMU is being drafted.

Reforms

Refer to the section on reforms

74th CAA Devolution

- Out of the 18 functions envisaged under the 74th CAA, 15 have been devolved to the ULB's. The remaining functions will be transferred once necessary amendments have been made to the Municipal laws.
- The Urban Planning function has been retained by the state. Personnel from the Urban Development Department have visited other ULB's in the country to study how the function has been devolved to the ULB's.
- The projects are being executed by parastatal agencies as the ULB's do not have the technical capacity to execute the projects.

MIS

MIS is being complied manually, using excel sheets. PMES and IPOMS are not being used as the SLNA and ULB's are not conversant

Capacity Building/Assessment

- Initiatives have been taken to improve the organizational and staffing structures.
- This is being done by modifying the staffing profiles. Steps are being taken to create a Municipal Cadre within the State.

General / Other observations

- Most of the land in Jammu & Kashmir is with the land development authority.
- A draft bill on regulatory authorities is there and the bill has been passed

Srinagar

Institutional Structure

The following bodies are involved in the implementation of *JnNURM* in Srinagar-

- Municipal Corporation Srinagar
- Public Health Engineering Department
- Urban Environmental Engineering Department
- Lakes and Water ways Development Authority

There is no steering committee that meets periodically to take stock at ULB level except the steering committee at state level headed by Minister for Housing and Urban Development Department. Engineering wing of the corporation headed by J.C. (W) is overseeing the progress of Srinagar Municipal Corporation projects and there is a mechanism in place to oversee the progress.

Mission Implementation Process

The second installment on projects has not been received; this has been attributed to non compliance of reforms at the state level rather than at the ULB level.

The officials are well aware of the low income groups and slums and the need for connecting them to the city wide infrastructure has prompted to initiate measures for development of city wide infrastructure. The Master plan of Srinagar is infrastructure based.

No difficulty has been found in the projects already in hand except the timely completion of requisite formalities.

Reforms

Refer to section on reforms

Fiscal Status

10% of the state transfer has not been made as the projects are in the initial stage of the execution in case of BSUP projects. However certainty of same is mandatory at requisite time-line. No alternate source of funding is required as the BSUP projects can be completed with the budgetary allocations.

MIS

Monthly and quarterly progress reports are being submitted periodically to SLNA (SUIDA) for onward transmission to director *JnNURM*. The steps to engage personnel for PIU are ongoing.

CDP

No revision of CDP has taken place.

Projects

Selection of contractors has been done/is being done through national tendering and as per procedures. Standard TSC is being followed and double envelop system is being adopted. EIA has been taken care of by educating the stake holders for proper plantation in the area. SIA has also been taken care of by providing community facility, parks, playing fields etc. The principal factors that have facilitated the progress are availability of key construction material and availability of funds but some projects got delayed due to poor response during tendering process.

The projects are being set up on the outskirts of city and nearer to the present habitation; however these projects lack urban transportation which shall be provided by civic authorities only after the infrastructure facilities. There are 3 UIG projects being undertaken by the state, none have been completed.

Capacity Assessment

Procurement of key construction material is being done by the contractor who has been awarded the contract. However the quality/quantity assurance is being done by the engineering wing headed by joint commissioner (works).

National bidding is carried out. There is repeat tendering due to a poor response from the contractors. The State through Housing & Urban Development Department has planned to organize several programmes for imparting training to the officers/officials of all the ULBs including Municipal Corporation. The following training modules have already been held-

- Evaluation of property tax
- Bench Marking of Services viz. sewerage, water works, solid waste management and storm water including ground level work for GIS

Steps are at its initial stage; practice of providing information to all stake holders has been made enabled through their website. The Service level benchmarking is being prepared as per the standard of H&UDA (GOI) and least reliable data is being captured for immediate implementation.

Three things that the Central Government can do to fast track the progress

- Deployment of a team for periodical consultation with State Government.
- Arrangement of training programmes by mission directorate.
- Consultancy services of experienced and reputed consultants and urban planners

Three things that the State Government can do to fast track the progress

- Development & implementation of a legal framework with respect to augmentation of the domain of SMC
- Coordination among the line departments and institutionalization of urban services
- Decentralization of powers.

12. State: Jharkhand

Institutional Structure

1. The Greater Ranchi Development Authority is the SLNA for the State of Jharkhand.
2. DWS (Drinking Water & Sanitation Department) is responsible for executing all water supply and sewerage projects in the ULB's. Although money flows to DWS from the ULB.

The PMU comprises 4 people and it was constituted in the year 2009. There is no dedicated staff at the SLNA for *JnNURM*. The General Manager of the SLNA looks after all matters related to the mission and he is assisted by the PMU.

Mission Implementation Process

There is no dedicated staff at the SLNA. The PMU comprises of 4 people and it was constituted in the year 2009. There were a total of 5 appointed, but one person has already quit.

Reforms

Refer to the section on reforms

Fiscal Transfers

1. The Centre transfers funds to the SLNA who in turn transfer them to the ULB.
2. The ULB then gives these funds to the DWS who execute water supply projects.

MIS

MIS is compiled by the PMU on MS-XL.

Capacity Assessment

Capacity building activities have not been undertaken in the State.

Things that the Central Government can do to fast track the progress

Progress in terms of the mission has been slow due to internal issues at the State Level. Assistance received from the Central Government has been satisfactory.

Ranchi

Institutional Structure

The Ranchi Municipal Corporation (RMC) is the only agency involved in implementing *JnNURM* in the city.

DWS department is executing the water supply project in Ranchi. The money is transferred to them by the Municipal Corporation only.

Mission Implementation Process

- The city of Ranchi has a comprehensive Master Plan and it was made in the year 1983-84.
- The officials are aware of the needs of the low income groups and connecting them to the city wide infrastructure. The projects were envisaged and designed in such a manner that the people staying slums benefitted from the created infrastructure.

Reforms

Refer to the section on reforms

Fiscal Status

- The centre transfers the funds to the SLNA who in turn transfer it to the RMC. The RMC gives the funds to the executing agency (DWS for water supply projects).
- The state also gives grants and loans (non- *JnNURM*) to the RMC if there is a shortage of funds.
- The solid waste management project in Ranchi is based on the PPP model. In this project the private player (A TO Z Waste management) is responsible for door to door collection, transportation of waste to land fill site and management of the land fill site. The project cost is ₹51 crore and the private players' investment would be ₹41 crore.

CDP

- No revisions have been made to the CDP.
- The projects haven't commenced in Ranchi. Therefore it's too early to comment on whether they were prioritized correctly. During the preparation of the CDP the projects were identified as per the needs of the city.
- The stakeholders of the city, including the various government office, representatives of public, engineers on ground, end users, association, chamber of commerce, beneficiaries were consulted on various occasions during the preparation of the CDP, to understand the views & suggestions. Relevant data related to the present infrastructure conditions, financial & accounting practices, institutional setup and working methodology were addressed.

Projects

- Water Supply Project- Project has not started. The DPR was reviewed by CPHEEO and the cost was revised from ₹450 crore to ₹288 crore. Therefore the layout of pipelines and plans had to be revised. Hence the delay in project implementation. DPR was done by NANO Consultants.
- Solid Waste Management Project- Project has not started. This project will be taken up on PPP basis. The private partner in this project is A to Z Waste Management. The project cost is ₹51 crore out of which the private partner's investment is ₹40 crore. Tetra tech. are the PMC for the project, the DPR was prepared by MSB international. DPR was done by MSB International.
- BSUP projects- These projects have not started. Contractors who submitted tenders for the BSUP projects were not willing to construct G+2/G+1 housing units. Therefore the DPR's were revised and G+2/ G+1 units were replaced with individual units. Construction of G+2 / G+3 is not a problem on state land but it's a problem on private land. There are a total of 95 slums in the city, but only 60 are getting covered under BSUP. The cost per DU is ₹1.90 lakh, with 10% as beneficiary contribution. None of the slums are notified. DPR was done by IPE.

Capacity Assessment

- The legal framework for procurement is based on the guidelines laid down by the State Government. There is a tendering committee for procurement at the ULB. The procurement staff is well trained and they receive regular training
- Contracts are on national level, e-procurement has not been incorporated online. Contracts have had to be retendered because-
BSUP projects-The ULB had planned to construct multi-storey housing units on private and state owned land (which was encroached upon). The interested bidders were not ready to construct multi-storey housing units on the private land. Therefore the ULB had to modify the DPR and replace multi storey houses with individual units. Hence the contract had to be re-tendered thrice (the third time was on at the time of the visit)

General / Other observations

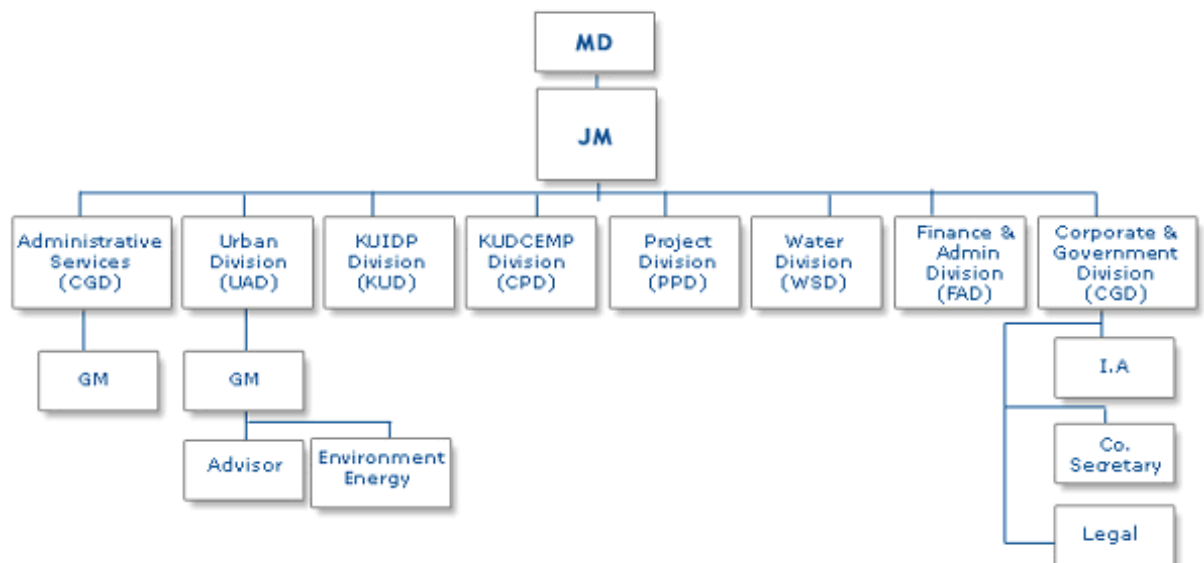
- Overall progress on the mission has been slow; therefore it's too early to comment on the impacts of the mission.
- The number of staff in the ULB is 764 out of which the number of engineers is around 15. Besides, there are 600 safai workers on contractual basis.
- The total revenue base is only ₹10 crore (out of which ₹6.50 crore is from property tax; the current coverage is 88,000 households, which after GIS could increase to 1.7-1.8 lakh). GIS started 3-4 months back. The revenue from water tax is ₹0.95 crore (the ULB reported huge T&D losses as also unauthorized connections). There is another ₹2 crore from a Market that was set up by the Corporation.
- For E-governance, the ULB is tying up with Axis Bank for online collections gateway.
- The most important issue from the ULB's perspective was the stability of tenure of key /senior officers. The Secretary and other senior officials have been changing so frequently that there is no continuity.

13. State: Karnataka

Institutional Structure

Karnataka Urban Infrastructure Development and Finance Corporation (KUIDFC) is the SLNA for Karnataka and implement the mission in the State. The executing agencies for water supply and transport projects are KUWSB, BWSSB, KSRTC, and BMTC respectively.

KUIDFC is responsible for both UIG and BSUP projects, the DMA is responsible for UIDSSMT And KSCB is responsible for IHSDP.



Reforms

Refer to the section on reforms

MIS

MIS is compiled manually on MS-Excel. It's used at State and ULB level.

Capacity Assessment

KUIDFC conducts seminars and workshops regularly for capacity building.

Things that the Central Government can do to fast track the progress

A certain amount of deviation from the DPR should be permissible for some sectors such as storm water drainage keeping in view encroachments on land and other land acquisition problems.

General / Other observations

1. BMLTA is the UMTA for Bangalore through a GO in March 2007.
2. The GoK has also created the Directorate of Urban Land Transport (DULT) at the State level for all city Corporation cities in Karnataka during March 2007.
3. The State Govt. has approved the proposal of constituting UMTA for Mysore. GO issued on 19.07.2010 .

Bangalore

Institutional Structure

The following institutions are involved in the *JnNURM* scheme

1. BDA: Bangalore Development Authority (roads and flyovers)
2. BWSBB: Bangalore Water Supply and Sewerage Board (Water supply and Sewerage)
3. BMTC: Bangalore Municipal Transport Corporation (construction of TTMCs and purchase of buses)
4. BBMP: Bruhat Bangalore Nagar Pallike (rest of infrastructure including storm water drainage)

Meetings are conducted on a monthly basis based on the data formats and reports to be submitted to the centre.

Mission Implementation Process

- The city has a master plan.
- There is no clear cut slum policy for the city. The state level agency Karnataka slum clearance board is in charge of BSUP projects.
- UIDSSMT projects were difficult to implement after 2008-09. There were two SLSC meetings that approved 24 projects but were never financed.
- IPE, the PMU was recently appointed in the city

Reforms

Refer to section on reforms

Fiscal Status

- Bangalore has raised finances from donor agencies and through loans from banks.
- There has been initiation for leveraging funds through PPP and commercial borrowings.
- BMTC has created rental spaces of an area of 2 million sq ft. This is a potential source of revenue for Bangalore.
- The city collects a Motor Vehicle tax of 5 %.
- World bank is partly funding certain projects under BWSSB
- Other donor agency like the World Bank projects in the city pay contractors directly.

CDP

After 110 villages were added to the periphery of Bangalore, the CDP was revised. The cost was revised to ₹71,273 crore by the agency IDECK.

Projects

- Out of 66 projects, 9 are yet to begin and 13 have been completed. The rest of the projects (44) are in progress.
- There was a social impact assessment that was carried out for BSUP & IHSDP projects. A socio economic survey was undertaken to identify the beneficiaries. Activities such as orientation on KCSB, *JnNURM*-BSUP, 7 Point Charter, and provision of housing at affordable

costs were carried out. Health camps were set up and Information Education Communication (IEC) activities were imparted and beneficiary view was taken into account while building the houses. One of the success stories is that of Kudlu Grama where all these activities were undertaken before the beneficiaries moved into their dwelling units.

- Notified slum costing is ₹3.5 lakh per DU and non notified slums ₹1.25 lakh per DU. There is slow progress in the BSUP projects. 574 slums have been identified under RAY, out of which 18 slums have been identified in JnNURM. There are 237 notified slums in Bangalore.
- Land acquisition is sometimes problematic. In one case Bangalore tried to shift the course of a particular project slightly which was seen as a deviation from the DPR? These deviations caused disallowance from the GOI. All the money applied for in the DPR was then not released, some portion of it was then withheld.
- There have been cases where the GOI asks for revision of the DPR after the works for the project have already begun.

Capacity Assessment

- Bangalore has a procurement cell
- There is e-procurement for all contracts above ₹10 lakh. There is a municipal accounts code for procurement.
- Standard bidding documents are available. The Karnataka Tender Transparency Act and The Municipal Accounts Code are proponents of the same.
- KUIDFC (State Level Nodal Agency) conducts seminars and workshops regularly for capacity building.
- IEC activities have been undertaken for all BSUP projects and success stories and best practices have also been identified.
- There is Service level benchmarking
- Credit Rating has taken place. There is ₹2600 crore outstanding loan (as on September 2010) and ₹ 550 crore per annum debt servicing. This has been in place even prior to JnNURM
- Things that the Central Government can do to fast track the progress
- A certain amount of deviation from the DPR should be permissible for some sectors such as storm water drainage keeping in view encroachments on land and other land acquisition problems.
- Central share should be greater than 50%
- Waste water recycling is technical and new. It needs intensive technical support from the GOI for it to be a success

Things that the State Government can do to fast track the progress:

- BDA should reserve plots for EWS while they develop land.
- ULB officials are frequently transferred and coordination among so many agencies sometimes becomes a tedious process.
- O&M mechanisms & systems are still weak. There has been no concrete thought on what will happen to the newly created assets

General

- The mission has brought about a convergence of urban issues and agencies. Identification and prioritization of issues have taken place as in the case of the need for an effective system of public transport. Smaller cities have got an impetus as result of this.
- Major challenges and issues in the scheme
 1. DPR preparation is difficult for small and medium towns
 2. Reform primers were received very late. As a result the entire process was delayed.
 3. There is no PMU available for UIDSSMT and PIUs are extremely necessary for UIDSSMT Towns.
 4. Property title certification has not been done anywhere. This requires detailed survey and body needs to be constituted from State- District-ULB for it to take place.
- Reforms have been helpful. BBMP was forced to carry out administrative and structural reforms which would not have taken place otherwise. The municipal accounting reform has led to better budget control.
- A comprehensive identification process of municipal assets has led to improvement of municipal financing. Municipal financing is also tied to service level benchmarking.

Mysore

Institutional Structure

Institutions currently involved in the implementation of the *JnNURM* in the city are:

- Mysore Municipal Corporation (MCC), Karnataka Water Supply and Drainage Board (KWSDB), Mysore Urban Development Authority (MUDA), Karnataka State Road Transport Corporation (KSRTC), Department of Tourism *JnNURM* cell: Superintending engineer
- Executive engineer
- 11 assistant executive engineers
- 12 assistant engineers

There are in total 4 PIU's for the entire state of Karnataka

- PIU - UIG has
 - IT expert
 - Social development officer
 - Environment specialist
- PIU – BSUP has:
 - Social expert
 - Livelihood expert
 - Technical expert
- Staff strength of the Corporation is 900 out of which around 300 are class 4 people (the budget of the ULB is ₹240 crore)
- Meeting held every 15 days to discuss the status and progress; Every 4th Wednesday of the month is kept for open public meetings, helpline desk in place

Mission Implementation Process

The master plan of Mysore is under revision.

Reforms

Refer the section on reforms

Fiscal Status

Main revenue sources for the ULB:

1. Property tax - ₹60 crore
2. Water tax – ₹18-20 crore
3. SFC grant – ₹18 crore/ annum

A Commercial complex is being run on BOT basis – for which the corporation collects ₹3.0 crore per annum

CDP

CDP is being revised by the IDEC consultant:

1. As part of the compliance to the new toolkit for CDP
2. New area has added in the jurisdiction of the corporation

Meetings were held to consult the citizens in the CDP planning process – there were as many as 686 meetings held with the stakeholders.

Projects

BSUP

The BSUP projects have the following features:

- There is in-situ development- no land purchase (land owner – Slum Clearance Board)
- 81 slums have been identified under HUDCO's special development plan (bio metric survey completed, including notified and non notified slums)
- 8134 dwelling units have been planned under JnNURM
- 2499 identified for RAY, out of these 18 have been identified under JnNURM
- The cost of one unit is ₹1.8 lakh, the Area – 25 sq mt (one room, hall, kitchen, toilet and bath)
- A slum beneficiary is defined as- a person with minimum 10 years of resident & who is BPL according to slum board records
- A beneficiary receives a 10 years agreement after which the ownership gets transferred to him.
- The beneficiary contribution is 12% of DU cost, in case of SC/ST it is 10% of DU cost.
- The beneficiary contribution is paid in an upfront contribution of ₹10,000 before the construction starts and the remainder in 3 installments (this includes the tender premium of around ₹38,000 – 40,000)
- The PIU's assist in collection of EMIs from the beneficiaries.
- Community complex, aanganwadi, dispensary were proposed to be the part of the slum development area
- A septic tank is in place where underground drainage is not possible
- The city will become slum-free after the initiatives. There are another 6000-7000 people who own land but are living in kuchha/semi-pucca houses; those people would be covered under RAY.

UIG

All 8 projects in Mysore are in progress

Observations:

- The 24X7 water supply scheme is being done by JUSCO, which will provide O&M for a period of 2 years after completion. The MCC is the owner of the project, whereas the Water Board is the implementing agency and JUSCO has been given a Performance-based Contract.
- There exists 100% metering of water in the city.
- The cost of the water supply project increased after the submission of the DPR. This is an interesting case where the project parameters were changed from water supply project to 24*7 water supply project; thus the project cost increased drastically. The DPR for water supply was made by STUP – for the intermittent supply project, at the CSMC meeting, MCC was asked to upgrade it to 24X7. The revised cost increased by ₹180 crore.
- None of the contracts were civil contracts, primarily they were performance contracts. Water supply charges for metered connections are around ₹70/ month. The procurement charges are in the range of:
 1. Till 25000 kilo litre– ₹2.5/ litre
 2. Above 25000 kilo litre– ₹10/ litre

Hence the expenditure is approximately ₹23 crore, against which the recovery is around ₹18 crore.

The current water recovery is ₹17 crore. There are an estimated 54000 un-authorised connections. After the implementation of 24X7, the recovery is expected to increase to ₹33 crore, and the operations should generate a profit.

After the GIS, the number of properties will increase from ₹1.50 lakh at present to 1.74 lakh.

- EIA for solid waste management project done by IDEC consultants

Capacity Assessment

- Multiple IEC activities are being organized for capacity building of the corporation staff
- Mysore City corporation credit rating: ICRA assigned it a rating of BBB+.

General

- The innovative initiative being contemplated by the ULB in Mysore is the proposal to appoint an in-house Heritage Expert.
- There is a provision for undertaking e-procurement for every purchase of more than ₹10 lakh.
- MCC had submitted another proposal of underground drainage for ₹264 crore. But it got rejected because the State allocation for funds under JnNURM had got exhausted

14. State: Kerala

Institutional Structure

There two SLNA's involved in the implementation of *JnNURM* in Kerala and they are as follows-

1. KSUDP is the State Level Nodal Agency (SLNA) for the UIG/UIDSSMT schemes i.e. Sub Mission I in Kerala
2. Kudumbashree (State Poverty Eradication Mission-SPEM) is the State Level Nodal Agency (SLNA) for BSUP/IHSDP schemes i.e. Sub Mission 2 in Kerala –
3. The SLNA's have a PMU set up to monitor the progress of the mission in the State.

KSUDP is headed by the Project Director. The supporting staff is drawn from government departments/ parastatal organizations and from the private sector. It comprises of planners, engineers, other subject specialists including finance, social work etc. and administrative staff. The PMU comprises of the following personnel- Team Leader, Advisor – Urban Planning & Urban Reforms, Senior Technical Expert Municipal Finance Expert, Social Development Expert , MIS Expert , Senior Research Associate (Urban Planner) and Office & Accounts Assistant.

The progress is monitored through:

- i. ULB Steering Committee reviews with PIU the progress of the projects
- ii. City level Coordination Committee reviews the project progress

Mission Implementation Process

The SLNA is headed by an IAS officer – the supporting staff is drawn from government departments/parastatals and from the open market – comprising of planners, engineers, other subject specialists including finance, social work etc. and administrative staff. Administrative Staff College of India, Hyderabad (ASCI) provides PMU support to SLNA by establishing a separate unit in Thiruvananthapuram with a few approved subject experts (as per GOI Toolkit) – PMU was established in Sept. 2009.

Reforms

Refer to the section on reforms

MIS

MIS is being complied manually, using excel sheets. The MIS data is used at State/ULB level.

Capacity Assessment

1. Kerala Institute of Local Administration (KILA), an autonomous institution under the Ministry of Local Self- Government Department, Government of Kerala, is the nodal agency for Training, Research and Consultancy for Local Self-Government Institutions in Kerala. This Institute regularly conducts training programmes for the officials, elected members and experts

associated with the LSGIs for planning and development. Such capacity building programmes are conducted in various subjects.

2. The project under CBULB that the State has prepared was approved by GOI and is under implementation.
3. Under the ADB funding, KSUDP has conducted capacity building exercises in five cities.
4. Training has been conducted in the following areas-decentralized planning and development, participatory development, urban governance, municipal finance, accounting, budgeting, project identification and preparation, gender planning, municipal Structure, urban planning, health planning and management of urban resources.

Things that the Central Government can do to fast track the progress

The assistance received from the Central Government has been satisfactory.

General / Other observations

1. SLNA has encouraged ULBs to go for PPP in many of the infrastructure projects and in service delivery functions- with necessary toolkits and guidelines prepared by State
2. The State has constituted KLGDF (Kerala Local Government Development Fund) as an institution to guide and enable local governments to leverage non- government funds.
3. SLNA has enabled Kudumbashree and other NGOs to provide support services to ULBs. The State has availed of funds from ADB for urban development to focus on infrastructure development and capacity building in the 5 cities (Kerala Sustainable Urban Development Project -KSUDP)
4. The State has availed World Bank assistance for State's major road projects (Kerala State Transport Project –KSTP) – they partly benefit the urban areas (City roads in Thiruvananthapuram and Kochi not included).
5. The Mission Cities have signed MOU with a parastatal Kerala Water Authority (KWA) to act as a service provider for executing projects under JnNURM - KWA is made accountable to ULBs – ULBs decide on the priorities and the project terms.
6. TMC (Thiruvananthapuram Municipal Corporation) has an agreement with an NGO to provide O&M services for a specified number of years to the ULB (to manage the Solid Waste Processing Plant).
7. State sponsored women NGO groups under Kudumbashree provide solid waste collection service to ULBs to make door to door collection of SW and to bring the waste into the Municipal stream – this is made under a self supporting system whereby these voluntary groups recognized by ULBs levy monthly collection charges from the households and share the benefits
8. ULBs have undertaken credit rating through national level reputed agencies

Cochin

Institutional Structure

The agencies currently involved in implementation of JnNURM in the city are-

1. Kerala Sustainable Urban Development Project
2. Kochi Municipal Corporation
3. Kerala Water Authority
4. Kerala State Road and Transport Corporation
5. Kudumbashree- For BSUP projects.
6. Local Self Government Department

There is a PIU at the corporation level which includes the following officials:

- Project Manager
- Municipal Finance Manager
- Public Health Engineer
- MIS Expert
- Technical officer
- Environment expert
- Procurement expert.

There are PIU's set up for each of the above mentioned organizations who are monitoring the progress of the projects in the city. A PMU has been set up at state level, which oversees the activities of the PIU's in the ULB's. This mechanism ensures that inter agency coordination is smooth.

Mission Implementation Process

- The city does have a master plan but it is outdated. An approach paper for the revision of the CDP has been drafted. It is waiting for an approval from the State Government.
- The officials were aware of the needs of low income groups and they have been connected to the city wide infrastructure keeping in mind the same.
- The projects that have been difficult to implement are:
 1. The sewerage project has faced hurdles because of the lack of good quality contractors who have the expertise and experience in implementing such projects.
 2. The BSUP projects have been delayed due escalation of prices at the time of sanctioning of projects. This can be attributed to the time taken to approve the DPR.

Reforms

Refer to the section on reforms

Fiscal Status

Funding has been received for sewerage projects, colony development and water supply projects from ADB and DFID respectively

CDP

An approach paper for revision of the CDP has been made by the Corporation and sent to the State Government for their approval. Points for consideration in the approach paper for the CDP are as follows-

- The CDP area does not include the whole of Kochi Urban Agglomeration. The northern sides are left out. The need for including additional areas on the south and east may also be considered.
- Estimate of 34% of the population in the CDP area belong to the BPL category, This may need to be reviewed now, especially since the new BPL survey has been completed
- Sector wise workshops were held in environment water supply, heritage, poverty alleviation etc. Aspirations of the people's representative viz. the M.P, M.L.A.s, Corporation Councilors, Elected Representatives of Municipalities and Panchayats, Members of Residents Associations, Neighborhood Units, Ward Committees and Grama sabhas were assembled and a vision workshop was held in 2002 and arrived at a Vision Document.
- Institutions like KILA, CUSAT, CESS, Chambers of Commerce and news papers like Malayala Manorama and Mathrubhumi also held seminars considering the growth potential of the city.

Projects

UIG: 7 projects. All in progress

BSUP: 3 projects. All in progress

EIA is done only for Class A projects as per IEE guidelines. But an initial environmental examination was done for all projects.

Capacity Assessment

- Legal framework for procurement is as per the laws of the State government of Kerala. There is a procurement officer in the in the municipal corporation who is in charge of all procurement related activities. The procurement officer is assisted by external consultants- DSCTU (Design & Supervisory Consultants)
- Standard Bidding Documents are available
- Tendering is done on a national level and this is done via e-tendering. All the documents relevant to tendering are available on the Corporation of Kochi website. Retendering was done for water supply, sewerage projects and BSUP due to the following reasons-
 1. The response to the tenders was poor.
 2. The quality of contractors for the sewerage projects has been poor.
 3. Escalation of costs in the projects.
- ASCI conduct training for the personnel of the corporation on the PPP model. There is clarity on undertaking projects on a PPP basis.
- Steps taken to use E-Governance tools-
 1. Sulekha for Plan monitoring system
 2. Sevana for Registration of B&D and Marriage
 3. Sookhika for Work flow application
 4. Sanchaya for Revenue collection system
 5. Sahatha & Sankhya for Accounting
 6. Sthapana for payroll
 7. Piloted e-Procurement

8. City Corporation Websites updated frequently
- The Credit rating was done by ICRA and Corporation of Cochin was given a rating of BBB-
- Three things that the Central Government can do fast track progress
 1. There should be some degree of flexibility in utilizing the funds and not sticking rigidly what is specified in the DPR.
 2. There should be an empanelled list of consultants to prepare CDP's and DPR's as the quality of DPR's prepared was less than satisfactory.
 3. The format given by the Government to the ULB's to submit their progress reports should be standardized as the current formats are confusing.
- Things that the State Government can do to fast track the progress: Property tax restructuring should be done. Revisions in property tax should be done every five years. There should be an insistence on reforms from the State government

General / Other observations

Major impacts of the mission –

- The revenue base of the corporation has increased.
- The living conditions of the urban poor have become better, owing to greater penetration of the urban infrastructure in the slum areas.
- Trainings organized for personnel of different departments has improved skill levels.
- Reforms have enabled simplification and hastening of procedures.

The major challenge being faced in taking forward the Mission has been the poor quality of DPR's. This has meant that there is a huge gap in the cost estimated and the actual cost. As a result the projects are stalled.

Thiruvananthapuram

Institutional Structure

- All the projects under JnNURM are taken up by the Municipal Corporation.
- Some projects are outsourced to Kerala Water Authority (KWA) by the corporation.
- There are separate PIU for implementing projects under BSUP and UIG which also coordinate with the SLNA level PMU for each component.
- The DPRs are made in house and the actual work is tendered out to contractors.
- The PMU and PIU are responsible for day to day coordination. Apart from this the Secretary of the corporation (equivalent to Commissioner) takes regular review meetings to take stock of the situation.

Mission Implementation Process

- There is a master plan, but it was made long back and needs to be revised
- The current CDP is more focused on providing basic services to the citizens
- The officials are aware of the needs of lower income groups. They also get regular feedback from the NGOs who work closely with the slum dwellers.
- Projects which require land acquisition are difficult to implement. Also projects which get sanctioned late become difficult to implement due to escalation in cost.

Reforms

Refer to the section on reforms

CDP

The stakeholders like NGOs, RWAs, ward members and other stakeholders were consulted for the preparation of CDP.

Projects

UIG : 5 projects . All in progress

BSUP: 4 projects. All in progress

The main reasons for delays were:

- There is a lack of contractors to take up large projects.
- There a cost escalation from the date of DPR preparation to actual construction
- The quality and skill sets of PIU/PMU consultants is questionable.

EIA and SIA studies have been carried out in selected cases.

Capacity Assessment

- State procurement guidelines are followed. Each department does its procurement.
- Standard bidding documents are available. There is national contract bidding. Contracts have been retendered due to lack of response or due to bids over the estimated costs.

- Things that the Central Government can do to fast track the progress
 - To build a pool of contractors ensuring works contracts have quality contractors
 - The DPR review process should also include cost escalation factors.
 - There should be capacity building at ULB because the eventual O &M of the projects is to be done by the ULB.
- The State Government can provide technical support to fast track the progress

General / Other observations

DPR preparation and appraisal process should be made more rigorous in the opinion of the Corporation.

15. State: Madhya Pradesh

Institutional Structure

The SLNA – Directorate of Urban Administration is the SLNA for both the sub missions under JnNURM. A PMU has been setup at the SLNA to monitor the progress of the mission in the State. The Director heads the SLNA. Below him there is a City Manager Association which has additional Directors from the Municipal Corporations, and Chief Engineers for non Municipal Corporation cities. Below this there are Deputy Directors below which are clerical staff and engineering team which consists of Chief Engineer, Superintendent Engineer, Executive Engineer and Assistant Engineer.

Mission Implementation Process

There is no PMU for UIG projects. The PMU for BSUP was setup recently in August 2010 and consists of 3 people who are hired on contract basis:

2. MIS Expert
3. Project Specialist for housing & Slums

There are two more positions for Social Development expert and Livelihood and poverty management expert which are yet to be filled.

Reforms

Refer to the section on reforms

MIS

An MIS system is used for managing projects.

Fiscal Status

The funds come to the State from the Centre and are then transferred to the ULBs.

Capacity Assessment

1. New engineers are being appointed.
2. The organizational structure is being revised
3. The ULBs are being given the power to appoint people on contract.
4. The Municipal Act has been amended to give flexibility for hiring.
5. The State has allocated funds for training. Also agencies like ADB, MPUSP, ASCII and IIPA are involved in imparting training for capacity building.

Things that the Central Government can do to fast track the progress

1. The reform on property title certification should be removed as it is not possible to achieve it in given time frame due to several politically sensitive issues.
2. According to the State, there should be some incentive to achieve reforms before the target time frame.
3. The reason for any State not achieving any particular reform should be examined, before the funding is blocked.
4. The army (cantonment) areas should be considered as part of the city and within ULB and also should be part of the CDP.
5. Once the project is started, it should be completely funded.
6. Funds un-utilized in the lagging States should be transferred to the progressive States if they are moving fast on reforms and projects.
7. There should be review before the release of 4th installment of funds, and the installments in between namely (2nd & 3rd) should be released immediately so that the projects move smoothly.

General / Other observations

1. All the DPRs for the projects under JnNURM have incorporated the concern for the implementation of 7 point charter under BSUP sub mission.
2. The State has given highest priority to implement the 7 point charter under the BSUP Sub Mission. Relocation of the slum dwellers is either done in-situ or within a distance of 1-2 km.
3. MPUSP is an externally funded programme going on in Madhya Pradesh and it is being implemented by DFID.
4. The ADB is funding water supply & sewerage projects in Madhya Pradesh.

Bhopal

Institutional Structure

Bhopal Municipal Corporation (BMC) is the prime agency for implementing various projects in the city of Bhopal for both UIG & BSUP. Most of the work is outsourced through EPC contracts. BMC has also outsourced some work to PHED, like the project for bringing Narmada water to the city of Bhopal. There are PIUs for both the sub-missions which overlook and coordinate the implementation process.

Mission Implementation Process

- There is a master plan for Bhopal.
- The officials are aware of the needs of low income group and slums. Housing is not the only component needed for improving the living standard of slum dwellers. In many cases the support infrastructure such as connecting roads, street lighting, drainage and water supply are equally or more important.

Reforms

Refer to the section on reforms

Fiscal Status

- The fund transfers get delayed even after sending the Utilization Certificates.
- The ULB has been rated by Fitch and given a rating of BBB+
- PPP is implemented through an advertisement policy and parking lots
- DFID is funding MPUSP Project 'Uthan' for improving the livelihood for slum dwellers.
- ADB is doing a water supply project for the city
- BRTS was built to synchronize with the existing transport setup. This will be done through an SPV on PPP.

MIS

PMES system is being used. The system is very slow and redundant in many respects. The MIS does not add value to the mission implementation process.

Projects

- There was a delay in the appointment of IRMA (WAPCOS) which caused the delay in disbursement of funds.
- **Water Supply to Gas affected areas:** In all 14 localities are covered under this project, out of total expected 7000 connections- 2000 connections have been given out. The project consists of 5 ESRs, 15 km feeder line and gravity distribution line. The UC for 100% of project completion has already been sent, but the disbursement is only 75% till now. This project was required as the existing ground water was contaminated after the gas leak accident in Bhopal.

- **Water Supply & Distribution Network for Bhopal:** This is to supply safe drinking water for urban population of Bhopal. Around 152 wards in the city are being covered under the JnNURM funds and the remaining wards are being funded
- **BSUP Projects:** The basic infrastructure projects in LIG colonies have been completed. This was verified in field visits. Total 84 localities were covered in these projects. The houses allotted in BSUP are free hold houses and the beneficiary can easily sell them. Initially getting loan was a problem for the beneficiaries, but later on when the DUs were used as a mortgage, the banks agreed to give loans. The area of each DU is around 28.34 Sq m.

General / Other observations

- The *Pukka* houses provided to the slum dwellers under BSUP have provided a sense of security to them. Earlier they could not think of buying any assets like coolers, cupboards etc due to fear of theft. After moving to these houses they have started using these assets and there is a visible improvement in their living standards.
- The collection of property tax has improved in areas where the support infrastructure is provided, due to escalation in circle rates in these areas.

Dewas

Institutional Structure

- Dewas Municipal Corporation is the primary agency involved in implementing *JnNURM* in the city.
- The Dewas Development Authority acts as an implementing agency on behalf of the Municipal Corporation for execution of the IHSDP projects.
- Proper co-ordination exists between the agencies responsible for implementing *JnNURM*. There exists a Steering Committee headed by the District Collector for resolving issues related to projects.

Mission Implementation Process

- A Master plan is already in existence and along with that a CDP is being prepared which will be ready by December 2010.
- Suggestion: A combined committee of central and state level officials to sanction projects will help the ULB to implement the projects in a smooth manner and will also ensure faster completion of projects.
- The officials are aware of the needs of low income group and slums.
- Challenges are being faced by the DMC in implementing the IHSDP projects due the following reasons-
 - Due to the escalation in costs and the lack of funding there is a huge gap, which can't be borne by the beneficiaries.
 - In-situ projects are difficult to execute due to difficulties faced in shifting people to temporary locations.

Reforms

Refer to the section on reforms

Fiscal Status

- Alternate source of finance is arranged to cover the project components on which ACA is not possible but are a mandatory part of the scheme.
- The progress made with respect to leveraging Mission funds through PPP has been satisfactory.

CDP

A CDP is being prepared for Dewas and it will be ready by December 2010.

Projects

Under IHSDP out of 2600 sanctioned houses, 858 houses at three locations are under progress. Delays are due to land acquisition.

Capacity Assessment

- There is a Tender Sanctioning Committee for procurement, and for projects which have a high budget, decisions are taken by the Parishad which is presided over by all the council members. The legal framework for procurement is based on the guidelines laid down by the Madhya Pradesh government. Procurement is done by the Tender Sanctioning Committee. The Committee consist of City Engineer (Project), City Engineer (PWD), Deputy Commissioner and Commissioner.
- Standard bidding documents are available
- Service level bench marking has been done with respect to water supply, sewerage, solid waste management and storm water drainage
- No credit rating of the ULB has been carried out.
- Things that the State Government can do to fast track the progress
 - The personnel need to be trained properly.
 - Personnel at all levels of the ULB need to be trained.
 - People from outside Dewas need to be employed in the municipality.

General / Other observations

- *JnNURM* is still in its initial stages in Dewas. Thus, the impact of *JnNURM* is yet to be seen in the city.
- Tariff rates need to be revised by the state. A minimum tariff rate should be fixed such that the operation and maintenance costs are recovered and the project can break even and recover its cost.

Indore

Institutional Structure

The following agencies are involved in the implementation of *JnNURM*:

- Indore Municipal Corporation
- Indore Development Authority implements projects. Reforms are not in their purview.
- Indore City Transport Service Ltd (ICTSL) (*JnNURM* buses – now the purview is being increased to include metro and non metro taxis as well under the same PPP venture. Since Indore does not have a state transport department, this PPP venture was started to have private vendors running the buses and taking care of the O&M as well for the *JnNURM* buses)
- Town and Country Planning Office (TCPO)

There are weekly Coordination meetings between the IDA and IMC. In addition meetings are called whenever the need arises. The DPC coordinates between all agencies and institutions.

Mission Implementation Process

- The master plan is made by the TCPO in Indore and followed by the IDA and the IMC. IMC, however, makes the zonal plans. The CDP and the CMP are not interlinked.
- The officials are aware of the needs of low income groups. They are also trying to tie up with a bank to give loans to the low income groups for the housing they are providing. The bank gets the right of encumbrance in case of bad debt.
- The BRTS project being implemented by IDA has generated many problems. There are several encroachments (163 houses) in the path which is needed for BRTS. Apart from this, the work needs to be done in coordination with other agencies like IMC (involved in the laying out or movement of sewer lines and other such utilities). If these coordinating agencies delay their bit of the project, IDA's overall progress gets delayed.
- Due to untimely rains, with Indore falling in the Malwa region and having black soil, the work is delayed till the soil dries up.
- The primary reason for most of the challenges being faced in most projects is due to poor DPR preparation, appraisal flaws at executing agency, State and Central level. Even though consultants have prepared the DPR for IDA (Mehta and Associates), no internal review of the same was done by the executing agency. Even post sanction, no technical review was done and work was started on the project based on this DPR itself. As a result, there was no check on the quality of the DPR submitted by the consultant
- Also, in certain cases, an IMC sewerage project, the DPR had been made in 2001 -02 and due to lack of time the same DPR was submitted without revising the same. The costs for proposal submitted by Indore in 2007 were based on 1999 SORs which led to massive cost escalation when the project went into tendering phase.

Reforms

Refer to the section on reforms

Fiscal Status

- The ULBs have received their fiscal transfers on time. The pending installments from the Centre have not been released due to reforms not being implemented at the State level.
- IMC tried raising money through ₹50 crore worth of municipal bonds which were partially subscribed to (₹3.72 crore). The state government defaulted on these tax free bonds and a private placement was done through Bangalore refineries. However, the IMC is in the process of launching ₹100 crore worth of bonds in two installments of ₹50 crore each.
- IMC is also in talks with ILFS for negotiating a term loan.
- The state is in the process of setting up an urban infrastructure pool of ₹300 crore using 4-5 banks.
- IMC is also in talks with HUDCO to raise money through them. Till date, an amount of ₹90 crore has been raised by IMC at different rates through HUDCO.
- IMC has also been allowed by the State to sell its land to help raise additional funds for JnNURM and ADB projects. Currently, the process for suitable land identification is underway for raising money to fund tender premiums, cost escalation, lack of central govt releases and other such issues.
- The following agencies have projects going on in Indore currently as part of external funding apart from JnNURM:
 - DFID – MPUSP Project
 - ADB – ₹ 800 crore water supply project
 - World Bank Project
- Indore currently has 19 projects in the city under a PPP model. 3-4 projects are in pipeline.

CDP

- The CDP was made in a hurry and there wasn't sufficient time to review it according to Indore Municipal Corporation. They hired consultants, Mehta & Associates, to make their CDP. Prioritization of sectors was not done and certain projects which should have been given more emphasis like sewerage and water supply were not given due attention
- IMC had ads printed in the paper and the general public as well as other stakeholders was consulted in the process of identifying what Indore should be like in 2020.

Projects

All of the 10 projects (9 UIG, 1 BSUP) being implemented by them are under progress. All delays have been attributed to the following

1. Unsatisfactory review and appraisal of DPRs.
2. Cost escalations/ Tender Premiums
3. Centre and state not releasing their share of the funds in time.
4. Centre's share not being released due to incomplete State level reforms even when ULB level reforms have been completed by the ULB. Hence, the ULBs are dissatisfied. A social audit will be done for the projects once they are completed.

Capacity Assessment

- The procurement is undertaken as per the financial powers stated below:
 - Commissioner – upto ₹10 lakh
 - Mayor – ₹10 -25 lakh
 - Mayor in Council – ₹10 lakh to ₹ 1 crore
 - Full Council of 69 Corporators - > ₹1 crore
- Standard bidding documents are available for Indore
- E tendering is done all over MP
- Under DFID capacity building has taken place. MPUSP has set up learning centres in the city where people are trained.
- Citizen Service Centres have been set up all over the city.
- The IMCs credit rating is BBB+.
- Things that the Central Government can do to fast track the progress
It has been suggested by IDA to make the State accountable in the MoA so that in cases where the installment is not released by the Centre due to non implementation of the State level reforms, the State should be made accountable to pre - release their share to the ULBs in case the ULB level reforms have been completed by the State. This case has occurred in several other ULBS and the state release has been left to the discretion of the SLNA.
- Things that the State Government can do to fast track the progress
The state can pre-release its share of installment even if the centre is not releasing theirs, so that the project doesn't suffer due to non compliance.

General / Other observations

Indore MC Office is not in favor of devolution of power from IDA to IMC. They feel that the State will not achieve any added advantage from this devolution and it will hamper the project execution. They are of the opinion that projects and reforms should not be linked. It leads to unnecessary delays in project execution and hikes costs.

Ujjain

Institutional Structure

Ujjain Municipal Corporation undertakes all the development work under *JnNURM*. There is no other agency with which cooperation has to be undertaken. Sometimes, coordination with the Nazul Department is needed when land has to be acquired through State.

Mission Implementation Process

The corporation is in the process of making a city master plan which is being made by ICRA.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

- The funds are sent by the GOI to the Government of Madhya Pradesh which adds its share and further sends it to the ULB. No funds have been received since 07 months. As a result, the progress of the projects is suffering and the projects are being delayed which in turn is leading to cost escalation.
- Credit rating by Fitch has also been done wherein the ULB has received a rating of BB +

MIS

PMES and IPOMS are being used but not on a regular basis. There is a problem being faced by the ULB for uploading the data on these platforms. These difficulties have also been mentioned to the State for their reference.

Projects

There are 05 projects that are in progress in the city. Two are UIG and the other three are BSUP. The BSUP project was slightly delayed because of stakeholder consultation process and the shifting of 25 temples which were on the present project site.

Capacity Assessment

- All the State Government rules on tendering are being followed and e - tendering is in place. All *JnNURM* projects get procurement approval from the Mayor in Council (MIC) which has the mayor, commissioner and the executive officer on board.
- The MP works manual is followed for procurement.
- Standard Bidding documents are available and bidding is done at a national level.
- Contracts for BSUP and Heritage projects of UIG have been retendered due to lack of technically competent bidders applying.

Things that the Central Government can do to fast track the progress

1. Based on discussions with the ULB staff, it has been felt that projects and reforms should be kept separate and the funding for infrastructure projects should not be stopped due to non compliance with reforms.
 2. Release money to the ULBs if they have completed their share of the committed reforms but the State has not because of which the Centre as of date is stopping their installments.
 3. Undertake handholding for the smaller and weaker ULBs
- Things that the State Government can do to fast track the progress
 1. Release money faster, once it has been received from the Centre.
 2. Make provisions for releasing the next installment for the ULB in case the same has been stopped by the Centre due to non completion of the State's reforms

General / Other observations

- *JnNURM* was introduced in 2008 and MPUSP in 2009 for Ujjain. Reforms are being implemented under both the schemes and have made an impact on the ULB, especially bringing about a change the mindset and have enabled the ULB to think about sustainability in terms of projects, reforms and asset maintenance.
- There is no *JnNURM* cell in Ujjain but there are 35-40 people working on *JnNURM* projects.
- There is an unstable tenure of the commissioner – Four have changed in the last four years. Stability of tenure is important to bring about a consistency for implementing programmes of the nature of *JnNURM*
- 40 buses have been procured under *JnNURM* for the city of Ujjain which will be run on PPP mode with a private vendor (Mahakal Travels). The depot will be provided by the ULB while the O&M will be undertaken by the private vendor.

16. State: Maharashtra

Institutional Structure

There are two bodies involved in the implementation of the Mission at the State Level –

1. Mumbai Metropolitan Region Development Authority (MMRDA) which implements the UIG sub-mission in the State.
2. Maharashtra Housing and Area Development Authority (MHADA) implements the BSUP sub-mission and IHSDP sub-scheme in the state
3. Directorate of Municipal Administration (DMA) implements the UIDSSMT sub-scheme in the state.

1) MMRDA



2) MHADA

ADMINISTRATIVE SETUP OF MHADA



Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually using Microsoft excel. PMES and IPOMS are not being used regularly due to technical issues in uploading information.

Things that the Central Government can do to fast track the progress

1. The state feels that there is a need for continuation of JnNURM beyond 2012
2. There is a need for institutional finance for new projects/ augmentation of existing facilities to meet the growing demand. The terms and conditions under which financial assistance is available are not suitable for urban infrastructure projects. The financial institutions and the

loaning agencies need to consider the matter in the perspective of the urban infrastructure projects and ULBs fund requirement and come up with such packages which meet this demand.

Aurangabad

Institutional Structure

Aurangabad Municipal Corporation is the only agency involved in *JnNURM*

Mission Implementation Process

The officials are aware of the needs of lower income groups. IHSDP projects have been undertaken as a result.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

CDP

The CDP is currently being made by Fortis.

Projects

UIDSSMT: For the 24X7 water supply project, the total cost is ₹ 800 crore. ₹400 crore is being spent under *JnNURM* and the rest will come from the developer. The Municipal Corporations contribution is 10% and another 10% is from Government of Maharashtra. RFPs have been issued after successful RFQ process. The transaction advisor is CRISIL.

IHSDP: 617 DUs are being built under this scheme but covering only 3 out of the 53 notified slums in the city. The cost per dwelling unit is ₹ 80,000 (minus infra cost). The beneficiary contribution is ten percent upfront. It is all in-situ development.

Environment Impact Assessment has been a part of the DPR for the project.

Capacity Assessment

Capacity building activities have been undertaken for the ULB staff at Pune and Mumbai.

General / Other observations

Key lessons:

- Undertaking IEC activities should be made mandatory. This is important particularly in areas such as SWM, user charges etc.
- How to recognize prompt taxpayers should be defined.
- Slums cannot be ignored; most cities in the country have about 50% or more of the population residing in slums. There is no point in building elaborate water supply or sewerage systems without first taking care of slums.

Mumbai

Institutional Structure

Municipal Corporation of Greater Mumbai (MCGM)

The role of the SLNA is played by MMRDA (Mumbai Metropolitan Regional Development Authority). BEST implements transport projects. The monitoring of work is done by the technical personnel of ULB and Nodal agency i.e. MMRDA and IRMA.

Ulhasnagar (UMC)

UMC falls in Mumbai Metropolitan Area. There are fortnightly meetings between the UMC and BMC for coordination. In addition meetings are called whenever the need arises. The DPC coordinates between all the agencies and institutions. There is a separate *JnNURM* cell created at ULB level to monitor the progress of works undertaken. The monitoring of work is done by the technical personnel of ULB and Nodal agency i.e. MMRDA and IRMA.

Navi Mumbai

The Navi Mumbai Municipal Corporation (NMMC) is involved in the execution of all the projects under *JnNURM* except the BSUP project which is being implemented by CIDCO (City and Industrial Development Corporation of Maharashtra Ltd), as BSUP is being taken up only in industrial areas, which are outside the city and are maintained by CIDCO even in normal course.

- There is monitoring by the nodal officers and the Commissioner of the NMMC.
- IRMA and the SLNA also regularly monitor progress.

Thane

The Thane Municipal Council (TMC) is the only body involved in the execution of projects in Thane.

Mira Bhayandar

The Mira Bhayandar Municipal Corporation (MBC) is the executing agency for the *JnNURM* projects in Mira Bhayandar.

Badlapur Municipal Council

The BMC is responsible for execution of all *JnNURM* projects in Badlapur. The SLNA for the sewerage project and BSUP project is MMRDA and MHADA respectively. This is the first council under *JnNURM* (Class B municipal council- formed in 1992). A PMC has been appointed at the ULB in 2009.

Mira Bhayandar

The PMES formats to be filled for the Centre are all modeled for consolidated data of the Greater Mumbai Agglomeration.

Kalyan Dombivli Municipal Council (KDMC)

Kalyan Dombivli Municipal Council (KDMC) is the only body involved in the execution of projects in Kalyan Dombivli Sector. There are weekly/fortnightly meetings between the KDMC and MMRDA for coordination. In addition, meetings are called whenever the need arises. They are also present in the monthly review meeting called by the Secretary to oversee *JnNURM* projects. The monitoring of work is done by the technical personnel of ULB and Nodal agency i.e. MMRDA and MAHADA.

Mission Implementation Process

MCGM

The master plan is currently under revision. MCGM is not dependent on JnNURM for funds.

The tunnel project which involved transmission of water was delayed due to non-cooperation by local communities and project site being made available to the contractor for digging pits.

UMC

At present funds are being transferred within reasonable time. Only 1st installments have been received and UMC is waiting for the dispatch of the 2nd installment. Financing has been done with the help of JnNURM grant, the ULB share is in terms of self contribution and a loan raised from MMRDA. The ULB has also increased taxes and user charges periodically.

UMC falls under MMRDA jurisdiction, therefore falls under the category wherein 50% of the funds for projects are to be contributed by UMC, which is infeasible given the current financial health of the ULB and current revenue base.

Under a larger inter-city initiative, with support from the World Bank, Power Tech has been mandated to undertake a resource mobilization study for the ULB. Financial assistance raised from MMRDA towards ULB share has been approved.

KDMC

CDP is made by the KDMC in-house and the technical appraisal of the same by MAHADA has been satisfactory.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

MCGM

The Total Approved Size of the CDP was ₹ 2261 crore, of which 35% was to be contributed by GOI. The current revenue base for MCGM is highly dependent on Octroi which comprises 45% of its annual revenues.

Therefore, JnNURM funds are not a major source of funding for MCGM. PwC has been mandated as part of a World Bank initiative to devise a resource mobilization strategy for MCGM. In terms of financial management practices, MCGM practices outcome-based budgeting and has adequate provisions for asset replacement. The internal accruals of the corporation are sufficient to meet capital expenditure and operating expenditure requirements. The credit rating of MCGM is AA+ stable.

UMC

Till date no need has been felt to revise CDP and FOP. Necessary provision for issues of poor have been made in the CDP.

Almost all the basic facilities such as roads, street light, storm water drain, drinking water, toilet blocks and education etc. are being provided to Urban Poor.

Navi Mumbai and Thane

There is a significant delay in the disbursement of funds from the state to the SLNA. The disbursement of funds from the SLNA to the ULB takes place within 1-2 days but the transfer of funds from the State to the SLNA takes weeks/months. The ULB is currently funding the projects from its own coffers.

The JnNURM funds have been leveraged to raise a term loan from the MMRDA. In Thane, there is heavy usage of TDR instrument to get projects done on PPP, wherein the developers incur capital expenditure to create assets for NMMC in lieu of additional FSI.

Badlapur Municipal Council

The fund flow is delayed from the State to the SLNA. The BMC faces constraints in raising funds because it is a small council. It has attempted to raise funds through sale and rent of properties and reduce costs through reusing and recycling of water. The council has also approached JICA and MUINFRA for loans

KDMC

At present, funds are being transferred within reasonable time. Financing has been done with the help of JnNURM grant, the ULB contributes in terms of self contribution and loan raised from MMRDA. The ULB has also increased taxes and user charges periodically. No leveraging through municipal bonds or commercial borrowings has been done.

MIS

Navi Mumbai and Thane

Regular review meetings are conducted at different levels by the ULB, SLNA and State to monitor progress of the project. The requisite reports are compiled and submitted to the relevant authorities.

KDMC

PMES and IPOMs are not being used. A regular MIS is prepared and sent to the SLNA.

CDP

MCGM

Till date no any need has been felt to revise CDP and FOP. Necessary provision for issues of poor have been made in the CDP.

Navi Mumbai

No revision of the CDP is felt required or planned. There were many stakeholder consultations at the time of preparing the CDP. There were workshops, open forums on the website and public consultations with Bureaucrats, politicians and ULB staff. The CDPs were utilized in project prioritization. The PMC feels more emphasis should be given to CDP implementation. The PMC feels that CDP implementation should be an important parameter in appraisal of both the ULB and its employees.

Thane

A revision of the CDP is being planned; officials were unclear as to the reason for proposing a revision.

Mira Bhayandar

There were extensive stakeholder consultations with corporations, public and NGOs.

KDMC

The city stakeholder consultations and focus group discussions held as part of the CDP preparation process brought out deficiencies at the macro and micro levels and have provided the first platform for the identification of projects. Infrastructure delivery benchmarks in the form of indicators were also used to arrive at the demand and the gaps in service delivery, which further correlated with the results of the stakeholder consultations to arrive at specific project proposals.

From the identified list of proposals and priority actions, projects are prioritized based on need and funding options. Almost all the basic facility such as roads, street light, storm water drain, drinking water, toilet blocks and education etc. are being provided to urban poor. Insufficient resources at ULB level may lead to slow implementation of the CDP.

Projects

KDMC

Adequate land is available for the ongoing projects. The housing schemes are proposed on the land already occupied by slum dwellers.

The projects have been delayed at initial stages. There are efforts are being taken to maintain the pace

Navi Mumbai

The projects suffer mostly due to:

- Lack of raw materials
- The delay in the release of funds from the State to the SLNA

EIAs and EMPs were conducted as part of the DPR wherever required. An SIA was conducted for the sewerage treatment plant. An environment management plan exists. Currently, the water management and SW management projects are being implemented through PPP.

Thane

An SIA was undertaken for the BSUP project. Several priority sectors have been identified for encouraging PPP- namely education, health, housing, recreation and entertainment. The Government has identified Transferable Development Rights (TDR) and Accommodation Reservations as built in PPP instruments for development of amenities. The asset is built, financed and maintained by the private player. The sewerage project has suffered due to a dispute over an increase in service tax rates with the contractor.

Badlapur Municipal Council

EIA was conducted for sewerage project. The solid waste management and water supply projects are currently on BOFT basis. The transport project i.e. buses are also on PPP basis. The bus operators pay the municipality a royalty of ₹1 per kilometer per bus. 50 low floor buses are being obtained from the stimulus, 9 of these 50 are now functional. Since the population is small, there is not much incentive for private players. In theory MUNFRA is to support the council financially but it focuses on larger corporations. There is one municipal office being operated on PPP.

Mira Bhayandar

The slum population has been estimated at 52000. Approximately 21000 people will be housed in the 4136 units being constructed.

Capacity Assessment

MCGM

Procedure as prescribed under Bombay provincial Municipal corporation act is being followed for procurement. The concerned department lead by technical personnel does the procurement. There is no specific staff for procurement. Procurement is undertaken by Engineers involved in specific projects. Most contracts for projects are procured on National Competitive Bidding basis. The credit rating of MCGM is AA+ stable.

Navi Mumbai and Thane

NMMC and TMC follow the Government of Maharashtra guidelines of procurement along with the FIDIC (International Federation of Consulting Engineers) framework. There is a centralized tender committee and department wise tender committee to scrutinize tenders. All tenders of estimated value above ₹25 lakh are mandatorily e-tendered i.e. submission and issue is online. Standard bidding documents are available. The contracts are national bidding and rate contracts. In Navi Mumbai, the mechanical street sweeping work under the Solid Waste Management project was retendered. The State has developed an IEC baseline course called MS-CIT. This exam must be cleared by all the ULB staff. It aims at basic computer literacy like MS word, printing etc.

An integrated E-governance project is also under implementation.

Currently, there is no service level benchmarking.

Thane

Some projects are re-tendered. There are generally 3-4 bids for each contract. JnNURM workshops had been held by the Centre which was found to be helpful. The latest credit rating of TMC by Fitch was 'AA-' in June 2010. Credit rating is an annual activity for the TMC.

Navi Mumbai

There is regular training of staff. There are also regular conferences and seminars attended by the NMMC.

The latest credit rating of NMMC by Fitch was 'AA' in June 2010. Credit rating is an annual activity for the NMMC. The NMMC is also rated by the MMRDA.

Mira Bhayandar and Badlapur Municipal Council

MBC and the Badlapur council follow the Government of Maharashtra guidelines of procurement along with the FIDIC (International Federation of Consulting Engineers) framework. Standard bidding documents are available.

Mira Bhayandar

There is a centralized tender committee and department wise tender committee to scrutinise tenders. All tenders of estimated value above ₹25lakh are mandatorily E-tendered i.e. submission and issue is online. There is generally a good response from bidders- there were 19 bids for the water supply project. There are regular trainings by Yeshwantrao Chavan Academy of Development Administration (YASHADA) and ASCI (Administrative Staff College of India). There are also skill development seminars and trainings but need is felt for these to be more practical and less theoretical. Completing MS-CIT has been made mandatory for the staff of the ULB.

Badlapur Municipal Council

The PMC assists with procurement, there are also department wise tender committees. All tenders of estimated value above ₹ 25lakh are mandatorily e-tendered i.e. submission and issue is online. No contracts have been re-tendered. Even though there was one workshop on PPP it was not very adequate, more assistance is needed to fully understand PPP.

The latest credit rating by Fitch to BMC was “BB+”

KDMC

Procedure as prescribed under Bombay provincial Municipal corporation act is being followed for procurement. There are both national bidding and rate contracts for works related projects. Tenders have been invited for appointment of consultants wherein 2 parties participated. Similarly tenders invited for works in which four agencies participated. Lowest agencies have been awarded the works. With an aim of creating a solid, system driven corporation with highest levels of Transparency, Accountability and Citizen Servicing Standards, Kalyan Dombivli Municipal Corporation (KDMC), initiated its journey in e-Governance in 1999. KDMC vide General Body Resolution No. 86 dated, 10-12-1999, took a decision of total computerization of the corporation with a holistic approach.

At KDMC today, e-Governance has become the basis for delivering Good Governance to the citizens. Credit rating has been done by FITCH. The rating allotted is “A”. The same is being repeated regularly.

Three things that the Central Government can do to fast track the progress:

MCGM

- The Centre should not insist on implementation of all the 23 reforms for release of funds.
- There exists a need for continuation of JnNURM beyond 2012
- There is a need for institutional finance for new projects/ augmentation of existing facilities to meet the growing demand. The terms and conditions under which financial assistance is available are not suitable for urban infrastructure projects. The financial institutions and the loaning agencies need to consider the matter in the perspective of the urban infrastructure projects and ULBs fund requirement and come up with such packages which meet this demand.

Navi Mumbai

- Faster release of subsequent installments.
- ACA should take into account the cost escalation on projects. Often the difference between the schedule rates used in the DPR and the market rates differ greatly. This difference makes the DPR an unrealistic cost estimate.
- Skill development of municipal engineers should be given priority. There should be increased efforts at capacity building by the Center.

Badlapur Municipal Council

- A need has been felt for hand holding to execute the reforms. The Badlapur council feels it is unable to cope with the reforms like its counterparts in the agglomeration. In addition, assistance should be given to cover the expenses involved in the reforms.
- The financial assistance given to the council should be more than that given to its wealthier counterparts in the agglomeration.
- Release of funds at regular intervals. The Centre should consider stopping only the last installment for non compliance with reforms.
- Government should consider reimbursement of cost to take tender premium into account. .
- The cost of DPR should be linked with the current cost.

- Funding pattern should be flexible.
- Reforms like citizen auditor-ship and Electoral reforms are required.

Three things that the State Government can do to fast track the progress:

UMC and KDMC

- Release of funds at regular intervals
- Ensure sound financial footing of ULB's

Navi Mumbai

- There should be speedier release of funds.
- The State should subsidize the interest rate of loans taken for infrastructure projects.
- There should be State support in raising user charges on water. It is currently a highly politicized issue.

Badlapur Municipal Council

The council's share of non agricultural tax is also due to the council from the revenue department, this greatly reduces the revenue of an already financially weak MC.

Key constraints

Navi Mumbai

- There is an urgent requirement for a map to be drawn of all existing utility construction both new and old in the city. Funds should be allocated for a realistic compiled map. Currently, there are no consolidated records of city utilities. The only records are scattered between many agencies and mostly incomplete.
- Skill building for municipal engineers is felt to be a priority area. Even the most basic levels of J.Es should be exposed to newer technologies. In addition, job rotation of J.Es should be within relevant areas.
- A mechanism should be developed for budgets to be re-appropriated between the municipalities that require funds to be released and those that are currently not utilizing their JnNURM funding.

Thane

- The ULBs are responsible for bearing cost escalation; however in projects like the BSUP projects the costs estimate in the DPR are considerably lower than the market rate. The ULB feels bearing escalation in costs outside its control is a great financial strain. In addition, the high tender premium being borne by the ULB on the BSUP project is being spent on poverty alleviation which is not a priority area of the TMC. To illustrate, a switchboard quoted in the DPR for the BSUP project at ₹5000 is now ₹25000. There is little relation between the schedule rates and market rates. The delay in release of funds by the State further increases the cost escalation borne by the ULB.
- Acquiring land for projects is also a huge financial constraint.

The CDP for Greater Mumbai was a consolidated document for 7 corporations under MMR. However, each corporation prepared its own CDP which was consolidated at the SLNA. In this case the funding for other 6 corporations (smaller as compared to Briham Mumbai Municipal Corporation) also was in the format of 35:15:50. This was deterrent for these municipalities as their financial status is not as good as BMC and they should have been consider under the formats like 80:10:10

Nanded

Institutional Structure

The Nanded Corporation was formed in 1997. All functions except River Front Development (which is with the Irrigation Dept) falls under the Nanded Municipal Corporation (NMC).

Regular meetings, two-three times a week are chaired by the Municipal Commissioner with the concerned PMC and the Deputy Municipal Commissioners for UIG as well as BSUP. Regular meetings are held on a monthly basis with the UD Secretary at Mumbai in the presence of the SLNA and the ULB officials. Communication with the SLNA happens via phone two-three a week as well as regular meetings on a monthly basis- sometimes even lesser than that.

Mission Implementation Process

There is a Development Plan in place for North Nanded and in process for South Nanded. The CDP was made in 2006 by IL&FS and Fortress.

Officials are aware about the needs of the low income groups and slums and the need for connecting them to the city-wide infrastructure. Endeavors are also being made to undertake IEC activities to make the citizens more aware. The ULB staff is very committed and they are in turn guided by a very efficient PIU.

Procurement issues are a key problem in Nanded is the ability to get technically competent bidders. Even though national level bidding is done, the rates given by national level bidders is more than double of the estimated rates that the corporation has and therefore, regional level bidders have to be given the work who may not have the technical ability.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

It has been felt that even when Central Government releases its funds, the State takes a lot of time to release their funds. A mechanism for central funds to be sent directly to ULBs and State being asked to match the same is needed.

No major steps taken to leverage JnNURM funds for projects to explore alternate sources of financing. A loan from IL&FS was taken to facilitate the ULBs share and the loan is being serviced regularly. The city of Nanded has benefitted greatly from JnNURM funds and from another centrally funded scheme of Gur -Ta Gaddi. Projects worth ₹740 crore have been sanctioned and are being undertaken currently under JnNURM for Nanded in most of the sectors.

CDP

CDP was made in 2006 by IL&FS and Fortress (Mumbai) jointly. It will now be revised in 2011.

- There is a need to bring experimental models in housing projects for beggars, widows and other such non family people. It was felt that flexibility should be given to the ULB to give less than 269 sq. mt.
- Beneficiary contribution needs to be delinked from construction to facilitate efficient time optimal completion of projects.

Projects

- 2 out of 11 UIG projects have been completed. None of the 10 BSUP projects sanctioned have been completed.
- Some projects had to be rebid a few times due to unavailability of technically competent contractors. Eventually, certain DPRs had to be split into smaller different segments (one DPR was split into 26 different sites and bid) and given to contractors.
- Impact Assessment (SIA) and Environmental Impact Assessment (EIA) been undertaken for SWM and not for water supply and sewerage.

Capacity Assessment

Financial Powers held by the Commissioner are projects of value ₹10 lakh, projects greater than ₹10 lakh, go to the standing committee. Standing committee has 17 members. e-tendering is being done for projects greater than ₹10 lakh. The e-tendering committee consists of the internal auditor, executive engineer from the concerned team and the chief accounts officer. The administrative approval is taken from the commissioner and statutory approval is taken from the statutory committee. National level bidding is done. National level players apply but the estimates given by them are at least 100-150 % more than the actual estimates of the corporation and hence work cannot be awarded to them. Since the regional level players who do apply quote lower, it is difficult to award work to national level bidders at a higher cost. As a result, corporation has to go in for breaking the work into smaller portions and request bids for them separately.

Trainings have been held by YASHADA which is attended by the Nanded officials as their own initiative.

The new commissioner is undertaking a lot of IEC activities for the citizens on a formal platform but the same is not being funded from JnNURM funds.

Service-level Benchmarking is done in-house for water supply. Credit-rating of the ULB was carried out by CRISIL (Rating: BBB-). A formal present financial condition analysis has also been done by CRISIL for the World Bank.

Three things that the Central Government can do to fast track the progress:

- Handholding and training of ULB staff
- Faster disbursement of funds
- It was felt that the Centre should stop only the last installment for non performance of reforms instead of intermediate installments to ensure infrastructure projects do not get delayed.

Pune

Institutional Structure

Pune Municipal Corporation (PMC) is the only agency involved in the implementation of *JnNURM* in the city. There are no parastatal agencies involved.

Mechanisms to ensure that inter agency coordination is smooth

- The Deputy Commissioner is the overall head of projects. He has three superintendent engineers under him who look after various projects- transport , water supply
- There's a PMU in place which comprises of officers on deputation from the state government. They oversee the progress of the PIU's and the officers in charge of reform implementation.
- PIU's in place for UIG and BSUP projects. The PIU comprises of personnel from various departments so that issues at departmental levels are sorted out faster and project implementation is smoother.
- There are five officers who are in charge of reform implementation in the city.
- IL&FS is the Project Management Consultant and they compile the MIS for the corporation.

Mission Implementation Process

- Besides the CDP, the city has a separate development plan. COEP, Gokhale Institute, Karve institute were appointed as consultants to carry out existing land use survey, demographic survey and a socio economic survey respectively.
- 40% of the population in Pune stays in slums. Hence, projects like water supply, storm water drainage systems, sewerage systems, BRTS and housing are designed and developed in such a manner that these facilities are easily available to people staying in slums.
- There are certain projects where progress has been slow. The reasons are as follows-
 - The sewerage and BRTS projects have been lagging due to land acquisition problems.
 - Heavy rains in Pune have slowed progress on the river improvement project.
 - Implementing the Storm Water drainage projects has been difficult owing to heavy rains and land encroachments.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

The centre transfers funds to the SLNA (MMRDA) who in turn transfers funds to the Pune Municipal Corporation who implements the projects. The funds have been received on time. The corporation is waiting for its 4th installment currently. Any delay or shortage in receipt of funds is borne by the SLNA or the PMC

JnNURM funds have not been used to explore alternate sources of funding. The Municipal Corporation has not thought about commercial borrowing. As for PPP, some small projects are being taken up. But none of them are under *JnNURM*.

MIS

IL&FS is assisting the PMC in compiling MIS. MPR's and QPR's are compiled and sent to the State and Centre. The Deputy Commissioner is the Project Director and he holds regular meetings to monitor progress of the mission

CDP

No revisions have been made in the CDP. The projects identified in the CDP were correctly identified and rightly prioritized as they best addressed the needs of the city. For eg: River water is an important source of water in Pune. Therefore, the river improvement project was undertaken for cleaning the stretches, strengthening of river banks and providing for permanent treatment facilities for the rivers Mula and Mutha.

Stakeholder consultations were conducted before the CDP was drawn up-

- Workshops were held with PMC Officials, Mohalla Committees and Editors of Local newspapers.
- A Citizen Survey was carried out Covering 3719 households including 1196 from urban poor category (slum dwellers).

Projects

- Under BSUP, PMC has five projects.
- Under UIG, PMC has two projects.
- No project in Pune has been completed.
- Environmental Impact Assessment (EIA) was done for Storm Water Drainage projects. For projects sanctioned in the earlier stages no EIA was done. Social Impact Assessment hasn't been done but a Social Audit Committee is in the process of being formed. This committee will gauge the impact of the BSUP projects.

Capacity Assessment

- The PMC has framed its own laws and guidelines for procurement. The legal framework is similar to that of the State Government. There is a team for procurement in the Municipal Corporation. There are three committees who evaluate the bids and they're as follows-
 1. Estimates Committee
 2. Tendering Committee
 3. Standing Committee
- Standard bidding documents are available with the Municipal Corporation. Tendering is done online via the e-tendering tool on the website of the Pune Municipal Corporation. The bidding for the projects is on a national level.
- Capacity building activities have been taken up-
 1. Agencies like YASHADA, AIILSG give training to the staff on various modules.
 2. Trainings of identified staff on double entry accounting system and the codes is taking place.
- Service level benchmarking is under process.

- Under JnNURM, the credit rating for PMC was ascertained to be AA- rating by Fitch for the financial year 2007-08.

General / Other observations

Major impacts of the mission-

- The reforms have helped improve the revenue base of the Municipal Corporation.
- The urban poor have benefitted from the infrastructure created under JnNURM
- The reforms have also aimed at increased allocation of funds and land for the poor, which has benefitted them to a certain extent.

Challenges:

- The main reasons for delay (if any) are the cost escalations from the time the DPR is made till actual implementation. This gap needs to be taken care of in the design of JnNURM
- For BSUP projects, acquisition of land is a major problem. The center does not fund the cost of land and this is sometimes the major cost for poor housing. This aspect needs to be addressed.
- Land acquisition is a major problem in implementing projects. Thus, the issue of land acquisition should be addressed in the DPR toolkit.

Pimpri Chinchwad

Institutional Structure

Pimpri Chinchwad Municipal Corporation (PCMC) is the only agency involved in the implementation of *JnNURM* in the city. Various departments within the corporation have taken up different projects and reforms.

Mission Implementation Process

- The CDP was made by CRISIL which is running the project cell.
- PCMC also has a master plan
- Cost escalations are something that the Centre doesn't take into account. This has led to the corporation's share being more than 50% in many cases.
- Projects which involve land transfers take time. The resulting cost escalation leads to further delays.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

ULB is self sufficient due to huge Octroi revenues.

CDP

Original CDP for PCMC was made along with Pune Municipal Corporation. Now a new CDP is being made for PCMC. Stakeholders have been consulted during the process.

Projects

- Under the BSUP scheme, PCMC have ten projects.
- Under the UIG scheme, PCMC have eleven projects.
- No project in Pimpri Chinchwad has been completed but they are all running as per the timeline committed to the centre. Environment Impact Assessment and Social Impact Assessment have been conducted wherever required.

Capacity Assessment

- Standard bidding documents are available with the Municipal Corporation.
- The corporation is capable of undertaking procurement as they have been handling huge infrastructure projects even before *JnNURM*.
- National contract bidding takes place for all contracts.
- Contracts have been retendered primarily because of cost escalation.

- Service level benchmarking is being done at the ULB level.

General / Other observations

Cost escalation should be taken into account while sanctioning the projects and the cost should be accounted for.

Shirdi

Institutional Structure

For *JnNURM*., only Shirdi Municipal Council is involved in implementation. MJP has also been active in building a water supply distribution system for the city.

Mission Implementation Process

The city does not have a master plan

The officials are aware about the needs of the low income groups. They had sent a proposal under IHSDP several months back (for building 396 houses – ₹6.40 crore, which would have covered 100% slum population in the city) but the proposal could not get a sanction because the allocation for the state of Maharashtra had got exhausted.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

CDP

CDP prepared by CRISIL (for free, as CSR activity) with an investment plan of ₹120 crore (approximately). The breakup was as follows:

- Water ₹5.139 crore (done by MJP)
- Sewerage ₹22 crore
- City roads and transport: ₹42 crore (being done largely by Sai Baba Sansthan Trust)

Projects

Only one project: of building an underground sewerage system including an STP.

- No delay; 80% complete.
- Original cost ₹24 crore
- Revised ₹38 crore
- Escalation of ₹14 crore being borne by GoM (50% loan and 50% grant)
- EIA was part of the DPR

Capacity Assessment

- MJP provided technical assistance in the form of providing technical specifications for hiring of the contractor.
- In 2009, training provided for four people at the Mumbai branch of All India Institute of Local Self Governance .covered reforms under *JnNURM* etc.
- The ULB is too small for service level benchmarking and credit rating.

General / Other observations

Final Report: Appraisal of Jawaharlal Nehru National Urban Renewal Mission (JnNURM)

Funds sanctioned under *JnNURM* - ₹24 crore

Funds received till date - ₹19 crore from GOI and ₹5 crore from GoM

17. State: Manipur: Imphal

Institutional Structure

There is no ULB as it was dissolved due to some charges against it. The JnNURM charge is currently being handled by the SLNA.

Mission Implementation Process

Imphal's master plan was made in 1994 and is valid till 2011.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

CDP

The CDP was made by IL&FS (Kolkata) and there have been no revisions as such. Stakeholder consultation was also done by IL&FS

Projects

Planning and Development Authority (PDA) is the implementing agency for the UIG projects under *JnNURM*. They are implementing the projects on a turnkey basis through their internal resources and through contracting to private players. The status of projects is as below:

- **SWM Project for Imphal:** The project is done by PDA. The land for the site was already part of the master plan and is outside the Municipal limit. The DPR is ready and some initial work has been done including boundary wall on one side (abutting the main road) and fencing on the other three sides which is done by PDA. The setting up of plant and machinery will be outsourced to a private party (Ramky developers from Hyderabad) selected through bidding and the contract will be signed soon. The project is taking time due to several reasons some of them are:
 - The land acquisition took time. A total of 56 acres was acquired.
 - Due to the law and order situation in the state there are not many takers for projects in Manipur
 - The prices of commodities are high due to blockade on the entry for Manipur and so project cost escalated.
- **Improvement of Nambul River Front and Naga Nala:** This project is done in two parts. The Nambul river front part is being done by Irrigation and Flood Control Department (IFCD) and the Naga nala portion is being taken up by PDA. For the Naga nala part again the project involves three components – Reinforcement of nala walls, covering a stretch of around half a kms with concrete slab and making a service road along the nala so as to reduce pollution and easy serviceability of the nala. The construction of service lane along the nala requires acquisition of land and removal of several encroachments. This task is currently under progress. The work on drain cleaning and wall reinforcement has already begun.

- **Storm Water Drainage for Imphal:** The project will cover entire city of Imphal. The DPR for the project is ready and is now submitted to the state government for approval. There has not been much progress beyond this. The drains will be of around 35.03 kms and will have 12 drainage basins. The DPR was prepared by National Infrastructure Private Limited, Hyderabad. Total project cost will be around ₹102.5 crore.

Capacity Assessment

- The ULB staff has been sent for trainings at various locations for capacity building. But the problem is that the current staff strength is itself limited. Also due to the bad financial health of the ULB, they cannot hire any new staff. There has been no new recruitment in ULBs since 1999.
- Imphal's ULB has no money and has a huge overdue bill. People from state are diverted for ULB work. It has been felt by the state and the ULB that the centre should provide assistance to ULBs for hiring new people on contract basis for JnNURM related work.

General / Other observations

Manipur was a late starter. Not much progress has been made on the project or reform front. Thus, as of now there is no visible impact on common man.

The projects are delayed because:

- There were delays in starting the project, including signing of MoA and allocation of projects.
- Weather conditions in the state disrupt work for major part of the year.
- Law and order situation causes inflation in construction costs and unavailability of skilled manpower and agencies.

Thoubal

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the *JnNURM* in the city are:

- PHED
- NBCC

The chairman of Municipal council takes stock of all projects. He is supported by the Executive Engineer. The overall monitoring is done by SLNA (Town Planning Office)

Mission Implementation Process

The officials are aware of the needs of the lower income groups. The ward council members play a critical part in all decisions made at the ULB

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

The funds are directly transferred from the state government (MAHUD) to the beneficiary. The SLNA and ULB are not a part of the fund transfer chain. This is done mainly to control the allocation of funds for particular projects because the ULB is in bad shape financially. This practice, however, creates the problem of the ULB and SLNA not having any financial control over the project.

Projects

- **IHSDP Project:** The houses are made by the beneficiary himself. There is no other implementing agency. These houses are built on land owned by the beneficiaries themselves. The DPR was made with 5 possible designs of the DUs which were approved by GOI and the beneficiary has the option to choose from any of these designs depending on the land size. The houses are not concrete houses, but are *kuchba* houses with bamboo walls plastered with a mixture of cement and mud and the roof is made of GI sheets. The cost of each DU is around ₹ 1.1 lakh. Out of this ₹ 81 thousand comes from centre, ₹ nine thousand comes from state and the remaining ₹ 20 thousand is the beneficiary's contribution. The money is transferred to the beneficiary in four phases (four installments of 25% each) after they complete the defined stages of construction. This requires the beneficiary to put in his money for the initial construction which is then reimbursed to him. This creates a problem as some of the beneficiaries do not have this initial capital to start construction.
- **UIDSSMT Water supply Project:** The project is being handled by the PHED department of Orissa. There hasn't been much progress in this project even though the money has been released to PHED. The DPR is being prepared as of now. The project will supply water across 10.7 kms.

- **Construction of retaining wall/embankment on Southern bank of Thoubal river:** This project is being implemented by NBCC. The DPR is under progress. Not much progress is made beyond this.

General / Other observations

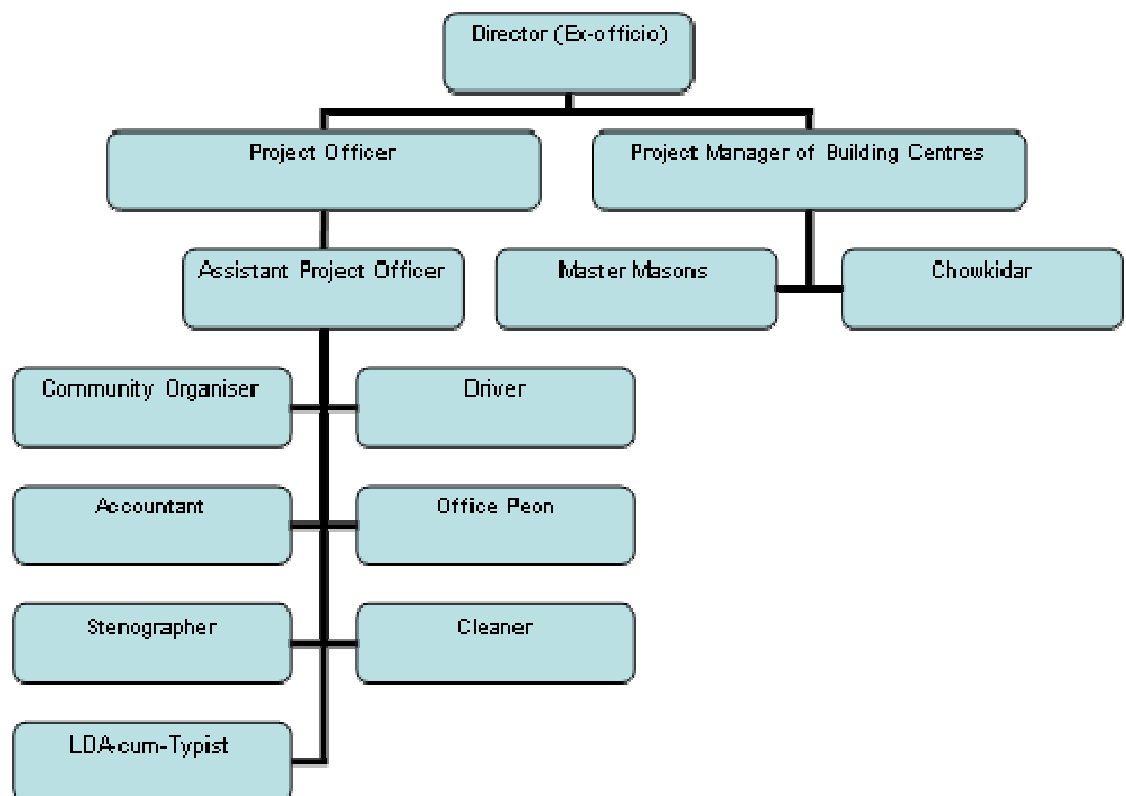
- The payments should not be linked to achievement of reforms, but should be linked to level of change from previous state (i.e. before the Mission started.)
- The projects which started late should be given sufficient time for completion.
- The first installment of grant by the state should be released to the beneficiary immediately after the project is sanctioned. This is required as many of them do not have the capital to commence the 1st phase of construction.

18. State: Meghalaya

Institutional Structure

1. The UIG and BSUP projects in mission cities are monitored, implemented by Meghalaya Urban Development Authority (MUDA).
2. The projects in non mission cities are executed by the Meghalaya Urban Development Agency.
3. NBCC and HPL (Hindustan Prefab limited – A government of India enterprise) have been hired as executing agencies for projects.
4. There is a tripartite agreement between SLNA, NBCC and HPL for execution of the projects in the State of Meghalaya.

There is a PMU at the SLNA which monitors the progress of the mission in the State.



The PMU team leader is an engineer. There is also an urban poverty specialist, social development officer, community and MIS expert, research and training coordinator. They are currently engaged in preparing an urban poverty profile of Shillong for RAY.

Quarterly progress reports are compiled and sent to the Centre. However, there appears to be a deficit of quality reviews for the projects.

1. Civil works projects have no review mechanism in place yet. They are currently reviewed by internal engineers.
2. Tetrattech (IRMA) has been hired for third party review of the BSUP projects. There have been no field inspections by MUDA; IRMA has inspected the BSUP site once.
3. There are no PMU/PMUIs in place for ISHDP and UIDSSMT projects.

Mission Implementation Process

Most towns have a development plan and a master plan, thus the necessity of a CDP has not been understood clearly by the state and the ULB. It was felt that an addendum to the development plan of a financial chapter with an institutional development and investment plan would have served the purpose of planned development and would have been a statutory document. There were doubts about the competence of the firms involved in preparation of the CDP. It was felt that with their time constraints, inexperienced staff and poor collection of primary data; the resultant DPR was based on standards and thumb rules as opposed to actual measurements. When project DPRs were prepared, with similar time constraints they contradicted the CDP. In addition, there is no accountability of the firm preparing the CDP. There is need for a mechanism to make the firm responsible for its work.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Transfers

Meghalaya Urban Development Authority (MUDA) is the SLNA and the executing agency (EA). The funds flow from the Centre's exchequer to the State finance department over a span of 9-10 months. The State treasury then releases the money to the executing agency.

MIS

MIS is compiled in the form of quarterly reports to the Government of India using excel. PMES and IPOMS are not being used regularly.

Capacity Assessment

- The only capacity building activities are the workshops organized by Government of India.
- There has been no capacity building initiative taken by the State.

Things that the Central Government can do to fast track the progress

There is a need for hand holding by the Central Government in terms of capacity building and BSUP initiatives.

Shillong

Institutional Structure

- Mission cities: The UIG and BSUP projects in mission cities are monitored, implemented and along with channelizing of fund by Meghalaya Urban Development Authority (MUDA).
- Non mission cities: The projects in non mission cities are executed by the Meghalaya Urban Development Agency.

NBCC and HPL (Hindustan Prefab limited – A government of India enterprise) have been hired as executing agencies for projects. There is a tripartite agreement between SLNA, NBCC and HPL for execution of the projects in the state of Meghalaya. The ULBs play no role in executing *JnNURM* projects. Quarterly progress reports are compiled and sent to the centre. However there appears to be a deficit of quality reviews for the projects.

- Civil works projects have no review mechanism in place yet. They are currently reviewed by internal engineers.
- Tetrattech (IRMA) has been hired for third party review of the BSUP projects. There have been no field inspections by MUDA; IRMA has inspected the BSUP site once.
- There are no PMU/PMUIs in place for ISHDP and UIDSSMT projects.

As per the SLNA, under schedule 6 and article 243Z (Shillong)/ 243M (Garo hills), 74th constitution is not applicable to north eastern states. This applies that district councils are agencies which forms the 3rd tier governance structure and not the municipal boards (as called in Meghalaya, instead of Municipal corporation/councils). However, there is an act passed in 1995 to constitute municipal boards. There is agitation against the elections of the municipal boards by the local Darbars (informal elected local councilors by the local tribes, not governed by any constitution.) Recently, elections were cancelled for some of the ULB's for the same reason.

To have representation of ULB's the state level steering committee has members of the municipal boards.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

Most towns have a development plan and a master plan; thus the necessity of a CDP was questioned. It was felt that an addendum to the development plan of a financial chapter with an institutional development and investment plan would have served the purpose of planned development and would have been a statutory document.

There were doubts about the competence of the firms involved in preparation of the CDP. It was felt that with their time constraints, inexperienced staff and poor collection of primary data; the resultant DPR was based on standards and thumb rules as opposed to actual measures. When project DPRs were prepared, with similar time constraints they contradicted the CDP. In addition, there is no accountability

of the firm preparing the CDP. There is need for a mechanism to make the firm responsible for its work.

Projects

There are two UIG projects and three BSUP projects in Shillong- none of the projects have been completed. For the transport project there is an SPV- Shillong Public Transport Service for which Chief Secretary is the Chairperson, includes members like PS- finance and transport. The SPV is planning to procure 120 buses (100 mini buses- 28-32 seating capacity and 20 standard buses – 50 seating capacity). Nine Buses have been procured in the month of October. The cost involved would be around ₹16.4 crore (Released GOI share – ₹ 3.69 crore, State – ₹41 lakh). The minimum charges would be ₹3.00. As on date the local transport is served by taxis (Maruti 800 converted to taxies) which charge ₹7.00 as minimum fare. Solid waste project was a turnkey project for which the CDP identified very less cost (₹8 crore) and with the DPR preparation the cost was also sanctioned. However the actual cost (₹20 crore) was three folds. Now the SLNA is facing a problem of finding bidders for the project. Quality of the contractors is also an issue as there is lot of labor problem in the state.

Capacity Assessment

Procurement is carried out by the PHED. The proposals for projects are invited on market rate basis through national bidding. Standard bidding documents are available and a bill of quantities is prepared. A two envelope system is followed wherein once the proposal is opened; it goes to the tender committee. The proposals are circulated and evaluated in-house in different departments

Three things that the Central Government can do to fast track the progress

- There is a need felt by the SLNA for hand holding by the Central Government in terms of capacity building and BSUP initiatives.
- In addition, the compulsory preparation of a CDP is felt to be unnecessary for states that have existing master plans.

Miscellaneous

1. A shopping complex has been developed on PPP, on DFBOT (Design, Fund, Built, Operate and Transfer) model. It would be on a 27 years lease + 3 years of construction period. The lease rentals would be ₹8/sq ft with 3% escalation year on year. The land of the complex is been owned by the government.
2. On recommendation on the 13th Finance Commission, a cell on service level benchmarking has been constituted under the Urban Affairs Department.

Tura

Institutional Structure

- Mission cities: The UIG and BSUP projects in mission cities are monitored, implemented and along with channelizing of fund by Meghalaya Urban Development Authority (MUDA).
- Non mission cities: The projects in non mission cities are executed by the Meghalaya Urban Development Agency.

Mission Implementation Process

NBCC and HPL (Hindustan Prefab limited – A government of India enterprise) have been hired as executing agencies for projects. There is a tripartite agreement between SLNA, NBCC and HPL for execution of the projects in the state of Meghalaya. The ULBs play no role in executing *JnNURM*. projects. Quarterly progress reports are compiled and sent to the centre. However there appears to be a deficit of quality reviews for the projects.

- Civil works projects have no review mechanism in place yet. They are currently reviewed by internal engineers.
- There are no PMU/PMUIs in place for ISHDP and UIDSSMT projects.

As per the SLNA, under schedule 6 and article 243Z (Shillong)/ 243M (Garo hills), 74th constitution is not applicable to north eastern states. This applies that district councils are agencies which forms the 3rd tier governance structure and not the municipal boards (as called in Meghalaya, instead of Municipal corporation/councils). However, there is an act passed in 1995 to constitute municipal boards. There is agitation against the elections of the municipal boards by the local Darbars (informal elected local councilors by the local tribes, not governed by any constitution.) Recently, Municipal elections were cancelled in Tura for the same reason.

To have representation of ULB's the state level steering committee has members of the municipal boards.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

There is no formal setup for compilation of MIS. There is minimal involvement of the ULB in *JnNURM* process.

CDP

There were doubts about the competence of the firms involved in preparation of the CDP. It was felt that with their time constraints, inexperienced staff and poor collection of primary data; the resultant DPR was based on standards and thumb rules as opposed to actual measures. When project DPRs were prepared, with similar time constraints they contradicted the CDP. In addition, there is no accountability

of the firm preparing the CDP. There is need for a mechanism to make the firm responsible for its work.

Capacity Assessment

Procurement is carried out by the PHED. The proposals for projects are invited on market rate basis through national bidding. Standard bidding documents are available and a bill of quantities is prepared. A two envelope system is followed wherein once the proposal is opened; it goes to the tender committee. The proposals are circulated and evaluated in-house in different departments

Things that the Central Government can do to fast track the progress

- Need is felt by the SLNA for hand holding by the Central Government in terms of capacity building
- In addition, the compulsory preparation of a CDP is felt to be unnecessary for states that have existing master plans.

19. State: Mizoram

Institutional Structure

1. The Urban Development & Poverty Alleviation Department is the SLNA for Mizoram and implements the mission in the State.
2. Public Health Engineering Dept. and Transport Dept. execute water supply and transport projects respectively.

Mission Implementation Process

Master plan for Aizwal city is being prepared by Aizwal Development Authority and is now at advance stage. This master plan takes care of areas other than infrastructure. The PMU at the SLNA was setup on 21st October, 2010. All matters related to the mission are handled by the Director of the SLNA. The Director is assisted by the deputy Director at the SLNA and the PMU.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually on MS-excel.

Capacity Assessment

There has been no capacity building initiatives taken by the State.

Things that the Central Government can do to fast track the progress:

Timely release of funds for smooth implementation of the mission

General / Other observations

ADB is funding a water supply project in Aizwal

Aizwal

Institutional Structure

The Urban Development & Poverty Alleviation Department, Public Health Engineering Department and Transport Department are involved in the implementation of *JnNURM*..

Mission Implementation Process

A master plan is being prepared by ADA

It is rather difficult to implement IHSDP projects as living in an isolated location in a housing complex is not in consonance with the socio-cultural ethos of the people.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

CDP

The Aizwal Development Authority is now preparing master plan for Aizwal city in association with IIT Kharagpur.

The new master plan being prepared is now at Advance stage.

Stakeholder consultations have taken place while developing the CDP.

Projects

UIG : One project in progress

BSUP: Four projects in progress

General / Other observations

Since the ULB for Aizwal City is not yet operational, Housing for the urban poor and all other projects are being taken care of by the Govt. by way of notification at 21.7.2010 wherein 20 – 25% of house site plans are reserved for urban poor

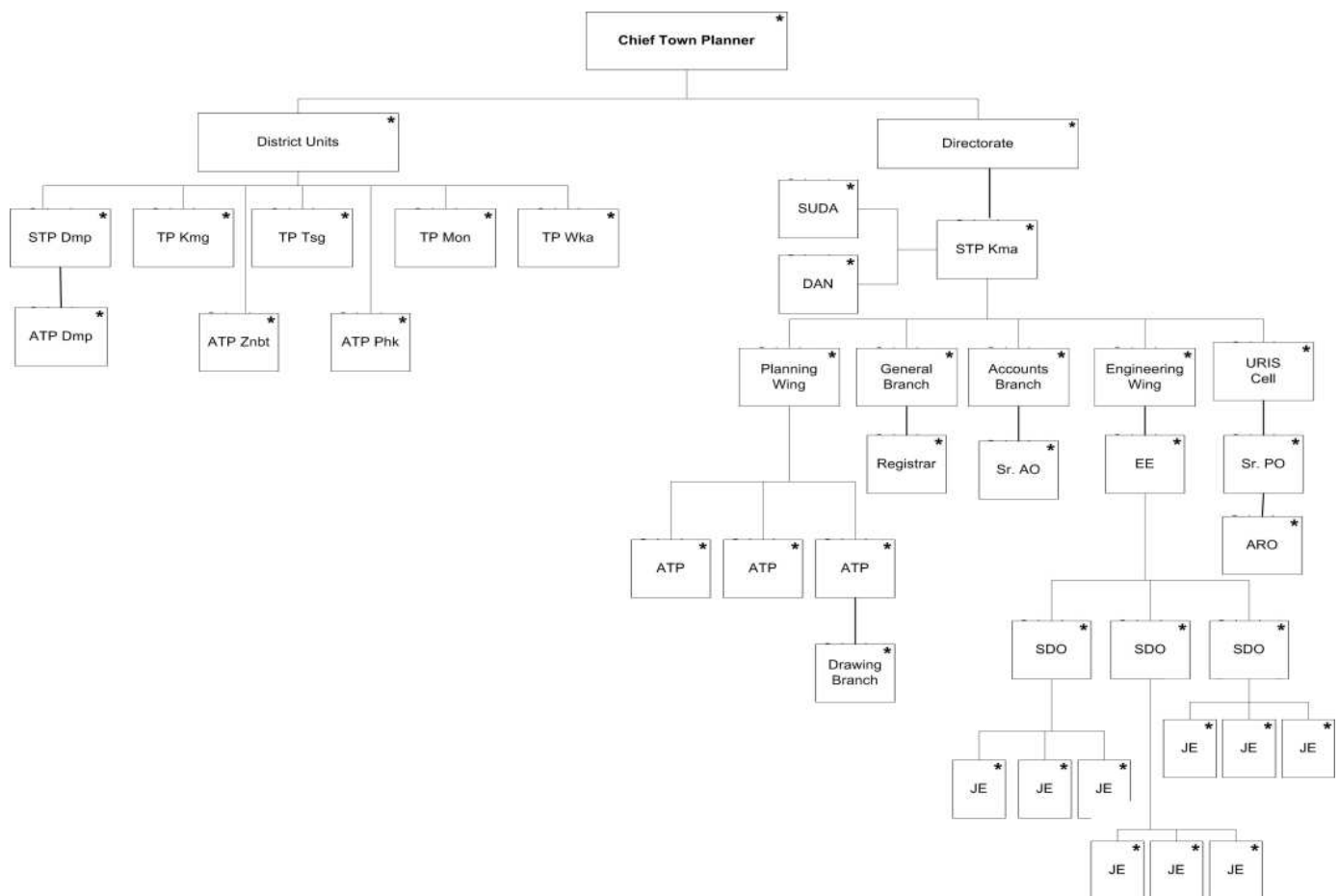
All the projects/programmes under *JnNURM* have positive impact in various fields of development. This has been the result of people's positive perception of such projects / programmes.

20. State: Nagaland

Institutional Structure

1. The Urban Development Department is the SLNA for Nagaland and implements the mission in the State.
2. Water supply is taken care of by PHED.

There is no dedicated staff for *JnNURM*. The SLNA has 30-35 people in total, including engineering staff. The setup of the SLNA is as given below-



Mission Implementation Process

- There is no dedicated staff at the SLNA.
- *JnNURM* activities are an additional charge to their regular work.

- No PMU has been formed yet. A proposal to set-up a PMU was sent to MOUD several months back, no response has been received yet.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually on MS-excel.

Capacity Building/Assessment

There has been no capacity building initiative taken up by the State.

Things that the Central Government can do to fast track the progress

Progress in terms of the mission has been slow due to internal issues at the State level. Assistance received from the Central Government has been satisfactory.

General/Other Observations

The ADB has given the State a loan of ₹245 crore.

Dimapur

Institutional Structure

The ULB's in Nagaland were formed very recently and hence do not have the capacity to implement the mission on their own. Hence the SLNA in Nagaland is actively involved in implementing the mission in Dimapur

Mission Implementation Process

The Dimapur municipal council was formed in 2005 and is still gathering capacity. It does SWM as it is under their jurisdiction at present. Before the formation of the MC, there was a Town Committee. The source of income for the MC is sanitation charges (only from shops at present) and other miscellaneous items such as trade license etc.

Reforms

Please refer to section on reforms

MIS

MIS is compiled manually by the SLNA. There is very little clarity on the use of PMES and IPOMS.

Projects

There is one IHSDP project going on in Dimapur and it was sanctioned in the year 2006 for a cost of ₹87.78 crore. The project is still under progress.

Capacity Building/Assessment

- The Dimapur Municipal Corporation does not have the capacity as it has been formed very recently.
- Capacity building measures have not been taken up by the state. But there is a thought process on building the capacity of the council

Things that the Central Government can do to fast track the progress

- There is a need for centre to provide handholding and technical support.
- Reforms take time to be implemented. The time lines should be relaxed accordingly.

Kohima

Institutional Structure

The ULB's in Nagaland were formed very recently and hence do not have the capacity to implement the mission on their own. Hence the SLNA in Nagaland is actively involved in implementing the mission in Kohima

Mission Implementation Process

The Kohima municipal council was formed in 2005 and is still gathering capacity. It does SWM as it is under their jurisdiction at present. Before the formation of the MC, there was a Town Committee. The source of income for the MC is sanitation charges (only from shops at present) and other miscellaneous items such as trade license etc.

Reforms

Please refer to section on reforms

MIS

MIS is compiled manually by the SLNA. There is very little clarity on the use of PMES and IPOMS.

Projects

- There are two UIG projects going on in Kohima. The first one being construction of roads and the second being a parking project. The total approved cost for these projects was ₹ 75 crore. The expenditure incurred on these projects has been ₹ 23 crore. These projects are still under progress.
- There is one BSUP project going on in Kohima and it was sanctioned in the year 2006 for a cost of ₹ 134.5 crore. The project is still under progress.

Capacity Building/Assessment

- The Kohima Municipal Corporation does not have the capacity as it has been formed very recently.
- Capacity building measures have not been taken up by the state. There is a thought process on building the capacity of the council

Things that the Central Government can do to fast track the progress

- There is a need for centre to provide handholding and technical support.
- Reforms take time to be implemented. The time lines should be accordingly relaxed.

21. State: Orissa

Institutional Structure

The Urban Development & Housing Department is the SLNA for both the sub missions under *JnNURM*. A PMU has been set at the SLNA to manage and monitor the progress of the mission in the State. The SLNA is headed by the Additional Secretary –at the State level. The Joint Secretary is also heavily involved in *JnNURM*

As mentioned earlier, the PMU monitors the progress of the mission in the State. The PMU was set up on 1 November 2009. It comprises of four people –

- Social Development Expert
- Urban Poverty Expert
- Research and Training Expert
- MIS Expert

The monitoring of progress is done through:

- High level Steering Committee under the chairmanship of Development Commissioner, Orissa has been constituted via Housing & Urban Development Department Notification No 12008 dated 21/05/2007
- Inter Departmental Coordination meeting is held under the chairmanship of Chief Secretary, Orissa. Last meeting was held on 30 June 2009.
- A high level review meeting lasting two days happens monthly chaired by the Secretary. All the ULBs attend the same. *JnNURM* projects and reforms update is discussed in this meeting. No separate meeting is called for discussing *JnNURM* projects.
- Special review meetings are held on a monthly basis to take stock of the progress by the Principal Secretary, H&UD

Mission Implementation Process

A new master plan is also in its draft stage which has been made by IIT for the Bhubaneswar – Cuttack Corridor. However, Urban Development is not the key focus of the new master plan being made by IIT. In the original master plan for the cities of Bhubaneswar and Puri, heritage has not been leveraged for development. Even in the CDP, the heritage component has been neglected.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

The MIS is compiled by seeking information from the ULBs through telephone and fax as most of the ULBs do not send the required progress information on time. The information has to be sent by the Executive Engineers periodically. Sometimes due to lack of capacity at senior positions, the QPR's get delayed. Personnel from the PMU also undertake visits to the ULBs for this purpose. There is no dedicated person at the ULBs for compiling MIS.

Capacity Assessment

A detailed proposal on capacity building has been identified and the same has been approved for ₹3.5 crore. SUDA will identify the implementation agencies according to the expertise required to carry out capacity building activities under various thematic areas

Things that the Central Government can do to fast track progress:

- Increased emphasis on monitoring & evaluation
- Increased investment in capacity building
- Ensure PMUs are set up and are functional
- Ensure PIUs have been set up and are fully functional. Salary payments should be made by the Government till the project gets completed for better implementation and monitoring.
- Tie up funds with performance and make the funding performance based for funds sourcing within a State
- There should be convergence between schemes at the Centre before coming to the State. Convergence of schemes at the State level is tough. It will be more useful if this can happen at the Centre's level. –For e.g., schemes like Urban Statistics & HR Survey, SGRY, RAY and JnNURM have similar components.

General / Other observations

- A KFW project is ongoing in the State.
- A USAID- FIRE D project was taken up in Orissa previously.
- JICA funded project is under execution in the State i.e. Orissa Integrated Sanitation Improvement Project under JICA.
- Only grants are given by the State to the ULBs. No loans or soft loans have been given nor are they envisaged in the scheme of funding.
- In the sewerage project, for the State's share of 20% - 10% was financed by the State and 10% was a soft loan by JICA.

Bhubaneswar

Institutional Structure

The following agencies are involved in implementing *JnNURM* in the city:

- Bhubaneswar Municipal Corporation
- Orissa Water Supply and Sewage Board
- Public Health Engineering Organization
- Housing and Urban Development Department

The following measures have been taken to ensure smooth inter agency coordination

- High level Steering Committee under the chairmanship of Development Commissioner, Orissa has been constituted via H&UD Dept Notification No 12008 dated 21/05/2007
- Inter Departmental Coordination meeting is held under the chairmanship of the Chief Secretary, Orissa.
- A high level review meeting lasting two days is held on a monthly basis .It is chaired by the Chief Secretary. All the ULBs attend the meeting. Projects and reforms are discussed.
- Special review meetings are held by the Principal Secretary, H&UD on a monthly basis to take stock of the progress.
- Review meetings on progress of the projects are held on a weekly/fortnightly and monthly basis. These meetings are held at the project engineers' level. .
- Review meeting on the progress of work is held on a monthly basis at the concerned line department.
- As the ULB is not capable in terms of in-house capacity to undertake the water supply projects, a performance agreement has been entered into by the UL and the WSSB wherein the implementation of the project is with WSSB and the accountability for the same has been established to the ULB by the WSSB for their project.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

- The integrated sewerage system for Bhubaneswar city under *JnNURM* has been implemented with JICA's assistance. The 20% share of the State Government and ULBs has been met by JICA in terms of execution of Sewerage System for Sewerage District VI.
- PPP projects are being undertaken but not under *JnNURM*. There is no state policy as such for PPP.

MIS

The information related to EAP is furnished via Online Data Entry through CDSS developed by Department of Economic Affairs, Ministry of Finance.

Progress reports are furnished through excel. PMES and IPOMS are not being used on a regular basis.

In certain projects like the sewerage project, steps have been taken to develop a website of OWSSB exclusively for project development apart from H&UDs own website.

CDP

- CDP has been revised by Bhubaneswar Development Authority (BDA) in coordination with IIT Kharagpur
- Master plan is valid till 2030
- There is no slum clearance and improvement act in Orissa as of now because of which the definition of a slum is still unclear. In-situ development under JnNURM has happened on priority in the State. This has happened in places where people own the land but live in slum like conditions. One of the biggest slums in the State could not benefit from JnNURM as it was spread over reserve forest land.
- In-situ housing takes care of livelihood which is the most critical issue for the poor. Plus, as in the case of Orissa, the beneficiary himself works on his dwelling unit. As they own the land, banks would be willing to give them loans.
- Relocation projects need land and the HUD has found it difficult to identify and secure land for various other initiatives as land doesn't fall under their purview. Within the ambit of the newly formulated Slum Rehabilitation and Development Policy, there is a proposal for constitution of a Committee headed by the CS to sort out land issues.

Projects

- Integrated Sewage Project – 49 out of 193 kms has been completed. There has been a delay due to execution difficulties like road cannot be dug from both sides due to traffic issues.
- BSUP Scheme for Dumuduma (Raghunth Nagar, Suka Vihar, satyanagar, sastrri Nagar, barabari) at Bhubaneswar: Out of 753 houses, 200 have been completed. Out of 753 – 106 were up gradation projects and 647 were new houses.
- Conservation of the Heritage Tank of Bindusagar in Bhubaneswar city – it was delayed due to retendering, as no bids were received in the first tender process and there was a procedural delay from the State as well.
- Storm water drainage for Bhubaneswar: Estimated to be completed in 2012
- BSUP Scheme for Nayapalli Sabarsahi Slum at Bhubaneswar: no dwelling has been completed till date.
- BSUP Scheme for Bharatpur Vikash Nagar at Bhubaneswar : 157 out of 1135 dwellings have been completed while 822 are in different stages of completion

Integrated Sewerage Project- factors responsible for delays in progress:

- Road cutting permission is not easily obtainable
- Change in road repair specification other than that mentioned in the DPR has raised the cost.
- Arrangement of funds for road repair
- Land acquisition process is lengthy

Capacity Assessment

- Rate contracts, lump sum and turnkey contracts- different contracts are there for different kinds of work executed. All contracts are executed through national bidding.

- The package for sewer district I & II for sewer laying under 12 FCA has been retendered due to non availability of a suitable contractor.

Puri

Institutional Structure

- The mission is being implemented by the Puri Municipality through the line departments- Irrigation, Drainage, Water Supply and PHEO.
- All the projects are done by various state agencies which are accountable and report to the ULB in a weekly meeting.
- There are weekly meetings in the CEOs office at the Municipality to review the progress, monthly reports are sent to the secretary. Monthly and quarterly reports are also generated.

Mission Implementation Process

- master plan was made by PKDA (Puri Konark Development Authority) in 1982 and was valid for 20 years. It was revised in 2002.
- The Municipality was not familiar with the process of making the CDP and no revision was made.
- Projects which require land acquisition are difficult.

Reforms

Refer to section on reform

Fiscal Status

- The funds come from the Centre to Department of Housing & Urban Development and are then transferred to the Puri Municipality.
- The funds from Swarn Jayanti Rozgar Yojna are also in use.
- The credit rating for ULB has been done by CARE

CDP

No revisions have been made in the CDP.

Projects

Of the 4 projects sanctioned, none have been completed.

1. 24x7 water supply for Puri: The project was started in April 2009. Total fund utilized is only ₹16.28 crore -on DPR preparation and land acquisition. The Project is jointly being implemented by the Irrigation Department and PHEU department with irrigation department constructing the reservoir for water storage and the PHEU department will be taking up the treatment and distribution part of the project.
2. Storm Water Drainage: The DPR was prepared for – primary, secondary and tertiary drainage – but the approval was given only for primary and secondary drainage component (all drains are open drains) Thus the tertiary drainage component is not currently being taken up. The project

cost approved was ₹71.82 crore but the cost escalated to ₹ 88.5 crore after approval. As of now only ₹18.33 crore is received from the government. The drains proposed to be made under JnNURM are un-covered drains which are not the best option. The DPR is made by Voyanps Solutions Pvt. Ltd. The project is being taken up through Water Engineering Department. The tenders for all the 10 sub projects have been opened. The response was not very good as for some components only one-two tenders were received.

3. BSUP Scheme for Mattitota & Mishranolia Sahi Slums: There are a total 60 proposed DUs. They are taken up for beneficiaries who are in possession of land in their name. The contract is given to SPARC based on tendering (for which only single tender was received). A total of nine slums were identified out of the 26 notified slums, work has started in 6 slums.
4. BSUP (Phase – II): There are 295 proposed DUs. The project is being taken up through BUA.
5. City Bus Service: This project is being taken up in a JV mode with Puri Municipality, BDA, PKDA (Puri Konark Development Authority), BMC and a private player. The company is called Puri Bhubaneswar Transport Service Ltd. It has already purchased 25 buses (including 20 mini buses and 5 large buses) at a cost of ₹3.3 crore.

22. State: Puducherry

Institutional Structure

The agencies involved in the implementation of JnNURM in Puducherry are listed below:

SLNA:

1. UIG and BSUP – Town and Country Planning Department
2. UIDSSMT – Local Administration Department
3. IHSDP – Puducherry Urban Development Agency

The Municipal Corporation as well as certain parastatal agencies are involved in executing JnNURM projects.

There are fortnightly meetings between the Puducherry Municipal Corporation and Tamil Nadu Corporation for coordination. In addition meetings are called whenever the need arises. The District Project Coordinator coordinates between all the agencies and institutions and there is a separate JnNURM cell created at ULB level to monitor the progress of works undertaken.

Mission Implementation Process

- The City Development Plan for Puducherry Town was prepared by Wilbur Smith Associates, Bangalore at a cost of ₹15.08 lakh.
- CDP was approved by the State Level Steering Committee in the Ist Meeting held on 4.3.2007 and was approved by the Ministry of Urban Development (MOUD) on 27.3.2007.
- Shelf of projects prioritized by SLSC from CDP are:

Projects Estimated Cost (in lakh)	
1. Water supply	17048.55
2. Sewerage and Sanitation	31852.50
3. Storm water drain & Tanks rejuvenation	35207.54
4. Solid waste management	4154.14
5. Traffic & Transportation	26911.93
6. Slum and Housing Board	15132.00
7. Heritage	6200.00
Total	<u>136506.66</u>

- During preparation of DPRs, special attention is paid to slum population & low income groups.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

- At present funds are being transferred within a reasonable time frame. Only the first installments have been received so far.
- The Government of India would generally share 80% of the project cost and 20% should be borne by the U.T. Government.
- Financing has been done with the help of JnNURM grant and there is also a water project TRPP which is related to water tank and is funded by the ADB.

Projects

1. Comprehensive Sewerage System for Puducherry.

Project Executing Agency: Public Works Department, Puducherry

Amount released to PEA: ₹ 51.047 crore

- Project approved in the 29th Central Sanctioning and Monitoring Committee meeting of MoUD held on 20.4.07;
- Administrative Approval accorded vide G.O. Rt. No. 35, dated 2.12.2008, Chief Secretariat (works), Puducherry;
- In order to release the amount to PWD, this SLNA had obtained Administrative Approval & Expenditure Sanction vide G.O. Rt. No. 54/2010-Hg dated 19.3.2010 of the Chief Secretariat (Housing), Puducherry.
- The Puducherry Urban Area has been subdivided into 9 zones for providing water supply & sewerage infrastructures. Under Ground sewerage system in zone I & II and part of zone III & IV have already been commissioned through State schemes.
- This project has been approved to execute underground sewerage system in rest of the zones and for constructing three sequential batch reactions Sewage Treatment plants (STP) and connected appurtenances.
- Project completion period : 3 years
- The work has been awarded to M/s. Ramky Infrastructure Pvt. Ltd. Hyderabad.
- Basic Engineering Package of STPs approved by IIT, Mumbai and structural drawings are under scrutiny.
- Action is being taken to conduct Rapid Environment Impact Assessment for the 3 STPs as decided in the Puducherry Pollution Control Committee Meeting held on 3.8.2010.
- The Public Works Department, Puducherry has submitted Utilization Certificate on 7.10.2010 for ₹ 40,07,34,066/-. Claim for II installment will be submitted shortly to the MoUD after obtaining Third Party Inspection Report.

2. Integrated Solid Waste Management for urban areas of Puducherry.

(Project Executing Agency: Puducherry Urban Development Authority (PUDA).)

Amount released to PEA: ₹6.2075 crore

Project details:

- The project proposal was approved in the Central Sanctioning and Monitoring Committee meeting held on 22.1.2009;
- Administrative Approval and Expenditure Sanction accorded vide G.O. Ms. No. 15/2009-Hg dated 22.9.2009, Chief Secretariat (Housing), Puducherry.
- The Project proposal includes collection, transportation and disposal of Municipal solid wastes. As per the DPR submitted and approved by the Ministry of Urban Development, collection and Transportation were under the purview of ULBs and

disposal was proposed under PPP mode. But now, the Local Administration Department proposes to execute the entire project under BOOT basis.

- Project completion period: 18 months
 - As per the Interim Order of the Hon'ble High Court of Chennai, Work awarded to M/s. Kivar Environ Private Limited, Bangalore on 16.7.2010.
 - A Special Purpose Vehicle viz., "Puducherry Municipal Services Limited" has been formed on 12.8.2010.
 - In order to execute the concession agreement between the successful bidder involving ULBs within Puducherry Urban agglomeration area, PUDA and Government of Puducherry, the vetted concession agreement has been submitted to the Govt. for approval on 21.9.2010.
 - The Final verdict in respect of Writ petition filed vide W.P. No. 3121/2010 is yet to be pronounced. Project work will be commenced based on the court verdict.
- 3. Proposal for replacing / purchasing 50 Buses for urban transport in U.T. of Puducherry**
- Project Executing Agency: Puducherry Road Transport Corporation Ltd.
 - Amount released to PEA: ₹6.46 crore
- 4. Urban Infrastructure Development scheme for Small and Medium Towns (UIDSSMT) Sub-Mission :Augmentation of water supply for Yanam Town**
- **Project Executing Agency: Public Works Department, Yanam**
 - Amount released to PEA: ₹16.4942 crore
 - Work awarded to M/s. Engineering Projects India Limited, Hyderabad on 3.7.2010.
 - The contractor has placed supply order for D.I. Pipes and the supplies of pipes are under dispatch.
 - The project is proposed to be completed before March' 2011.
- 5. HOUSING SECTOR: Basic Services to Urban Poor (BSUP) Sub-Mission: Construction of 1136 dwelling units (at Lambert Saravanan Nagar, Reddiarpalayam, Puducherry.**
- Project Executing Agency: Puducherry Slum Clearance Board
 - Amount released to PEA: ₹4.6719 crore
 - The proposal is to construct 71 Blocks (Each block is 4 storied building with 16 dwelling units). Each dwelling unit is 27.61 Sq.M in area and consists of 2 rooms, kitchen, bath, toilet & balcony.
 - The project proposal includes providing infrastructure facilities such as water supply, sewerage, road, storm-water drain, street lighting, park & open space, community hall, rainwater harvesting, firefighting arrangements, shops, library etc.
 - Project completion period: 15 months.
 - Work has been awarded to M/s. Sintex on 29.6.2009.
 - Work for 272 dwelling units are under progress.
- 6. Construction of 168 Dwelling units at Kuruchikuppam, Puducherry.**
- Project executing agency: Puducherry Slum Clearance Board
 - Amount released to PEA: ₹3.52 crore

- Construction of 14 blocks of multistoried tenements. Each block is three storied with twelve dwelling units in each block.
- Each unit area is 25.14 sq. mt and consists of two rooms, kitchen with cooking platform, separate bath & W.C.
- The project proposal includes provision of infrastructure facilities like water supply, sewerage, CC road, storm-water drain, street lighting, park & open space, rainwater harvesting, firefighting arrangements, informal sector market, library etc.,)
- Project completion period: 15 months.

7. Construction of 1660 Houses of EWS / LIG category for the Scheduled Caste Community in the Puducherry region

- Project Executing Agency: Puducherry Adi-Dravidar Development Corporation Ltd.
- Amount released to PEA: ₹13.9582 crore
- The proposal is construction of 1660 Houses of EWS / LIG category for the identified scheduled caste beneficiaries in 17 layouts at 13 different locations in the Puducherry region.
- Each dwelling unit is a single storied building with a plot area of 635 sq. ft and plinth area of 338 Sq.ft and consists of 2 rooms, kitchen, utility area, bath & WC.
- Project completion period : 18 months
- Work commenced for 269 dwelling units at two layouts (Ariyur and Pitchaveeranpet)
- Ariyur (142): Structural works completed for all 142 houses. Flooring work is under progress for all the houses.
- Pitchaveeranpet (127): Foundation completed for 110 DU out of which Roof laid for 54 DU, 14 houses reached upto roof level and 42 houses reached upto lintel level. Plastering works completed for five houses.
- Land Acquisition proceedings are underway for the remaining 15 layouts.

8. Integrated Housing and Slum Development Programme (IHSDP) Sub-Mission Construction of 432 tenements at Karaikovilpathu, Karaikal under IHSDP

Project Executing Agency: Puducherry Slum Clearance Board

Amount released to PEA: ₹ 4.6257 crore

- Project approved in the 35th Central Sanctioning and Monitoring Committee meeting held on 24.3.08;
- Administrative approvals accorded vide G.O. Rt.No. 78/Hg- 2008, dt. 14.8.2008;
- Expenditure Sanction accorded G.O. Rt. No. 27/2010-Hg, dated 24.2.2010.
- The proposal is for construction of 432 Dwelling units in 12 blocks- Each block is three storied with 36 dwelling units.
- Each unit area is 26.86 sq mt and consists of two rooms, kitchen with cooking platform, separate bath & W.C. , balcony;
- The project proposal includes providing infrastructure facilities like water supply, sewerage, digester, road & culvert, storm-water drain, street lighting, park & open space, informal sector market, multipurpose community hall etc.,)
- Project completion period : 15 months
- Work order issued on 15.9.2009 for 2 out of 12 blocks.
- Work for 72 dwelling units (2 blocks) are under progress.
- A1 block ground floor roof laid.
- A2 block – shuttering for lintel is in progress.

- Meanwhile, tenders called for 4 blocks were stalled due to writ petition files before Hon'ble High Court of Chennai.
- Tenders will be finalized after disposal of writ petition.

Capacity Assessment

- Procedure as prescribed under Bombay provincial Municipal corporation act is being followed for procurement.
- The concerned department lead by technical personnel does the procurement.
- Standard bidding documents are available.
- Contracts offered are on a national level and rate contracts.
- Credit rating has been done by ICRA. The rating allotted is IRBBB-. The same is being repeated regularly.
- Things that the Central Government can do to fast track the progress
 - Release of funds at regular intervals.
 - Govt. should consider reimbursement of revised cost as accepted.
- Things that the State Government can do to fast track the progress
 - Release of funds at regular intervals.
 - Ensure sound financial footing of ULB's

General / Other observations

- The mission has generated the employments in different sectors.
- The finance commission has been constituted to examine and recommend measure to improve financial position of the ULB's.

23. State: Punjab

Institutional Structure

Punjab Municipal Infrastructure Development Corporation is the SLNA for implementing *JnNURM* in the State of Punjab. PMIDC's primary objective is to provide support to ULBs and to manage and monitor projects. The Chief Secretary of State is the chairman, while the Principal Secretary Local Government is the MD and Joint MD as Secretary rank personnel. Commissioners of the 5 major ULBs are in the board of Directors. The board also has Principal Secretary Finance and planning.

Mission Implementation Process

There are separate PMUs for UD and HUPA. The PMU for UD projects consists of-

1. Team Leader
2. Social Development Engineer
3. MIS Expert
4. Procurement Expert
5. Municipal Finance Expert (Currently vacant)
6. Public Health Engineer (Currently vacant)

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually at the State level.

Capacity Assessment

There has been no capacity building initiatives taken up at the State level.

Things that the Central Government can do to fast track the progress

1. The budget allocation to the State should be as per the need of the State. For e.g. - Punjab does not have a limited slum population, thus the BSUP budget is not being utilized. Though the State needs more funding on UD projects.
2. There are too many monitoring and review agencies involved. This reduces focus and creates confusion for ULBs and State. The number of consultants involved in monitoring should be reduced.
3. Due to the division of mission and non mission cities, major portion of the money has gone to the small and medium towns that were allocated for the mission cities. As mission cities have now exhausted the funds, more fund requisition cannot be done.

General / Other observations

1. There exists UMTA – Unified Metropolitan Transport Authority – a notified agency for undertaking transport related projects in the State of Punjab

2. Credit rating for the corporations of Ludhiana and Amritsar has been done.
3. There is a dedicated UD fund. Its revenues come from State VAT (10% of the total VAT collected goes to Municipal Development Fund). The funds are allocated to ULBs from this pool.
4. Peer Group Networking: There are monthly meetings at the head office of the PMIDC, where the ULBs share their problems, experiences and good practices.

Amritsar

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the JnNURM. in the city are the Municipal Corporation of Amritsar (MCA) and the Punjab Water Supply and Sewerage Board (PWSB). There is a PMU at Chandigarh at the State Level.

Periodic meetings are held and information is assimilated through telephones and faxes.

Mission Implementation Process

Amritsar has a master plan. It is currently being revised by SAI Consultants.

CDP is worth ₹ 3150 crore in terms of the investment requirements

The officials are aware about the needs of low income groups. One of the slum development projects is in-situ.

An Individual biometric beneficiary survey is being conducted right now.

There are certain projects where heavy civil engineering work is involved and approvals are needed that are difficult to implement. For e.g. – the Water Supply Augmentation Project for the walled city was difficult to implement because of the geographic intricacies and other things like pipes that had to be bypassed from the usual channel which were connected to the Golden Temples sarovar thereby creating the need for additional approvals.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

Sources of Revenue for Amritsar

- State Government – in lieu of Octroi post abolishment of the Octroi Act gives approximately ₹ 70 crore from its VAT collection.
- House Tax – ₹17 crore
- Water Supply and Sewage Charges – ₹17 crore
- Change of Land use: ₹14 crore
- Grant from GoP for the last 3 years – ₹167 Cr
- GOI Grant + Misc Revenues for the last 3 years – ₹380 crore.

PPP initiatives: SWM – collection and transportation has been privatized. IL&FS is the advising consultant for the same.

MIS

At the State Level – PMIDC takes regular updates. The engineering section supervise, monitors and physical inspection of site by responsible officers/ engineers takes place at regular intervals

CDP

The CDP was made in 2005. The need to change the same has not been felt as of now.

Projects

- **Elevated Road Project** – This is a project constructed by Gammon India because it is the only project of its kind in Punjab. It is the widest elevated road (17 kms wide) on a single pier in North India. The funding has been given as 50% by Centre, 20% by State and 30% by MCA. Before the project was sanctioned a cost of ₹27 crore had already been incurred. The sanctioned cost is ₹150 crore and actual cost is ₹223 crore. A gap of ₹70 crore approx is being funded by GoP and MCA. The project has been divided in 2 phases of 3.25 kms being Phase I and 0.9 kms being Phase II. Delays in this project can be attributed to the geographic placement of the road in the city. Amritsar is the ninth most congested city in India. There are a total of 13 historical gates and 65 wards in the city with this road being part of one of the most congested wards. The traffic faced by this stretch of road is very high as it leads to the Golden Temple which sees an average of 1 lakh people every day with this number rising to four lakh two-three times a month for special religious occasions and 15 lakh on certain occasions through the year.
- **BSUP** – 320 flats – the focus is on three slums only. One of these slums is on Punjab Mandi Board's land and one is on Punjab Irrigation Boards land. The beneficiaries will be moved from these areas to the third slum which is on corporation land and then rehabilitation will happen for all three slums on this piece of land. Therefore, it is ex-situ for two slums and in-situ for one slum. Beneficiary consultation has happened successfully. It is expected to be completed within a year from now. Sanctioned cost is ₹5.79 crore which was extended to ₹8.1 crore.
- **SWM**: this project has two components – one of machinery (₹24 crore) and one of processing and disposal (₹50 crore); total cost being ₹74 crore. The project guidelines are being followed as per the SWM Handbook 2006. SWM is being done on a cluster basis (Amritsar plus a cluster of 09 nearby municipalities) as per GoP guidelines all over Punjab. Also, 60% of the collection and transportation has been privatized to increase efficiency. The plant is on BOT basis.
- **Water Supply Project**: Phase I – 90% complete. This project has two components of water supply and sewerage in it. Even though sanction was taken for both by GOI, JICA is funding the sewerage project while GOI is funding only the water supply project. The project cost for water supply is ₹19.02 crore of which ₹17.18 crore has already been received as part of the 1st payment released by GOI post sanction. The total project cost for both components is ₹239.65 crore. The project is being executed by the Civil Board. Monitoring and Fund disposal is being done by MCA. This includes 22 tube wells and a 327 kms water supply line.
 - The challenges faced for this project were delay in the availability of land for reservoirs, tube wells and availability of funds from State Government. There were also tenders and contracting issues in certain cases
 - The project cost of ₹19.02 crore is sufficient only for 12 out of the 20 reservoirs and the tube wells. An estimated project cost overrun of ₹4 crore is expected.
 - One of the reasons for delay was also because of the DPR preparation process and a misunderstanding on the part of the MCA on a directive given by the Centre. It was felt that the time given for DPR preparation was less.
 - It has been felt by PWSB officials that the JnNURM guidelines are very theoretical and in practical terms the implementation phase sees a lot of challenges which cannot be accounted for in the DPR such as factors which change by the time the project is ready for implementation.

- Rehabilitation of existing water supply for walled city area. Amritsar has 13 historical gates and 65 wards. This project is being executed in the most congested part of the city in the 13 wards marked by 13 historical gates. The tendering process for this project was undertaken three times (due to technical qualification issues – retendering happened till technically qualified firms applied and there was sufficient competition for the project)
- City Bus Service Project: This project was delayed due to a stay order against the project with a petition in the High Court that the buses should be run only on CNG which was not feasible for the MCA which took eight months to resolve with the High Court. The buses can now be run on diesel. The technical and financial bids for operators are now open. They are expected to start in the next 10 days. Deputy Commissioner and State Secretary for GoP hired technical agencies of PRTC for Ludhiana (a State Transport Undertaking) and for Amritsar. These two agencies have also formed a SPV called Amritsar City Bus Service Ltd

Capacity Assessment

- The engineering cell does the procurement as per the Municipal codes book framed by the State. A Finance and Contract Committee gives its consent for the process. This is a constitutional body comprising of the Mayor, Senior Deputy Mayor, Deputy Mayor, Municipal Commissioner and two elected representatives called the councilors.
- There are Standard Bidding documents. Tenders are prepared as per the Municipal Account Code. MSW 4 and MSW 6 in specific are used.
- **Types of bidding:** rate contracts, work contracts and national bidding.
- Re- tendering has taken place.
- Information Systems Improvement Plan is currently being undertaken and the Corporation has received a funding of ₹3.43 crore for the same. Flow meters have to be installed as part of it.
- Credit Rating was undertaken by CRISIL 3-4 years back.
- Things that the Central Government can do to fast track the progress
 - The funds should not be stopped in between due to non completion of reforms as many projects get stuck at critical stages. The States should be given a chance to explain their predicaments with respect to reforms.
 - It was felt that the list of empanelled DPR consultants was inadequate.
 - GOI should understand that some of the reforms agenda items are to be met/steered by the State Government and because of their non-achievement, it is the ULBs who are suffering
- Things that the State Government can do to fast track the progress
 - State needs to implement Property Tax on houses in Punjab. The State has formed a two cabinet member committee for presenting the case to GOI for the same.
 - Three- four projects are pending at the Centre for funds clearance stuck due to non completion of reforms. The State needs to speed up reform implementation in coordination with the ULBs.
 - It has been felt by the ULB officials that while the GOI is serious about reform implementation, there is a need to be an attitudinal shift on part of the State in the same direction.

General / Other observations:

Punjab took-up JnNURM Two-three years after its launch at the National level and that has caused some kind of a lag disadvantage.

Jalandhar

Institutional Structure

The agencies /departments /institutions currently involved in the implementation of the JnNURM in the city

- Municipal Corporation of Jalandhar (MCJ)
- Punjab Water and Sewage Board (PWSB).

Both are wings of the same Local Self Government. Under IHSDP, up gradation of slum etc is being directly implemented by the MCJ. For UIDSSMT, laying of water and sewerage network in areas where it doesn't exist, is implemented by Punjab Water Supply and Sewerage Board. From the preparation of the DPR to its execution is done by the Board; once completed the project site is handed back to the MCJ for upkeep and maintenance.

- At the project initiation stage, both departments meet to prioritize areas to be covered.
- PWSB is responsible for sewerage networks and once the projects completed it is handed over to the MCJ for operation and maintenance.
- The Local Minister takes regular updates from the PWSB and MCJ
- Implementation Phase of the project – Both divisions work together. While PWSB digs up the site, MCJ solidifies the surface. Sewage Board informs in advance and MCJ allots budgets for the same.
- Funding: During Phase I of the UIDSSMT project – the funds were sent to MCJ and they in turn gave PWSB their share of funds. But in Phase II, the funds went directly to PWSB from the State Government.
- Funding Pattern: Centre – State Government – Punjab Municipal Infrastructure Development Corporation (PMIDC) – ULB

Mission Implementation Process

The officials are aware about the needs of the low income groups and that is one of the reasons behind trying out in-situ development of slums under IHSDP

The IHSDP projects (both phase 1 and II) are very difficult to execute as of now

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

Total Revenues of MCJ are approx ₹300 crore. The approx break-up of the key contributing parameters is as follows:

- State Government – in lieu of Octroi post abolishment of the Octroi Act gives approx ₹100 crore from its VAT collection.
- House Tax – ₹20 crore
- Water Supply and Sewage Charges – ₹20 crore
- Octroi on Electricity – ₹10 Cr

- Octroi on Petrol/Diesel – ₹10 Cr
- Sale of Property
- The MC is now trying for a loan from the HUDCO for developing an international stadium in the city.

MIS

At the ULB Level - A Superintending Engineer sits in PWSB to oversee the progress of the projects being executed under JnNURM.

At the State Level – PMIDC takes regular updates. The local minister also takes regular updates.

CDP

There is no CDP

Projects

1. UIDSSMT Phase 1: The entire work is expected to be completed by 31 March 2011. The following are the components covered under Phase I:

- STP for 25 MLD based on C Tech/ SBR Technology: 85% work has been completed.
- Main Sewer of 12.94 kms: 8.65 kms has been finished.
- Lateral Sewer of 66.41 kms: 62.72 kms has been laid and the same has been finished.
- Also, 2-3 kms stretch is under Forest Area and approvals are taking time due to which project is getting delayed.

2. UIDSSMT Phase II: The following are the components covered under Phase II: Expected to complete work by 31 March 2012

- STP for 25 MLD based on C Tech/ SBR Technology and 1 Main Pumping Station: NOC has been obtained and notification issued under Section 4 on 11/3/2010. Price has been fixed on 6 July 2010 at ₹20 lakh per acre. Notification under Section 6 has been sent to GoP.
- Main Sewer of 13.61 kms: 1.79 kms has been finished.
- Lateral Sewer of 71.69 kms: 18.53 kms has been laid.

3. IHSDP Phase I and II: Have yet to start.

- There are 22 notified slums in Jalandhar. Of these 19 are on private land and are very well built. The title, revenue records etc kind of legal documents are not available with the beneficiaries. Hence, implementation is tougher. In-situ implementation is being tried because the corporation does not have access to suitable land due to site restrictions for construction for ex-situ rehabilitation of beneficiaries.
- Also, the funds do not match the project needs. The funds approved and allocated are insufficient to execute this project.
- There are procurement issues as well. No contractor is willing to undertake construction due to unrealistic cost expectation of ₹80000 per dwelling and also because the municipal code of procurement requires the contractor to submit 5% of project cost as Earnest Money Deposit (EMD) in the form of Draft which is not acceptable to any of the bidders who have expressed an interest in this project through national level bidding process.
- On holding beneficiary consultations, it was ascertained that the beneficiaries are also not interested in moving to the Government approved construction as they are well settled and have access to better dwellings than the government is proposing as of date.
- Since the land is privately owned, the government does not have the right to force the beneficiaries to shift from there. The MCJ has taken out an alternative of taking out a

notification in the newspaper for the land owner of this private land to come forward and object to the government rehabilitation scheme before proceeding ahead. Approval on this course of action was sought from the State governments who have stated that it is up to the ULB to move forward as they feel fit for executing the project. This process also took substantial time for the file to be moved and this clearance to be received from the State Government. The project (both phases) are at a standstill as of now.

Capacity Assessment

- The engineering cell does the procurement as per the Municipal codes book framed by the State. As per the Municipal Account Code, MSW 4 and MSW 6 formats in specific are used.
- Type of contracts that have been issued are Rate Contracts, work Contracts and national bidding. Contracts for IHSDP have been retendered
- PPP is thought of more in terms of outsourcing
- Things that the Central Government can do to fast track the progress
 - Since Politicians are heavily involved in the success of failure of such schemes, it is imperative that they be held accountable and involved at the decision making levels from the Centre itself so that the onus lies on them and ULBs get their support from the State.
 - Funds should be linked to reforms. Only those who complete reforms should be given the funds.
- Things that the State Government can do to fast track the progress
 - Money should be given to the ULB directly instead of line agencies like PWSB since the Agreement has been signed with the ULB and not a line department.
 - Politicians need to be involved for the reform implementation
 - The term of the commissioner should be increased and made stable so that projects can be executed completely. Administrative reforms need to be thought of and rolled-out at the ULB level
 - State level stewardship on certain reforms is a must

General / Other observations

- Dedicated PMUs and PIUs are a necessity for *JnNURM* execution
- Challenges: State has not been able to meet-up to its reforms commitments and the ULBs are suffering because of that
- *JnNURM* has been able to create infrastructure that was required.

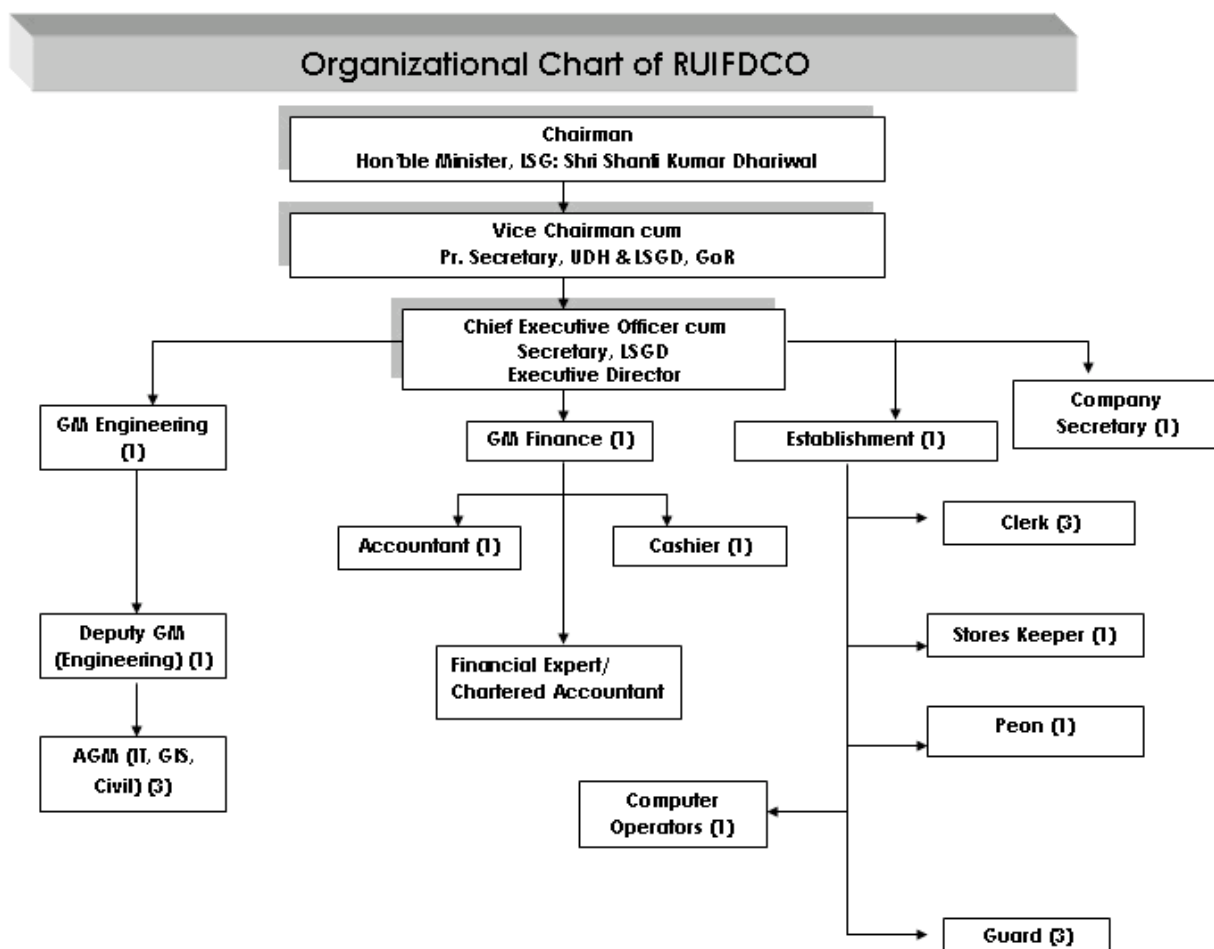
24. State: Rajasthan

Institutional Structure

RUIFDCO has been designated as the State Level Nodal Agency for Implementation of UIG, UIDSSMT, BSUP and IHSDP Projects in Rajasthan. The following functions are being performed by RUIFDCO as SLNA:

1. Appraisal of projects submitted by ULBs/Parastatal agencies;
2. Obtaining sanction of State Level Steering Committee for seeking assistance from Central Government under *JnNURM*
3. Management of grants received from Central and State Government;
4. Release of funds to ULBs/Parastatal agencies either as grant, or soft loan or grant cum loan.
5. Management of Revolving Fund
6. Monitoring physical and financial progress of sanctioned projects;
7. Monitoring implementation of reform as entered into MoA.
8. The PHED is the executing agency for water supply project.

The PMU at the SLNA was constituted in Aug. 2008. The institutional structure is as follows-



Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is being complied manually, using excel sheets. The MIS data is not used at State/ULB level.

Capacity Assessment

RUIFDCO intends on building a centre of excellence with respect to capacity building.

General / Other observations

1. A service level benchmarking exercise is being undertaken by the PHED.
2. Credit rating for the Jaipur Municipal Corporation has taken place more than once.
3. The State has created its own panel of technical consultants
4. Whilst disbursement of the SFC grant has been timely, an RUDF (Rajasthan Urban Development Fund) with a corpus of ₹400 crore (with ₹100 crore contribution from the State government and the remaining to be commercially borrowed from leading financial institutions like NHB) has been set up to provide bridge loan in the event of untimely disbursement

Ajmer-Pushkar

Institutional Structure

The initial MOA was signed with AMC, it was then found that it lacked the capacity, and then the responsibility of implementing reforms in Ajmer was given to the Urban Infrastructure Trust (UIT). BSUP is being looked after jointly by the UIT and the PWD. However, work took off at a rather slow pace due to a similar lack of capacity within UIT. The staff strength of the UIT is about 100 with roughly 20 engineers.

Mission Implementation Process

The City Development Plan has been prepared by PDCOR (a joint venture between IL&FS and the Government of Rajasthan). A Comprehensive master plan is in place until 2021. Regarding BSUP, some loopholes have been identified including lack of standard guidelines for O&M across states and no specifications regarding beneficiary contribution installments.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

One of the most important problems facing ULBs is funding. There are 70% UC's pending because the reforms are still not in place. Due to lack of funds, projects are being stalled and the contractors are getting impatient. Additionally, information regarding JnNURM is not speedily intimated to Ajmer, invariably one has to rely on the website. Also, due to a very small staff size, capacity building is minimal.

Projects

There are four UIG projects at Ajmer-Pushkar, none of which have been completed. At Pushkar, work related to BSUP is being done on a relocation basis and not in situ since no construction is allowed within a radius of 200 mtr of the Brahma Temple.

Under RUIDP an STP has been built at Khanpur- it is not fully functional.

Jaipur

Institutional Structure

The SLNA for Rajasthan is RUIFDCO (Rajasthan Urban Infrastructure Finance & Development Corporation). Transport in the city is being run by JCTL, an SPV that has equity contribution by JMC. Water supply is managed by PHED. The sewerage though is with JMC. The BRTS project is to be executed by JDA even though the land belongs to JMC.

A PIU is in place, it comprises of only two employees since 2008. Contracts are annual and can be renewed.

Reforms

Please refer to the section on reforms

Fiscal Status

Whilst disbursement of the SFC grant has been timely, an RUDEF (Rajasthan Urban Development Fund) with a corpus of ₹400 crore (with ₹100 crore contribution from the state government and the remaining to be commercially borrowed from leading financial institutions like NHB) has been set up to provide bridge loan in the event of untimely disbursement

CDP

The CDP has been prepared by PDCOR. The Comprehensive master plan until 2021 has been made by the Jaipur Development Authority.

Projects

BSUP: Around 12000 houses are being built using G+3 models. There are a total of 182 slums in the city. But, out of those, 12 most concentrated ones were prioritized. However, no construction has been started yet. Only infrastructure has been built. The land that was identified belongs to JMC but the Forest Department says that it forms part of forest area. JMC has no idea where the beneficiary contribution would come from. The total cost per DU is ₹ 1.60 lakh.

Capacity Assessment

No difficulties have been met with during procurement. Whilst capacity building is being undertaken, 5% of the funds earmarked for the same remain underutilized. JMC has been awarded a credit rating of BBB+ as of 2008 by Fitch.

Miscellaneous

The supply is currently at 120 LPCD. With the initiation of the Urban Development Tax (UDT) in 2007 so that taxes were charged at a much higher rate of DLC and were to be levied only in the case of

houses with area equal to or in excess of 300 sq mt, substantial revenue losses have been incurred as most houses are less than 200 sq mt in area. Leveraging *JnNURM* funds has been a major thrust area, however with the abolition of house tax and minimal coverage under UDT, the ULB has meager sources of revenue with difficulty in mobilizing funds of its own accord. For Jaipur, property tax collection, which was around ₹350-400 crore, is now only ₹180 crore or so.

The Sewage Treatment Plant at Dhelawas may be counted amongst the best practices wherein power is generated using biomass and the treated water is to be used for agricultural purposes. It has been taken up under RUIDP (Rajasthan Urban Infrastructure Development Project) and later handed over to JMC.

Jodhpur

Institutional Structure

Jodhpur Development Authority and the Jodhpur Municipal Corporation (JMC) are the two agencies involved in implementing JnNURM in the city.

Reforms

Please refer to section on reforms

Fiscal Status

RUIFDCO which is a state level initiative has provided fiscal support to the ULB. They have taken a loan of ₹9 crore for development purposes.

Property tax has not been tapped as a source of revenue. All properties with an area less than 300 square yards are tax exempt.

Sewerage tax is collected by PHED. 20 % of the collected revenue goes to the JMC.

Projects

Jodhpur has 2 projects. one in UIDSSMT and one in IHSDP.

1. Integrated Sewerage Project: Jaipur Municipal Corporation and Jaipur Development Authority are responsible for different components under the project. JDA is responsible for the 50 MLD Sewerage Treatment Plant. JMC is responsible for the distribution of a 107 km sewerage line. The drainage component is a ₹12.35 crore project. It covers drainage lines of 12 kms in Jodhpur. ₹5.5. crore of this has been spent.
2. The IHSDP Projects is being implemented in two phases for 215 slums. ₹61.86 crore including in-situ development and roads sewerage and other basic infrastructure were sanctioned. Under this scheme each house will be allocated ₹72,000 as subsidy. In Phase 1: 67 slums have been covered. The cost is ₹1.7 lakh per unit. The beneficiary contribution of 10% over three installments for infrastructure provision(roads , sewerage network etc)

Capacity Assessment

- Otswal Data processing has been hired to develop systems of E-Governance. At present 26 people have been deputed to work on development of the system.
- A biometric survey is also being conducted by Otswal Data processing.

Udaipur

Institutional Structure

The State Level Nodal Agency for Udaipur is RUIFDCO (Rajasthan Urban Infrastructure Finance and Development Corporation Ltd.). The Udaipur Municipal Corporation and Public Health and Engineering Department (PHED) are the implementing agencies.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

With the initiation of the Urban Development Tax (UDT) in 2007 so that taxes were charged at a much higher rate of DLC and were to be levied only in the case of houses with area equal to or in excess of 300 sq. m, substantial revenue losses have been incurred as most houses are less than 200 sq. m in area.

MIS

There is no customized software for MIS. The MIS is compiled manually. MoUD has nominated the National Institute of Urban Affairs (NIUA) as the National Coordinator to coordinate overall peer networking activities and has identified Network Convener and Knowledge Managers (KMs) for the city groups. PEARL has organized numerous workshops and conferences over these three years. A national workshop on Cultural, Heritage and Religious Cities was held in Ahmedabad on 18 April 2010 to discuss various issues and way-forward for heritage planning and management. Officials from Udaipur attended the workshop.

CDP

Stakeholder consultations and workshops were held at the time of making of the CDP. The purpose of workshop was to seek consensus on a variety of issues that would go into preparation of City Development Plan such as vision for city and priorities for development. Stakeholders occupying highest rung of decision-making attended the workshop to discuss project related issues on a common platform. A wide array of stakeholders were invited for the workshop ranging from elected representatives of people, urban administrative departments, Udaipur Municipal Council (UMC), development authorities such as Udaipur improvement Trust (UIT), academicians, non-governmental organizations and traders. A total of 30 participants attended the workshop.

Projects

There is one UIDSSMT and one IHSDP project sanctioned in Udaipur. Neither is complete; the UIDSSMT project has not yet been started.

Capacity Assessment

The procurement is carried out by the implementing agencies.

25. State: Sikkim

Institutional Structure

The Urban Development & Housing Department (UD&HD) is the State Level Nodal Agency in Sikkim and it covers the following sectors -

- Urban Governance and Institutional Development
- Land Management
- Town Planning and Development Controls
- Solid Waste Management
- Community up-gradation (Slum up-gradation)

The Commissioner-cum-Secretary (CCS) heads the SLNA and is assisted by the Additional Secretary, Chief Engineer and Joint Chief Town Planner. They handle the administrative, engineering and town planning functions respectively. There are fortnightly meetings between the UD&HD, GMC (incorporated in May, 2010) and with the other seven ULB's for coordination. In addition meetings are called whenever the need arises.

The ULB submit a monthly report of physical and financial progress in the prescribed format for each month starting June last year onwards to the Executive Engineer at UD&HD.

Mission Implementation Process

NCP, Hyderabad was established as an IRMA at the State level- but it was not mobilized. A proposal was sent to the Centre for the PMU. The SLNA pointed out that the funding pattern for setting up of PMUs, where by 100% funding is provided for the first year and only 75% is provided for the second year will cause a drain on resources for smaller States like Sikkim.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

The MIS is compiled by seeking information from the ULBs on telephone and fax .Since the ULB's are new to the prescribed format, they are not able to send the required progress information on time. The information is sent by the Executive Engineers periodically.

Capacity Building/Assessment

A detailed proposal on capacity building has been prepared

Things that the Central Government can do to fast track the progress-

1. The State believes the Centre should respond faster to its initiatives
2. The State believes that release of funds should be smooth and fast.
3. The Centre should not focus mainly on the allocation of land but implementation of all projects.

General / Other observations

1. The State is in the process of getting funds from ADB for rehabilitation in the State of Sikkim, primarily in Gangtok city. Additionally, the State also received funding from an Australian agency in 2003-05 for sewerage work in Gangtok.
2. There is not enough land within current municipal limits and hence finding land for BSUP / IHSDP projects is a challenge.
3. The presence of hilly topography has led to G+ 4 models being taken up.
4. SWM is with the UD&HD. User charges for SWM cover only 10% of the O&M cost. The State is committed to increase it to 50% during the mission period. The SLNA feels that any further increase is not feasible given the paying capacity of the citizens.
5. For monitoring of the projects, ADB utilizes services of a DSMC and a PMMC. Even the environmental aspects (the initial IEE and EMP) are covered by DSMC.

Gangtok

Institutional Structure

Gangtok Municipal Corporation (GMC) was incorporated in May 2010 and Irrigation & Flood Control Department covers Storm Water Drainage. The GMC will be fully functional by the end of 1st Quarter of 2011. The Urban Development & Housing Department (UD&HD) has been designated as the State Level Nodal Agency in Sikkim and the sectors covered under UD&HD are :-

- Urban Governance and Institutional Development
- Land Management
- Town Planning and Development Controls
- Solid Waste Management
- Community up-gradation (Slum up-gradation)

Public Works Department (PWD) and UD&HD cover the road and street lighting sector. As per the discussion at UD&HD, transportation comes under Sikkim Nationalized Transport. (SNT)- Government of Sikkim and Public Health Engineering Department (WS&PHED) covers water supply and sewerage.

Mission Implementation Process

There are fortnightly meetings between the UD&HD, GMC (incorporated in May, 2010) and with other 7 ULB's for coordination. In addition meetings are called whenever the need arises.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report..

Fiscal Status

There is no master plan for Gangtok; however a Singapore-based firm has been hired to prepare comprehensive master plans for 4 towns in the State. ULBs are not financially in a position to explore alternate sources of funding as they are very newly formed. They are in process of getting funds from ADB for rehabilitation in the State of Sikkim primarily in Gangtok city.

MIS

The MIS is compiled by asking for information from the ULBs on telephone and fax as most of the ULB do not send the required progress information on time as they are new to the format prescribed. The information has to be sent by the Executive Engineers periodically. There have been no efforts to establish peer networks. IPOMS and PEMS have not been utilized.

Projects

There are a total of five projects sanctioned to the city of Gangtok- two UIG and three BSUP. None of the projects have been completed. The ULB has no control over the execution of the project. The ULB has issues related to fund flow, there are major problems of cost escalation and it takes a lot of time for

the release of funds. Being new a ULB gives the Gangtok Municipal Corporation an inherent disadvantage especially on the reform front.

Things that the Central Government can do to fast track the progress

As the Gangtok Municipal Corporation was just formulated last year, people at the ULB level are deficient in skills, greater capacity building initiatives and support needs to be provided.

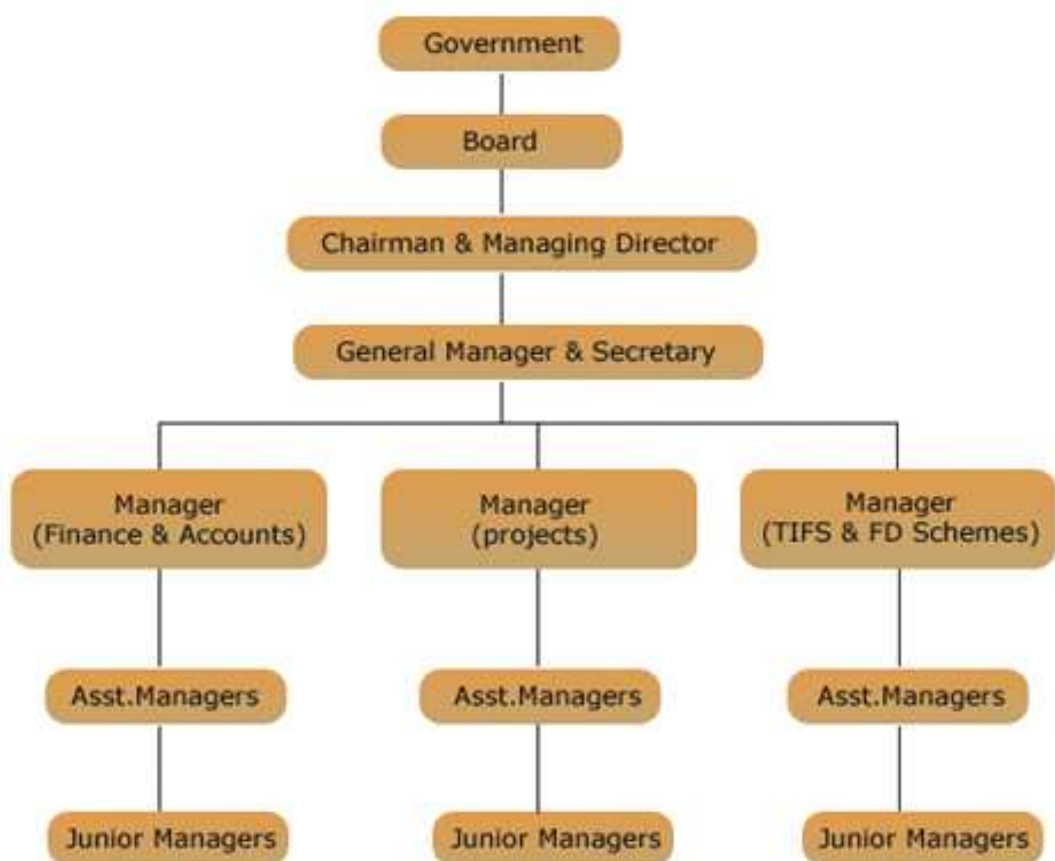
26. State: Tamil Nadu

Institutional Structure

There are 02 SLNA's involved in the implementation of JnNURM in Tamil Nadu:

1. The Directorate of Municipal Administration (DMA) is the SLNA for BSUP and IHSDP projects.
2. TUFIDCO is Nodal agency for the centrally sponsored urban infrastructure Development schemes of JnNURM – UIG and UIDSMMT along with IDSMT and MCP in the state of Tamil Nadu.

TUFIDCO is managed by the Chairman & Managing Director under the control and supervision of the Board of Directors appointed by the Government of Tamil Nadu. There is a PMU at the Centre and regular meetings are held fortnightly.



Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Transfers

1. The funds are transferred from the Centre ► State Treasury ► Bank account of TUFIDCO ► ULB.
2. From sanction to transfer of funds, TUFIDCO follows up on a daily basis with the revenue and state department. Hence, TUFIDCO maintains the financial discipline required for a programme of this size.

MIS

MIS is compiled on Ms-Excel. Based on discussions with the state and the ULB, it was ascertained that PMES is not being used because of technical flaws and delays in it. GOI was supposed to update and the details on the central database but the same has not been completed and because of that the state is facing a problem in following PMES. IPOMS on the other hand is being used more than PMES. However, the ULBs compile the progress reports on Ms- Excel and send to the SLNA.

Capacity Assessment

PMU conducts training programmes. Also, ASCI conduct training modules for ULBs elected representatives on reforms and their implementation.

Things that the Central Government can do to fast track the progress:

1. Based on discussions, it has been ascertained that the channelized structure for flow of funds is resulting in a large delay in transfer of funds from the Centre to the executing agencies. It takes roughly four-five months for funds to reach the implementing agency. In SGRY, the Centre's share is released first (directly to DMA) and the State's share follows. A similar simplified structure could be incorporated in *JnNURM*
2. The funds are released after Third Party Inspection and Monitoring Agency (TIPMA) reports are forwarded to GOI and approved by the CSMC. HUDCO and BMTPC in the role of TIPMAs take time to prepare their reports; there is also a time interval in submission of reports to the CSMC. When the reports are delayed, the funds are consequently delayed. When funds are delayed in projects, especially BSUP projects, the beneficiaries lose faith in the project and the resistance to the relocation/development increases.
3. The budget from Centre is first allocated and then the projects falling under that budget only are sanctioned. It has been felt by the state and the city that it would be more efficient and beneficial if this were to be the other way round.

General / Other observations

1. Monthly review of PMU and PIUs are held. The MD, GMs of SLNA and Regional Director of municipal administration carry out the review.
2. TUFIDCO also receives funds from JICA, ADB and German Bank. TUFIDCO also borrows from the public and banks.
3. TUFIDCO under TNUDF is one of the most successful examples of pooled financing mechanism in India. They provide bridge gap financing to the ULB from its urban development fund as well as project financing in the form of pooled financing.

Chennai

Institutional Structure

The Chennai Municipal Corporation and Public Works Department (PWD) are involved in *JnNURM* works in the city.

Weekly co-ordination meetings are held with service departments like CMWSSB, TNEB and Southern Railways. The State Level Steering Committee (SLSC) monitors the progress of solid waste management projects under *JnNURM* being executed by the Chennai Corporation. Weekly co-ordination meetings and Joint Inspections are held at all official levels along with the contracts.

Mission Implementation Process

There is a master plan in place for the city. The ROBs and RUBs are difficult projects to execute. Collection of waste from door steps and provision of community bins facilities are easier to implement.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

Funds are transferred without any delay by the state. Efforts have been made to leverage funds from alternate sources, in the following sectors-

- Bridges Department
Other than *JnNURM* funds are obtained from TUFIDCO and KFW-TNUDF.
- Solid waste Management
In order to reduce the volume of funding for the projects, the possibility of implementing the projects under PPP concept with full investment by a private operator was explored. Accordingly, international bidding processes were exercised, PPP operator identified, concessions were also awarded and further action to obtain clearances (for disputed and critical land areas) are going on. The major project components which were originally conceived for higher investment cost were identified for PPP concept by exploring the possibilities of alternate funding sources.
Two sites have been identified for SWM projects, one is in North Chennai, and by virtue of its being a critical area is awaiting environmental clearance; the other site has received clearance but the clearance is being disputed. The SWM project is on BFOT mode. The initial capital investment of ₹220 crore has been made by the private player. The Municipal Corporation charges ₹30-40 for door to door collection of garbage. The private player is responsible for segregation, treatment and disposal of waste. The claim for the solid waste management project of Chennai Corporation has been ultimately restricted to ₹37.56 crore as against the originally conceived project cost of ₹255.32 crore since the private player has invested ₹220 crore.

MIS

Solid waste Management

An Executive Engineer collects, sorts, compiles, stores MIS data from the sources and maintains the same. MIS details like vehicles march out, manpower present and quantity of garbage removed are collected, stored and reviewed regularly.

CDP

There has been no revision in the CDP.

Projects

Bridges Department

ROB at Perambur Scheme No J0607-0011 - Work completed and inaugurated on 28.03.2010

Bridge across Adyar River on Alandur Road Scheme No J0607-0012 - Work completed and inaugurated on 11.12.2009

Construction of 6 ROB's and RUB's at Chennai - Scheme No J0607-0013

ROB at Kathivakkam-Cochrane basin road. – Work is in progress .52/52 Piles, 8/13 Pile cap and 1/11 pier completed. - Work in progress.

RUB at Monegar Choultry Road - 8/10 bays raft (255/330m) completed 510/660mt retaining wall and 80/180mt SWD completed. The service road is in progress. Works in Railway portion are in progress.

RUB at Jones Road - Work completed and inaugurated on 11.12.2009.

RUB at Villivakkam Railway (LC-2) - 310/310m Earth work 265/310mt PCC 265/310m Raft and Retaining wall 220/310m completed. For the service road, earth filling is in progress. Cycle track wall 225/310mts cycle track top slab 85/310mts completed. Works in Railway portion are in progress.

ROB at Rangarajapuram - Sub structure work completed. Super structure in progress 19/25 Deck slab completed. RE wall work is in progress. Works in Railway portion are in progress.

RUB at Thyagappa Street, Korukkupet - Land acquisition as per original alignment completed. Railways have changed the original alignment to accommodate additional tracks. Acquisition of additional land is in process. Revised estimate based on revised alignment prepared for ₹7.40crore. Tender to be called after the completion of the nearby ROB work at Kathivakkam-Cochrane basin road.

II. Improvements to MICRO and MACRO Drainage system in Chennai City under JnNURM. Scheme 1. North Basin

- Micro Drain -Coc Component -Out of three packages, two packages work are in progress, One package work order issued on 2.11.2010
 - Macro Drain - PWD Component- Out of two, one package work in progress, one package tender to be called. (Land acquisition in process)
2. Central Basin
- Micro Drain -Coc Component -Out of three packages, two packages work are in progress, one packages work order issued on 2.11.2010.
 - Macro Drain - PWD Component- Work in progress
3. South Basin
- Micro Drain -Coc Component -Out of two packages, one packages work are in progress, one package work order issued on 2.11.2010.
 - Macro Drain - PWD Component- Out of three packages, one package works are in progress, two tenders to be called for. (Land acquisition in process)
4. East Basin
- Micro Drain -Coc Component - all four packages work are in progress, Macro Drain – PWD
 - Component- Out of four package, three packages work are in progress, One Tender to be called for. (Evection of Encroachments in process).

III Buildings Department

- Ripon Building: Restoration in Ground floor plastering and Architectural works completed. Flooring, Doors and windows work to be executed. The Terrace water proofing, weathering course has been completed. Laying of pressed tiles is in progress. So for ₹59,89,446/- has been spent. Another ₹60 lakhs is to be paid to the contractor.
- Victoria Public Hall: The inner works in ground floor completed. First floor is in progress. The terrace wood work completed. Laying of Mangalore tile roofing is progress. So for ₹173,35,207/- has been spent.

IV Solid Waste Management Project

Procurement of 1600 Container Tricycles 9600 bins completed

Procurement of 105 numbers of small Compactor Vehicles completed

Procurement of 80 numbers of big Compactor Vehicles completed

Procurement of eight numbers of JCB loader model 430 Z with bucket size (1.90 cum) completed

Modernization of five Transfer Stations completed and one number work is going on.

IEC activities comprising creation of awareness for segregation of waste at source constantly is carried out by various modules like loudspeaker announcements, CD shows, stage dramas, propagations through media like, TV channels, radio etc.

Procurement of two different color bins for segregation of waste at source to house-holds of poor sector of the society to enthuse them to segregate the waste at source, purchase of mechanical sweepers to conserve the cleanliness of the well paved roads at a shortest time with evenness and procurement of beach cleaning machine for cleaning of beach sand area of beach to maintain its charm as contingency project components

There are delays mainly due to shifting of service mains, land acquisition cases, unprecedented and unseasonal rains and delay in railway works.

Solid Waste Management Project

Environmental clearance is a prerequisite for the projects identified for implementation under PPP concept. Therefore, EIA/EMP has been drawn for these projects. The project documents like EIA/EMP were prepared by the consultants engaged by the private operator of PPP projects.

Capacity Assessment

The Tamil Nadu Transparency in Tenders Act and the Chennai City Municipal Corporation Act provide the legal frame work for procurement. There is a standard tender document for procurement approved by the Council, Corporation of Chennai which is as per Tamil Nadu Transparency in Tender Rules, 2000. Superintending Engineer on behalf of Commissioner, Corporation of Chennai is in charge of procurement. The tender is recommended by Tender Acceptance Committee and approved by the appropriate authority. Experienced staff is available for procurement.

All the eight bridge projects were re-tendered. This was due to the high prices quoted by the contractors. Once the projects were re-tendered, the prices were lowered. For construction of SWM Modern Transfer Stations, re-tendering was done since there was no response from the contractors of Chennai Corporation.

For the SWM works contracts there was hyper inflation in construction cost and there was a vast gap between the estimated cost of the project and the market price. This resulted in a poor response for works contracts.

Capacity Assessment

Training programmes on various modules are conducted every three months. ASCI and the PMU at SLNA conduct training programmes for personnel of Chennai Municipal Corporation and other ULB's.

Online citizen interfaces for property tax, birth and death registration, building plan approval and citizen grievance monitoring have been initiated by Corporation of Chennai using e-governance Tools. Estimates are prepared through e-governance tool. Tenders are uploaded on the internet to ensure maximum competitive price transparent tender procedure

The latest credit rating by CRISIL is AA (SO). The credit rating was carried out to enable the ULB to float tax free bonds but the bonds were not floated.

Three things that the Central Government can do to fast track the progress

The ULB currently has no *JnNURM* cell. The *JnNURM* activity is carried out in different departments with little or no coordination. The Centre should push the ULBs towards creating a dedicated cell for *JnNURM* activity.

Tirupattur

Institutional Structure

The agencies involved in implementation of *JnNURM* in the city are –

- Municipality of Tirupattur - IHSDP projects
- Tamil Nadu Water Supply and Drainage Board – UIDSSMT Project (Water Supply)

There is a local planning committee which is headed by the chairman of the municipality and the commissioner. All the decisions on projects are taken by the local planning authority. The Municipal Commissioner holds daily meetings with all the departments involved in *JnNURM*. The latest status of projects and reforms in the municipality is discussed in these meetings. The Commissioner then gives the updated status to the personnel at SLNA.

Mission Implementation Process

The city has a vision plan which was prepared by the municipality.

The officials are aware of the needs of low income groups and slums. Projects such as infrastructure creation community toilets, community halls, cement roads, street lighting and water supply have been undertaken to address their needs. This ensures that the slums are connected to the city wide infrastructure. None of the projects were difficult to implement and they were completed in time.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

Fiscal transfers from the State (*JnNURM* share and otherwise)-

- Funds from the centre and state have been received on time. This has enabled the municipality to complete the projects on time.
- In case of cost overrun (water supply project) the SLNA has given soft loans to the municipality to complete the project.

No steps have been undertaken to leverage *JnNURM* funds to explore alternate sources of financing. There has been no progress made with respect to leveraging mission funds through Public Private Partnership and commercial borrowings.

MIS

The information on projects is compiled on excel. There is no dedicated software for compiling the MIS.

Projects

All projects are already complete and there were no contractors employed for the housing project. The beneficiaries did their own construction.

SIA or EIA have not been undertaken for infrastructure and slum rehabilitation projects. However, a social audit to gauge the impact of the mission is under progress.

The beneficiaries were consulted at the time when the projects were conceptualized and only after consultations with the beneficiaries, were the projects implemented. Discussions were held at ward level with all the beneficiaries.

The timely receipt of funds from the centre and the state and the support from the state in case of cost overrun has ensured that the projects have been completed on time.

The city level networks and infrastructure have been so constructed and designed that they are accessible to by slum infrastructure. Community toilets, community halls have been constructed keeping in mind the needs of the people residing in slum areas.

Capacity Assessment

The municipality follows the legal framework and guidelines set by state government. For projects implemented by TWAD, the guidelines for procurement are set by the TWAD board. TWAD has its own team for procurement. In case of the municipality, procurement is done by a contract committee which consists of the Chairman of the Municipality and Commissioner. They are assisted by the Municipal Engineer, Superintendent Engineer (of the respective department).

Standard bidding documents are available with authorities in the municipality and also with the authorities of TWAD. Tendering done by TWAD is on a national level and the tenders are floated on their website. The municipality floats tenders in the newspapers and it's on a state wide basis. Re-tendering for some projects had to be done owing to cost escalations in the projects.

Tamil Nadu Institute of Urban Studies trains programmers from the municipality on e-governance. The programmers then train the personnel in the municipality on the same. E-governance at Tirupattur Municipality is aimed to provide on-line citizen services, information to all hierarchies and monitor the performances. Citizens are approaching the respective Urban Local Bodies to pay their revenues, get certificates, approvals for construction of Building and run a business, etc.

No service level benchmarking has been done for the municipality. No credit rating of the municipality has been carried out.

Things that the Central Government can do to fast track the progress:

More time given to the ULB's to plan the projects; this would ensure more accurate DPRs.

27. State: Tripura

Institutional Structure

1. The Urban Development Department is the SLNA for the mission and implements the mission in the State of Tripura
2. NBCC is the executing agency for BSUP projects.

The Director and Deputy Director at the SLNA handles all matters related to *JnNURM*. At present there is no dedicated cell for *JnNURM* in the State.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled on a quarterly basis using MS-Excel.

Capacity Building/Assessment

There has been no capacity building initiatives taken up by the State.

Things that the Central Government can do to fast track the progress

1. There should be timely release of funds.
2. Funding should be provided for technical support
3. Funding should be provided for carrying out reforms.
4. Greater flexibility should be incorporated into *JnNURM* for States in the North East, where capacity is lacking.

General / Other observations

ADB is funding a project for water-supply in Agartala.

Agartala

Institutional Structure

The agencies currently involved in the implementation of the JnNURM in the city are Agartala Municipal Corporation (AMC). The AMC has a CEO and an Executive Engineer who supports him. There is no steering committee as such but individuals work in various departments and team up whenever their expertise is required.

Mission Implementation Process

1. A master plan has not been developed. A Comprehensive Mobility Plan (CMP) was suggested but the Ministry has suggested seeking assistance from ADB. Therefore, nothing much has been done in this regard.
2. In the water supply project acquiring land inside the city premises is a big problem. Also, while tendering and contracting for projects the local contractors do not have the financial capability to undertake such projects and outside parties are not interested to come to Tripura. So there is a capacity constraint.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

1. The transfer of funds from the center is delayed
2. Most of the PPP are undertaken in the health sector. However , there are some PPPs in progress:-
 - Commercial Complex – land by ULB+ cost (Private) – 22:78 Partnership
 - Solid waste management – NGO collects garbage, puts in community bins and then AMC collects the garbage.
 - Compost plant in Hapania (Planning stage)

CDP

The CDP was made after JnNURM. No revisions have been made ever since.

Projects

- **BSUP** – Completed on time. However, there was an issue with the release of funds from the Centre of over one year. The following have been constructed as a part of the BSUP :- Boundary wall, internal roads, Storm water drains, water supply, underground tanks, pump house, sewerage , substation, street lighting, park, community center, iron removal plant and one Anganwadi for children. The total numbers of houses made were 256 and the cost of each unit was approx. 6.53 all facilities included.

- Water supply –1. Over head tanks – one out of twelve completed. Four of them are in an advanced WIP stage two. Groundwater treatment plants – four in the tendering stage; three Tube wells – 6/12 works have tendered.
- Sewerage –STP plant- one, (eight MLD) , nine pipelines have been set up and pumping station has been built. The funding for this was to be done on a 9:1 basis with a centre state partnership.

The 1st installment from the centre has been released and utilized. However, next phase funding is still due

There have been issues such as:

Tendering Delays – tenders need to be taken out 2-3 times for the same projects before a suitable taker is selected.

Land Acquisitions: There are also some delays due to land acquisitions even if the DPRs were approved in 2008.

As such no SIA has been conducted for JnNURM. However for tube wells and ground water treatment plants SIA has been conducted.

For the DPR approval EIA is mandatory. The state Pollution control board does the EIA for the state for various projects.

Capacity Assessment

- Standard bidding documents are available.
- Tenders are issued nationwide.
- Re-tendering has occurred quite frequently due to lack of interested parties and locational parameters

General / Other observations

- There are 40 Buses which have been procured under JnNURM.
- Normal citizens are not ready to pay the user charges. However, if quality is ensured then the willingness to pay will increase.
- Reforms and projects have to be customized according to the type of city and town.

Belonia

Institutional Structure

- The projects and reforms under *JnNURM* are handled by the SLNA directly. The involvement of the ULB is minimal.
- For implementation of projects NBCC is the implementing agency.
- There are regular reports being sent by the ULB level implementing agency. Also there are regular meeting on need basis.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

The fiscal transfers have been on time.

CDP

No CDP has been made for Belonia

Projects

- There are two projects for the city of Belonia. One is a water supply project under UIDSSMT and another is slum housing project under IHSDP.
- Till now, none of these projects have started. The delay was due to re-tendering of the project as there was a lack of response from contractors.

Capacity Assessment

- All procurement is done by NBCC
- Standard bidding documents are available. National bidding takes place for all projects. Most contracts were re-tendered due to lack of response from bidders.
- Things that the Central Government can do to fast track the progress:
 - Help in capacity building.
 - The application for appointment of PMU/PIU was submitted by SLNA in January 2010, but the response from Centre is yet to be received.

28. State: Uttar Pradesh

Institutional Structure

There are two bodies implementing JnNURM in Uttar Pradesh-

1. The Directorate of Urban Local Bodies implements the UIG/UIDSSMT schemes i.e. Sub-Mission 1
2. SUIDA implements the BSUP/IHSDP schemes i.e. Sub-Mission 2.
3. The Jal Nigam executes Water Supply and Sewerage projects.
4. Both the SLNA's have PMUs to monitor and manage the progress of the mission.

The Directorate of Urban Local Bodies has setup a PMU who monitor the progress of the mission at State level. The Director of the SLNA convenes meetings on a weekly basis to monitor the progress. Progress of the mission is also monitored by the Ministry of the Urban Development of Uttar Pradesh. Monthly meetings on the progress of the mission are presided over by the Minister for Urban Development and Principal Secretary.

Mission Implementation Process

The PMU at the SLNA was established in 2008. The PMU comprises of 05 personnel. The team has a team leader, procurement officer, Public Works & Public Health Engineer, Municipal Finance expert and an MIS expert. The Directorate of Urban Local Bodies is headed by a Director. The Director has under her three deputy Directors who look after the administration, technical and financial departments. Deputy Directors are supported by additional staff of their respective departments.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is being compiled on Ms-Excel and PMES. The MIS compiled is used at the State/ULB level.

Capacity Building/Assessment

1. The SLNA conducts regular training programmes on implementation of double entry based accounting. Every week representatives from 10-15 ULBs are called to attend these training programmes.
2. The Directorate also conducts training programmes for their personnel on structural and administrative reforms.
3. Personnel are also sent to RECUS for training on various modules.

Things that the Central Government can do to fast track the progress

1. Appraisal of DPRs is an aspect that should be looked at. There is a 25-30 % increase in project cost by the time the DPR gets approved.
2. Financial assistance should be given for the implementation of some of the reforms.
3. Strengthening of ULBs financially and technically should be looked at so that they are better prepared to handle projects of greater magnitude.

4. Financial share of the ULB's in the projects should be reassessed, as the ULB's lack the financial strength to contribute substantially.

General / Other observations

1. An FRBM act has been drafted to achieve financial discipline and help ULB's achieve their O&M targets.
2. Baseline for service level benchmarking is being done. ASCI have conducted one workshop.
3. Credit rating for all the mission-cities has been done, for some even twice.
4. UP is establishing a separate Board for property tax in line with the requirement of the 13th Finance Commission.

Ghaziabad

Institutional Structure

Implementation of the mission in the city of Ghaziabad is being done by the Ghaziabad Nagar Nigam. The implementing agencies for the projects are the Jalkal department of the Municipal Corporation and the Ghaziabad Development authority.

The Municipal Commissioner conducts weekly meetings with the personnel involved in the implementation of the mission. This is done to ensure that co-ordination between the agencies is smooth.

Mission Implementation Process

The city doesn't have a comprehensive master plan. The GDA is in the process of preparing a master plan.

The officials are aware of the needs of the low income groups and the need for connecting them to the city wide infrastructure. The projects were envisaged and designed in such a manner that the people staying slums benefit from the infrastructure created.

- The road project in Ghaziabad has 3 phases. Proximity to the Hindan River has led to the 2nd phase of the project being revised and this has caused a delay in the project.
- The increase in the cost of the water supply project at the time of sanctioning has caused a delay in the project. This was due to the time taken to appraise and approve the DPR.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

- The grants from the Centre are transferred to the State Level Sanctioning Committee. The Sanctioning Committee then transfers these funds to the SLNA which in turn transfers the funds (which includes the state and central share) to the ULB. The ULB after adding its share, transfers the funds to the Implementing agency.
- Although, leveraging Mission funds through PPP has not taken place in case of *JnNURM* projects, but there are a few non-*JnNURM*. projects being taken up on PPP. They are as follows- Project on Street lighting, Solid Waste management and the Link Road Project.

MIS

Apart from regular MIS, regular meetings are called by the municipal commissioner to monitor and evaluate the progress of the mission. These meetings are attended by the members of the implementing agencies (GDA/Jalkal Dept.)

CDP

Ghaziabad does not have a CDP.

Projects

- **Road Construction**

The road project in Ghaziabad has 3 phases. Proximity to the Hindan River has led to the 2nd phase of the project being revised. Hence the DPR had to be revised and this has caused a delay in the project. The first phase of the project is 90 percent complete. Land for the 3rd phase has just been acquired and tendering to identify the suitable bidder has been completed.

- **Water supply**

The first installment of ₹31 crores has been received. Increase in the cost of the water supply project at the time of sanctioning has caused a delay in the project. This was due to the time taken to appraise and approve the DPR.

- **IHSDP**

90 percent out of the 1600 dwelling units that have been constructed. 152 DU's have been handed to the beneficiaries.

Capacity Assessment

- The legal framework for procurement is as per the guidelines set by the State Government of Uttar Pradesh. There is no dedicated procurement team or officer. Procurement is done by the officers/engineers of the department undertaking a project.
- Standard bidding documents (formulated by the PWD) are available.
- Contracts offered are on a national level and tender forms, list of tenders are available online.
- Contracts have had to be re-tendered owing to cost of the project and availability of land.
- Capacity Building measures -
 - Training programs have been conducted on the following modules- Municipal Finance Management, Municipal Accounts Management, and Construction Management, Solid Waste management and Governance and administration.
 - The training programs conducted were to bring in an attitudinal change in municipal staff, increase levels of awareness and upgrade the skill level of the personnel.
- The central government should review the DPR approval and appraisal process to ensure that the projects are implemented faster and cost escalation is minimized.

General / Other observations

Major impacts of the mission-

- The revenue base of the Municipal Corporation has increased owing to the reforms on property tax and water charges.
- There has been an impetus on providing basic amenities like sanitation, sewerage, and water supply to the urban poor.
- Infrastructure of the city has improved owing to the projects undertaken. .

Lucknow

Institutional Structure

- The Lucknow Nagar Nigam is currently involved in implementation of *JnNURM* in the city. The Jalkal Department is the implementing agency for the water supply and sewerage projects.
- All BSUP projects are being implemented by DUDA.
- A PIU comprising of 5 members is in place to ensure inter agency coordination is smooth. The PIU comprises of an IT officer, Procurement officer, Social Development officer. The municipal commissioner convenes weekly meetings with the PIU and personnel of all the departments involved with the implementation of the mission.

Mission Implementation Process

- The city has a master plan. The latest master plan is valid till the year 2021 and has been developed by the Town and Country Planning Department.
- The officials are aware of the needs of the low income groups and connecting them to the city wide infrastructure. The projects were envisaged and designed in such a manner that the people staying slums benefitted from the created infrastructure.
- Acquisitions of land for the solid waste management project and some minor problems have been faced in implementing the projects. But most of the projects are on track and should be completed as per the milestones in the MoA.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

- The grants from the centre are transferred to the State Level Sanctioning Committee. The Sanctioning Committee then transfers these funds to the SLNA who in turn transfer the funds (which includes the state and central share) to the ULB. The ULB after adding its share, transfers the funds to the Implementing agency.
- The Solid Waste management project is being implemented on the PPP model. The total cost of the project is ₹74 crores out of which ₹43 crores will come from *JnNURM* funds and the balance of ₹31 crores will be invested by the Private Player. Jyoti & Virotech have been selected as the private partner.

MIS

The Municipal Commissioner holds weekly meetings with the PIU and other personnel involved with the implementation of the mission. Moreover the SLNA also tracks the progress of the mission through the PMU at the SLNA.

CDP

- No revisions have been made to the CDP. A proposal for updating of CDP has been drafted and sent to the State Govt.
- Stakeholder consultations were held while drawing up the CDP-
 1. Four consultations were held jointly with Government, NGOs, and Civil Society. These included discussions with the various departments involved in the CDP process, the NGOs and Civil Society groups that are active in Lucknow.
 2. Further consultations were held with NGOs that were working with the urban poor.
 3. Consultations were held with the different technical departments of the government, including several individual and joint sessions while the investment plan was being finalized.
 4. Group discussions were held with residents in slum areas, involving more than 300 people selected on the advice of experienced development experts and NGOs.

Projects

There are 15 projects in Lucknow currently. Eight are in BSUP and Seven in UIG. All of them are in progress.

Capacity Assessment

- The legal framework for procurement is as per the guidelines set by the State Government of Uttar Pradesh. There is a Procurement officer in the PIU who handles all aspects related procurement. Engineers and officers of various departments work with the procurement officer to carry out procurement activities.
- Standard Bidding documents are available. Contracts are offered on a national level. Tendering is done online. Contracts have had to be retendered owing to the escalation in the project cost and availability of land for the project.
- Capacity building activities-
 1. The personnel of the Nagar Nigam receive training on implementing the Double Entry Based Accounting System. Training is provided by the firm entrusted with implementing the system in the ULB.
 2. The personnel are also trained on modules such as e-governance, governance and administration, municipal finance management.
- CARE has issued a credit rating of BB to the Lucknow Nagar Nigam.
- The ULB's contribution of 30 percent towards the project should be looked at. The ULB's revenue base is not vast and with the 6th Pay commission the revenue base has further reduced. Thus due to the shortage of funds (at the ULB's end), implementation of projects suffer.

General / Other observations

As mentioned earlier the mission has gathered pace only in the last year and a half, hence it is too early to comment on the impacts of the mission.

29. State: Uttarakhand

Institutional Structure

The Urban Development Directorate –Uttarakhand is the SLNA for both the sub missions under JnNURM

Executing agencies: The Uttarakhand Pajjal Nigam is involved in Water supply and sewerage projects; Public Works Department is involved in road projects and the ULB of Dehradun is involved in a solid waste management project and BSUP projects. The ULB's of Nainital and Haridwar are also involved in JnNURM as well as the State transport department that is involved in the procurement of buses. Around 145 buses have been procured for all three mission cities- 60 are for Dehradun. These buses include both standard and mini buses. A PMU is also in place at the SLNA, it was established in January 2010. The Composition of the PMU is as follows-Director, Deputy Director, additional Director, Assistant Director, Accounts officer, Statistical administrative officer, SUDA officer.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

1. Compilation of QPR and MPR is done on regular basis from the ULBs and parastatal agencies.
2. PMES training was conducted for PIUs in July 2010 but the modules of progress monitoring are not yet working in PMES. Trainings are required from the Centre to implement it successfully.

Capacity Assessment

- There are no state initiatives on training and capacity building.
- There were small courses by the Centre on JnNURM on subjects like preparation of CDP and DPRs.

Things that the Central Government can do to fast track the progress

- A need is felt for simplification of the process by which projects are approved. A solid waste management project was proposed for Nainital, a DPR was submitted over a year ago; no action has been taken on that DPR by the Ministry of Urban Development.
- For newer states like Uttarakhand, the list of reforms is difficult to implement. Especially with regard to the ULB level reforms, with most ULBs heavily understaffed and inexperienced the reforms cannot be fully implemented. The state has tried to start a gradual progression of reforms in the ULBs
- Different states in the country should be divided as per their level of progress in implementation of reforms (like Gujarat, Andhra, Maharashtra in one group, NE states in one group, etc)

General / Other observations

1. ADB funded project: Uttarakhand Urban Sector development Investment Programme (UUSDIP) - Multi Tranche Financing Facility (MFF) conceives to support the Government of India (GOI) and Government of Uttarakhand (GoU) in their policy of balanced regional socio-economic development and poverty reduction through improvements in urban governance, management and infrastructure and service provision throughout the urban sector in Uttarakhand.
2. ADB funding is being received for a project for distribution of water. 90% of the fund received is a grant and the rest is a loan. The water supply project undertaken with JnNURM funding is for augmentation of water supply while distribution network is under ADB.
3. ASCI are currently working on initiation of service level benchmarking in all three mission cities.
4. A major challenge for Uttarakhand was the CDP preparation as the staff were not aware of how to make a CDP; consequently the CDP for Dehradun was submitted late and was approved in late 2007. This late start has put Uttarakhand at a disadvantage.
5. 10% of the operation and maintenance expenses were deducted from the Centre's share in the funds. This reduced the money available to the State for projects.
6. The prioritizing of projects by PWD was felt to be faulty. Instead of roads, bridges and flyovers; the PWD elected to beautify and widen traffic junctions. Parking was also felt to be a priority area which was neglected.
7. Land acquisition is often an issue for projects.

Dehradun

Institutional Structure

The Urban Development Directorate is the SLNA in Uttarakhand. The executing agencies -Uttarakhand Peyjal Nigam is involved in Water supply and sewerage projects; Public Works Department is involved in road projects and the ULB of Dehradun is involved in a solid waste management project and BSUP projects.

A PIU has been appointed in January 2010; this PIU consists of individually contracted experts and not a firm. There are 6 persons on the PIU. These include:

- One IT officer
- One livelihood expert
- One HRD expert
- One environment officer
- One social development officer
- One training and research co-coordinator

The role of the PIU is to send monthly and quarterly reports to the PMU at state level. The PIU report to the Municipal Commissioner.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually on MS-Excel and sent to the SLNA.

CDP

There were consultations with the ULBs and other involved agencies at the time of preparation of CDP. The CDP was prepared by GHK international.

Projects

- PWD prepared a DPR for expansion and beautification of 30 traffic junctions for which ₹29.43 crores were approved. The project includes signing, signalizing, widening the road by 100m on each side and converting specified roads to 4 lane roads with 2 lanes on each side. The first allotment was received in March 2009. Once the DPR was approved, there was found to be private land on the project site. The acquisition cost of the land was ₹814.39 lakhs. Since the cost of the DPR was to remain the same, the number of junctions was reduced from 30 to 16. (In this case the project cost included the land acquisition cost which was borne under JnNURM.).

- RG Bidwell was appointed as the contractor (agreement of ₹13.91 crores). There was only one bidder for this project and the project was awarded to them without considering the possibility of re-tendering to get a more competitive bid. This was primarily due to two main reasons:
 - i. Retendering would take lot of time (around 6-8 months more to get the contractor on board)
 - ii. As all the states have a specified amount allocated to them, the ULB's were in a hurry to avail these funds.
- As per the ULB the projects identified by the PWD were not of high priority. This shows a disconnect between the ULB's and parastatal agencies in prioritizing the projects.
- The larger projects of roads and flyovers were raised once the funds allotted to Uttarakhand had been exhausted, thus they were not sanctioned.
- 44 tanks are being constructed under JnNURM to meet the population demands till 2041.
- 32 tube wells are also being planned to deal with water demands of the population till 2026.
- 17 tube wells have been commissioned of which seven are under construction, eight have been tendered and two are currently stayed due to a land dispute. The unavailability of land has led to the third installment not being utilized. The construction of the project is under PJB; however the Jal Sansthan will carry out the operation and maintenance, collection of user charges.
- Once the distribution under the ADB project is improved and increased, the leakage will reduce, the zones and crisis zones will be properly identified. Currently there is an estimation of 45% loss in T & D.
- DPR for water supply projects in Dehradun were prepared in-house.
- For the sewerage project, lines are currently being laid.
- The DPR for the BSUP project was incomplete; it did not look into the beneficiary selection and social aspect in detail. Consequently there was resistance from the beneficiaries at the time of execution. The consultations with the beneficiaries were isolated and discontinuous, so they lacked impact.
- Identification of slums revealed 129 slums, BSUP housing units were provided on priority to patients of leprosy. Three such projects have been undertaken to improve and rebuild leprosy colonies with water connections, electricity connections, underground tanks and roads. The DPR of these projects was made by MIPS (Metro Infrastructure and Project Solution Pvt. Ltd.)
- 1314 units are being built under this project. The slum population of Dehradun is 27% of the total population of Dehradun i.e. roughly 2 lakhs.

Procurement

PWD

- There are no specific guidelines for procurement.
- There are no standard bidding documents.
- There is a two bid system of national bidding.
- With regard to the road project undertaken under JnNURM, one tender was floated for all the project components. The contract for the roads project was not re-tendered, despite there being only one bid.

Peyjal Nigam

- Tenders are invited from a list of registered contractors who are categorized and graded (level A, B, C, D) so they differ in eligibility according to their grading. They are also categorized according to the different works.
- The bidding documents are prepared in house. The tenders are scrutinized in house by a committee. The composition of the committee varies according to the amount of the tenders

1. Up to ₹1 crores, the committee is headed by a zonal chief engineer.
 2. Above ₹1 crore, chief engineer headquarters is chairman and forwarded to the Secretary
- On an average, 10-12 bids are received per project.

Nagar Nigam

- The tenders are scrutinized in-house.
- For the BSUP projects under the Nigam, there was a two bid tender invited. There was a national bidding which was advertised in two national and two state newspapers.
- On an average, four-five bids are received per project.

Capacity Assessment

The Nagar Nigam has undertaken initiatives like vocational training, self help groups, Samaj Kalyan and pensions for the employees of the corporation. For water supply there is service level benchmarking of 135 LPCD. The current level of service provision in Dehradun is 116.90 LPCD. Credit rating of all three mission cities was carried out by CRISIL. Dehradun Nagar Nigam was given a rating of “B-“. The credit rating was repeated, the latest rating carried out in August 2010 has not been released yet by CRISIL. In addition, there is a need for training and capacity building not only for employees of the municipality, but political members, karamchaaris and officers.

Three things that the Central Government can do to fast track the progress

Timely release of installments would greatly accelerate the execution of projects. Many projects are suffering due to lack of funds.

Miscellaneous

- The Municipal Commissioner feels that even though the Peyjal Nigam is the most technically capable agency to handle water supply projects, there should be some tool of accountability of the Peyjal Nigam to the Nagar Nigam. There is no tripartite agreement between the Nagar Nigam, Peyjal Nigam and the State.
- Urban planning is felt to be the most challenging function to transfer to the ULBs.

Mussoorie

Institutional Structure

The Urban Development Directorate is the SLNA in Uttarakhand. The ULB of Dehradun is involved as an implementing agency in a solid waste management project and BSUP projects.

Mission Implementation Process

Review meetings are held at state level steered by Chief Minister, Minister of Urban Development, Chief Secretary, Principal Secretary of Urban Development Department, Director of UD with Principal Secretaries/Director of ULB and parastatal agencies on a monthly/quarterly basis.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

Compilation of QPR and MPR is done on regular basis and submitted to the SLNA. PMES training was conducted for PIUs in July 2010 but the modules of progress monitoring are not yet working in PMES. Training is required from centre level to implement it successfully.

Projects

While there is one UIDSSMT and one IHSDP project in Mussoorie; none of them have been completed.

Capacity Assessment

In Mussoorie, the project has been partly tendered because of reluctance of contractors to take up the project because of difficulty of excavation, time constraints in execution due to presence of tourists, part of the work has been awarded and partly it has been executed. Turn key contracts are also being tendered.

There is service level benchmarking of 135 LPCD by the Peyjal Nigam. The current level of service provision in Mussoorie is 99.1 LPCD.

Three things that the Central Government can do to fast track the progress:

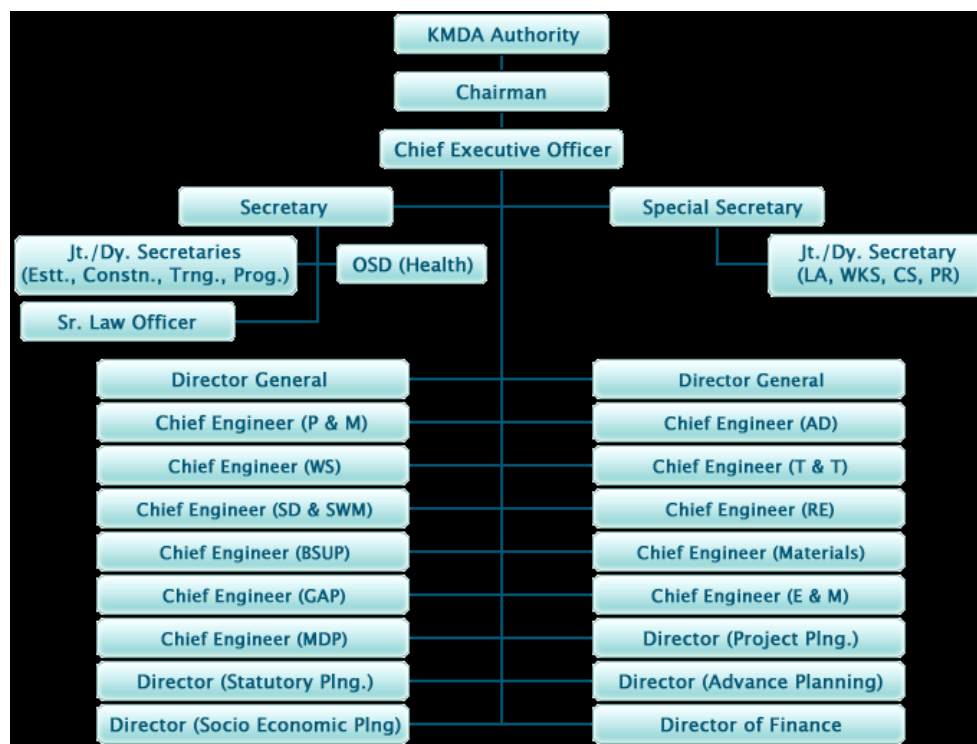
- The ULBs in Uttarakhand are financially weak and have a severe paucity of trained staff. The state feels that they are incapable of handling a complete transfer of functions. There is one sanitary inspector in Uttarakhand who circulates between 63 ULBs and only one Superintendant Inspector in all of Uttarakhand. The Centre should assist in strengthening the ULBs financially as well as actively providing capacity building platforms.
- The need is felt for the installments should flow faster with less paperwork and a simplified procedure.

State: West Bengal

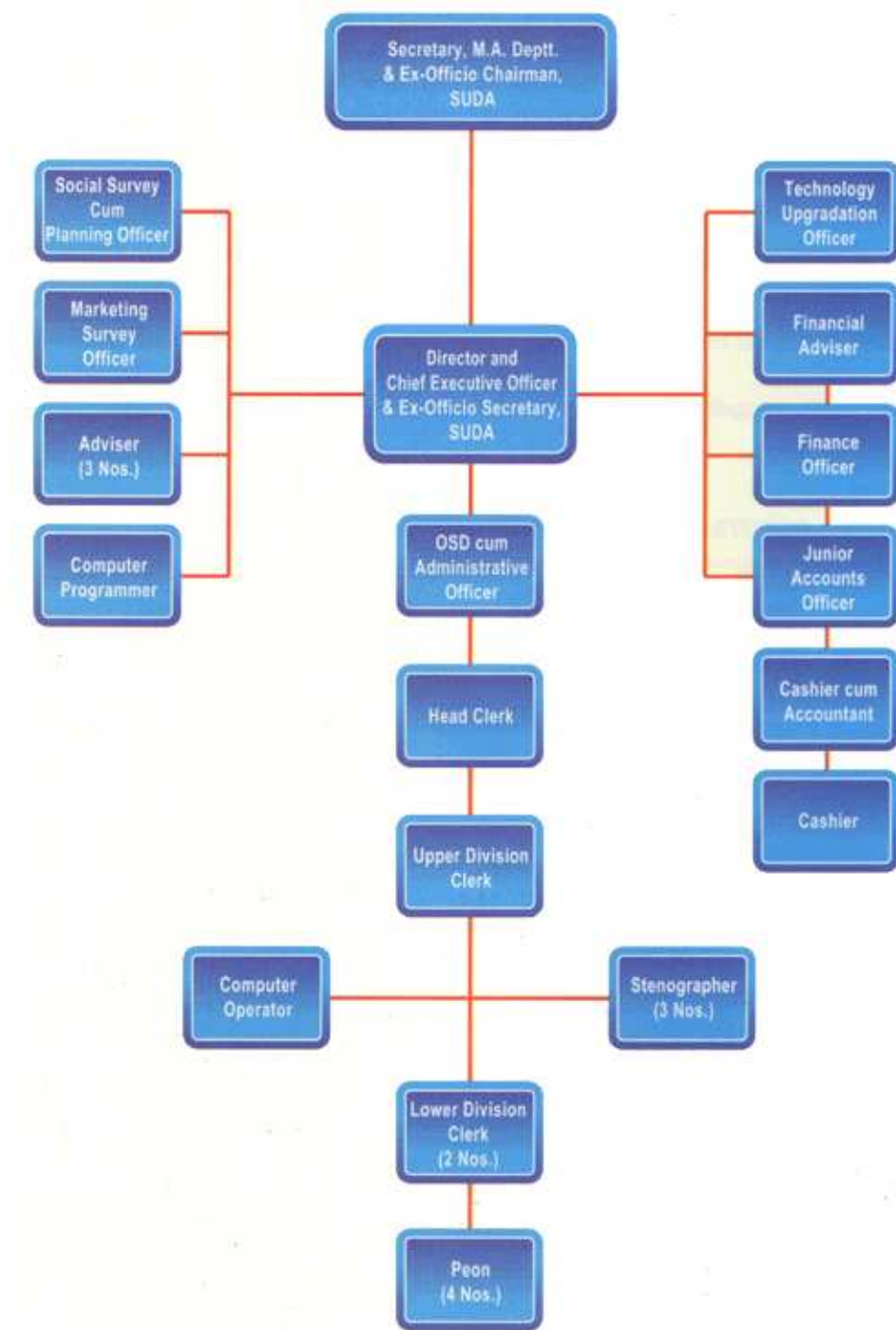
Institutional Structure

The Kolkata Metropolitan Development Authority (KMDA) is the SLNA for UIG and BSUP components of JnNURM and SUDA (State Urban Development Authority) is the SLNA for IHSDP and UIDSSMT components. The BSUP projects are implemented by the ULBs. The UIG projects are implemented by a combination of parastatal bodies and ULBs.

1) KMDA:



2) SUDA:



Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is being compiled manually, using excel sheets. The MIS data is not used at State/ULB level.

Capacity Assessment

ULB wise staff pattern is being finalized, taking into consideration the present need of service delivery. A rule for recruitment has been framed and is being followed.

Things that the Central Government can do to fast track the progress

- Land acquisition cost should be included in the project cost.
- There is a requirement for feedback on the performance of the State by the Centre.
- A more interactive partnership could be facilitated by the Centre, the State involvement in key issues especially reforms should be larger.

General / Other observations

KMC has boroughs in place; Boroughs have their own budgets and are overseen by a Borough committee. The Borough committee has been well empowered.

Darjeeling

Institutional Structure

The ULB comprises of 462 staff members and 225 daily wage workers. The number of engineers is around 12. The population being served is around 1.25 lakhs.

Mission Implementation Process

A District Development Plan was prepared by the Kolkata-based ICONET 2 years back. There is no comprehensive master plan.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Projects

Only one IHSDP project for ₹20 crores was sanctioned in 2009. DPR was prepared by the State Government agency. In this, 890 houses are being built, out of which 157 have been completed. The original cost of ₹. 1.31 lakhs got escalated to ₹1.72 lakhs. The beneficiary contribution is ₹20,000. Beneficiary contribution and cost escalation are the two challenges faced during project execution. Delays in project execution have also been due to bandhs, blockades and agitation

Diamond Harbour

Institutional Structure

The commissioner of the Municipality is the overall in-charge of monitoring and implementing the mission and is assisted by the additional commissioner, chief engineer, and executive engineers.

Mission Implementation Process

- The Municipality of Diamond Harbour is involved in implementing the mission in the city.
- A PIU is also in place to assist the municipality in implementing the mission

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

MIS

MIS is compiled manually on MS-Excel by the PIU. PMES and IPOMS are not being used.

Projects

- There is UIDSSMT project going on in Diamond Harbour. The project is a water supply project and the total approved cost for this project was ₹34.79 crore. The expenditure incurred on this projects has been ₹1.5 crores. This project is still under progress.
- There is one IHSDP project going on in Diamond Harbour and it was sanctioned in for a cost of ₹9.98 crores. The project is still under progress.

Capacity Building/Assessment

Capacity Building has been taken up at the ULB level by arranging workshops and training programmes on various modules like e-governance, accounting and finance.

Steps that the Central Government can do to fast track the progress

- Timely release of funds is required to ensure projects are completed on time.
- Reforms take time to be implemented. The time lines should be relaxed accordingly.

Kolkata

Institutional Structure

The Kolkata Metropolitan Development Authority (KMDA) is the SLNA for UIG and BSUP. SUDA (State Urban Development Authority) is the SLNA for IHSDP and UIDSSMT. The BSUP projects are implemented by the ULBs. The UIG projects are implemented by a combination of parastatal bodies and ULBs.

There are monthly reviews of all the projects by the CEO of KMDA.

Mission Implementation Process

Kolkata has no master plan there are only vision documents till 2035.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

KMC has a ring fenced Bustee account which is incorporated in the municipal law. Part II chapter VIII, 119(1) states that the municipal budget must be divided into the following heads:

- Water supply, sewerage and drainage
- Road development and maintenance
- *Bustee* service
- Commercial projects
- Solid waste

The act was amended in 2001 w.e.f. 23/3/2001.

KMC's most recent CRISIL rating was A+. A CRISIL rating was obtained for the ULB prior to *JnNURM*. The rating was positive and was used to float municipal bonds in 2004 to raise ₹50 crores.

CDP

The CDP was made by BIUDL- a joint venture between IL & FS and Government of West Bengal. KMDA is in possession of the CDP. KMC appears to have limited access to the CDP, if any at all. A need for a revision in the CDP is felt because certain additional projects have been identified to be included. There is no slum policy in KMC.

Projects

Kolkata has 43 UIG projects sanctioned of which 8 have been completed. Out of the 9 BSUP projects sanctioned- none have been completed.

Things that the Central Government can do to fast track the progress:

JnNURM could include the better aspects of KUSP like increased ownership of assets by the ULBs, higher motivation to the ULBs through ownership and communication between agencies involved.

Siliguri

Institutional Structure

Under the guidance of the Government of West Bengal, the ULB is implementing projects in consultation with contractors and project management consultants. Siliguri Jalpaiguri Development Authority (SJDA) is also involved in the implementation of JnNURM in the city. Master planning and land acquisition is done in Siliguri by SJDA.

There are fortnightly meetings held for monitoring and review of projects. In addition, meetings are called whenever the need arises. There is no dedicated JnNURM cell created at the Siliguri ULB to monitor the progress of works undertaken. The monitoring of work is done by the technical personnel of the ULB and other agencies- KUSP etc. IPE provides support, having been hired by the State to provide support for the 129 ULBs in West Bengal.

Mission Implementation Process

Siliguri doesn't have a CDP but they have a Draft Development Plan (DDP).

During preparation of DPRs, special attention is paid to slum population & low income groups. There are 3 IHSDP projects (Phase I, II and III) and 2 UIDSSMT projects (water supply and storm water drainage) and there was no specific difficulty in implementation.

Reforms

Refer to Section VI on Reforms in Volume I of the Draft Final Report.

Fiscal Status

At present, funds are being transferred within a reasonable timeframe. The procedure is simple and not time consuming. Siliguri Municipal Corporation has not received further installments after the 1st installment. This has been attributed to non-compliance of reforms at the ULB. They are aiming at receiving the 2nd installment in February 2011.

Projects

The projects have been delayed at initial stages. Efforts are being taken to hasten the progress of works. There are a total of 5 projects in the city- 2 UIDSSMT and 3 IHSDP. None have been completed, as of date.

Capacity Assessment

The procedure prescribed under West Bengal Municipal Corporation Act is being followed for procurement. The concerned department lead by technical personnel carries out the procurement. Rate contract and tender bidding systems are followed.

Three things that the Central Government can do to fast track the progress:

- Release funds at regular intervals

- Government should consider reimbursement of revised cost
- Simplified formats for reports
- Need of Phase II of JnNURM to recover the amount spend on the storm water drainage project

Recently, Siliguri Municipal Corporation acquired 12 acres of land which is approximate 30 kms from Siliguri for a Solid Waste Management project. They want to undertake this project under JnNURM Phase II.

Things that the State Government can do to fast track the progress

- Release of funds at regular intervals.
- Ensure sound financial footing of ULB's

