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CMAR: Promoting Excellence in City Management

सन्देश

सिटी मैनेजर्स एसोसिएशन, राजस्थान गत दो वर्षों में शहरी निकायों को गतिशील बनाने के लिए अनेक आयाम तय किये गये हैं। सिटी मैनेजर्स एसोसिएशन शहरी निकायों को तकनीकी सुविधाएँ, सहयोग एवं ज्ञान प्रदान करने में अग्रणी भूमिका का निर्वहन कर रहा है, परन्तु अभी इस कार्य को उतनी गति नहीं मिली जितनी मिलनी चाहिए।

मुझे उम्मीद है कि आगामी दिनों में एसोसिएशन द्वारा इस कार्य को और अधिक गतिशीलता से तथा त्वरित गति से सम्पादित किया जायेगा। ताकि शहरी निकाय तकनीकी दृष्टि से सशक्त होकर शहरों के विकास एवं रखरखाव में और अधिक उपयोगी सिद्ध हो सकें।

मैं, सिटी मैनेजर्स एसोसिएशन द्वारा प्रकाशित त्रैमासिक गृह पत्रिका के चतुर्थ अंक के सफल प्रकाशन की कामना करता हूँ।

शुभ कामनाओं सहित।

मनजीत सिंह

शासन सचिव,

स्वायत्त शासन विभाग

संरक्षक, सिटी मैनेजर्स एसोसिएशन, राजस्थान

सम्पादकीय

प्रिय पाठकों,

सिटी मैनेजर्स एसोसिएशन राजस्थान द्वारा प्रकाशित गृह पत्रिका का चतुर्थ अंक आपके हाथ में है। इस अंक से प्रकाश्य सामग्री नगर निकायों में कार्यरत लोगों के लिए अत्यन्त ज्ञानवर्द्धक है। सिटी मैनेजर्स एसोसिएशन द्वारा गत दो वर्षों से नगरीय निकायों को तकनीकी ज्ञान प्रदान करने का सतत प्रयास किया जा रहा है। इसके अलावा एसोसिएशन द्वारा जन जागरूकता के अभियान भी चलने का विचार किया जा रहा है। आप अपने क्षेत्रीय अनुभव एवं एसोसिएशन के तकनीकी अनुभव से शहर के विकास में तथा शहर के रख-रखाव में नागरिकों को सहयोग प्रदान करने में गतिशीलता ला सकते हैं। मुझे उम्मीद है कि आप एसोसिएशन के सहयोग से नगर निकाय तकनीकी कार्यों में समुन्नत होंगे।

मैं, एसोसिएशन की गृह पत्रिका के सफल प्रकाशन की कामना करता हूँ।

अभिवादन सहित

आपका,

शिव कुमार शर्मा

निदेशक, स्थानीय निकाय विभाग

कार्यकारी अध्यक्ष सिटी मैनेजर्स एसोसिएशन, राजस्थान

Power Generation from Municipal Solid Waste in India¹

Dr Pawan Sikka

The presence of combustible materials, in the urban municipal solid waste, determines the quantum of energy contents, presents in the available quantity of garbage. Based on the indigenously proven pelletisation technology, at the pilot scale of 2/tons per hour for producing RDF (Refuse Drive fuel pellets), two commercial level plants for producing 210/Ton per day capacity output of RDF, have been set up in Hyderabad, as well as, in Vijayawada & Guntur, Andhra Pradesh, India.

RDF pellets, so produced, have found to be coal-substitute, with better advantages over coal, in respect of ash contents, emission parameters, easy availability for coal – user industries. The pelletisation has better plant economics, besides providing employment opportunities to the scavengers.

As a follow-up of the success of the commercial RDF plants, two electric power generation plants, with 6 MW capacity, have been set up. These power generation plants, by using MSW/RDF pellets as coal substitute are in operation for the past six months. Special bolers have been designed, traveling grate/fluidized bed type to ascertain the use of India MSW, which is heterogeneous, unsegregated, have lots of dust and high moisture contents.

With these efforts, a technological solution has been found for generating power from MSW, which is suitable for replication purposes at other cities in India and abroad.

Municipal authorities, all over the world, are facing serious problem of managing the ever increasing quantity of Municipal Solid Waste (MSW) generated by the population explosion and repaid urbanization. And, India is no exception to it. Currently the Metropolitan cities in India are generating garbage @ 60-80,000 tons/day. The MSW in India is heterogeneous in nature, and varies from cities to cities, locality to locality, season. Making it difficult to segregate for specific recycling purposes, such as- Compatible for producing bio-fertilizers, Combustibles for energy generation, Recycling ones for Reutilizing activates, and Miscellaneous stuff for dumping/leveling purposes. MSW varies daily and seasonally in calorific value, moisture etc.

Composition of the Municipal Solid Waste of Metropolitan Cities in India (in percentage)

The energy contents in MSW is due to the presence of Combustible

	Bio-mass	Paper	Plastic	Metal	Glass	Ash and earth
Calcutta	47.00	3.18	0.65	0.65	0.38	34.00
Delhi	35.00	6.29	0.85	1.21	0.57	36.00
Mumbai	40.00	10.00	2.00	3.6	0.20	45.00
Nagpur	34.81	1.88	1.35	1.33	1.34	41.42
Bangalore	67.00	7.00	6.00	1.50	1.50	15.00
Hyderabad	46.00	5.00	5.00	6.00	6.00	32.00

materials and are found in the range of 50-60 per cent in India throughout the year, against moisture contents are high, 55-65 per cent. These factors dictate the technology options for the energy recovering from the Indian MSW.

Energy Recovery

Production of RDF Pellets: A pilot plant for producing 2 ton/hour, RDF pellets by utilizing the combustible materials, from MSW, was successfully set up at Mumbai. The pelletisation process involved a series of unit operations, such as solar drying, separation and segregation, size reduction, densification and stabilization, shredding and pelletising etc. The fluff so produced was found to have calorific value of 2800-3000 K cal/Kg. certain additives such as dry baggage/ coconut shell fiber/ ground nut shell/ coal powder/ petroleum waste were added to enhance the calorific value of the RDFs pellets, with a binder for pelletisation. It was observed that RDF pellets have the following characteristics:

Size	8-10 mm dia and 8-40 mm length
Bulk Density	1.3-1.6 gm/cc to 0.6-0.7 MT/M ³
Moisture Contents	3-8 %
Volatile	50-60 %
Ash Contents	12-20 %
Calorific Value	3500-4200 K CI/Kg.

The pelletisation technology has better plant economics and pellets so produced are eco-friendly and have comparative advantages over the coal, in respect of ash contents, CO₂ gas emission parameters, their easy availability than coal at certain times, to the user industries. Further, it is observed that:

a) Four to five tons of MSW would be required to produce one ton of RDF pellets. These can be produced in uniform size with varying lengths, thereby requiring no size reduction at the user's end.

- b) Thermal energy cost be reduced by 35% and the boiler efficiency would be increased by 3.3% for units using RDF pellets, instead of coal, resulting in the cost-reduction of steam generation.
- c) The energy balance of RDF plant indicates that energy output is 10-15 times greater than the energy input required for producing the RDF pellet.

Generation of Electric Power:

With a view to providing a technological solution to the generation of electricity, by using RDF pellets, as coal substitute for the generation of steam in boilers, both the above industrial enterprises have set up power plants having 6.6 MW capacity. The process is complex for material handling, fuel feeding, combustion techniques ash control, air pollution control and overall operating procedures than the conventional plant based on fossil fuel. Specially designed boilers were employed, realizing that the conventional steam generators will not be suitable for the combustion of MSW fuel/RDF pellets, because of its low-ash fusion temp, dust concentration, corrosion effects and viability.

Conclusion

With dawn of the 21st Century, it is being felt than an uninterrupted availability of fossil fuel would be a major determinant factor for the supply of energy and the economic growth in the future. The production of RDF pellets, as a coal-substitute for the generation of electricity as well as for running the operations of coal-based industries would be an alternative technological solution.

This should be replicated not only in India, but also in other parts of the world as a proven renewable source of energy. Power is essentially required for the economic development of nations.

Workshop on Status of Solid Waste Management in Cities of Rajasthan

A workshop was jointly organized by HCM RIPA and CMAR on Status of Solid waste Management in Rajasthan Cities on 15th and 16th June 2004. Commissioners and Executive Engineers from twenty cities were called for this workshop. Mr. Dinesh Sharma from Rajasthan Pollution control board, Mr. Shiv Kumar Sharma, Director, Directorate of Local Bodies, Mr. Vivek Agarwal from Center for Development Communication, Mr. Mahendra Soni, Commissioner Head Quarter From Jaipur Municipal Corporation were the resource persons for the workshop. Presentation on Micro Planning for solid waste management in Jaipur was done by the researchers from the S P Jain Institute of Management and Research, Mumbai. At the end of this two day workshop a set of recommendation and suggestions were prepared for the government to pursue further. Total 33 participants were there from twenty cities of the state.



ठोस कचरा प्रबंधन शहरों की पहली प्राथमिकता

ठोस कचरा प्रबंधन आज शहरी निकायों के लिए सर्वोच्च प्राथमिकता का विषय है। बढ़ते हुए शहरीकरण और बढ़ती हुई जनसंख्या से अनेक समस्याएं शहरों में उत्पन्न हुई हैं जिसमें सर्वाधिक प्रभावित किया है कचरे के ढेर ने शहरों में बढ़ता हुआ कचरा व कचरे का ढेर नागरिकों के स्वास्थ्य पर तो सुरा प्रभाव डालता है साथ ही वातावरण को भी प्रदूषित करता है। इसलिए ठोस कचरे का प्रबन्ध आज नगर निकायों को सर्वोच्च प्राथमिकता का कार्य है। नगरों व शहरों के सौन्दर्यकरण में भी तभी चार चोंद लग पायेंगे जब ठोस कचरे का उपयुक्त प्रबन्धन होगा।

क्या है ठोस कचरा प्रबन्धन:-

ठोस कचरा प्रबन्धन से तात्पर्य है धरों, अस्पतालों, सिनेमाघरों, औद्योगिक क्षेत्रों में प्रति दिन निकलने वाले कचरे का सही ढंग से निस्तारण ही ठोस कचरा प्रबन्धन है।

देश में ठोस अपशिष्ट की स्थिति:-

हमारे देश में आज कुल 1.00.000 मैट्रिक टन कचरा प्रतिदिन उत्पन्न होता है। जो कि भविष्य में बढ़कर (वर्ष 2030 तक) 1.25.000 मैट्रिक टन प्रतिदिन होने की सम्भावना है। भारत में प्रति व्यक्ति प्रतिदिन 200 ग्राम से 600 ग्राम तक कचरा उत्पन्न होता है, जिसमें 200 ग्राम कचरा छोटे शहरों में तथा 600 ग्राम कचरा बड़े शहरों में उत्पन्न होता है। नेशनल इन्सटीट्यूट ऑफ एजुकेशनल एण्ड रिसर्च इन्सटीट्यूट द्वारा प्रकाशित रिपोर्ट में बताया गया है। कि एक से पाँच लाख की आबादी वाले शहरों के प्रति व्यक्ति/प्रति कचरा उत्पादन 210 ग्राम है जबकि पाँच से दस लाख आबादी वाले शहरों में यह 250 ग्राम प्रति व्यक्ति प्रतिदिन उत्पादन होता है। इसी प्रकार दस लाख से बीस लाख की आबादी वाले शहरों में यह कचरा उत्पादन 270 ग्राम, बीस से पचास लाख आबादी वाले शहरों में 350 ग्राम तथा 50 लाख की आबादी में 500 ग्राम कचरा प्रति व्यक्ति प्रति दिन किया जाता है।

राजस्थान के परिपेक्ष्य में ठोस कचरे की स्थिति:-

राजस्थान में शहरी क्षेत्रों की कुल आबादी 1.32 करोड़ है जिसमें से 72.00 लाख व्यक्ति प्रथम श्रेणी के 20 शहरों में निवास करते हैं। आबादी के आधार पर राजस्थान के शहरों में ठोस कचरे की स्थिति कुछ इस प्रकार से है। जन संख्या एक लाख से पाँच लाख वाले क्षेत्रों में प्रति व्यक्ति प्रतिदिन उत्पादित कचरा 210 ग्राम है यह स्थिति 179 शहरों की है जिसमें 16 प्रथम श्रेणी शहर सम्मिलित है। पाँच से दस लाख आबादी वाले 250 ग्राम कचरा प्रतिदिन प्रति व्यक्ति उत्पादित होता है। राज्य के तीन बड़े शहरों जोधपुर, कोटा व बीकानेर में इसकी मात्रा 522.05 ए.टी.पी. है। इसके अलावा 10 से 20 लाख की आबादी वाले शहरों में 270 ग्राम प्रति व्यक्ति प्रतिदिन कचरा उत्पादित होता है। जबकि 20 से 50 लाख आबादी वाले शहरों में इसकी मात्रा 350 ग्राम है।

ठोस कचरा उत्पादित होना एक स्वाभाविक मानवीय प्रक्रिया का हिस्सा है, परन्तु आवश्यकता इस बात की है कि इसका निस्तारण उचित प्रकार से हो। इसके लिए शहर के नगर निकायों के साथ नागरिकों को भी जागरूक होना होगा तभी ठोस कचरे का उचित प्रबन्ध तथा ठीक ढंग से निस्तारण हो पायेगा।

ठोस कचरा प्रबन्धन के मुख्यतः आधारभूत बिन्दू इस प्रकार हैं:-

- सड़कों की सफाई
- स्रोत पर कचरे का वर्गीकरण
- स्रोत पर कचरे का संग्रहण
- समुदायिक कचरा संग्रहण सुविधा
- प्राथमिक कचरा संग्रहण एवं कचरा संग्रहण पद्धति
- कचरे का परिवहन

कचरे को प्रासंगिक करना एवं इसके अन्य विकल्प के रूप में इसका इस्तेमाल हो सके यह जब निर्धारित किया जाना चाहिए। आज शहरों की सबसे बड़ी समस्या स्लम की है। जिसका मुख्य कारण कचरे को नागरिकों

द्वारा ठीक ढंग से निस्तारित नहीं किया जाता। धरों का कचरा गलियों, चौराहों पर ढेर के रूप में जमा हो जाता है। इतना ही नहीं प्रायः देखने में आया है कि हर मोहल्ले में खाली भूखण्ड होते हैं कुछ दिनों में वह खाली भूखण्ड कचरा गृह हो जाते हैं। शाहरों में हर मोहल्ले में कचरा पात्रों का अभाव है। जबकि होना यह चाहिए कि हर मोहल्ले में कचरा पात्र हो नगर निकायों के कर्मों प्रतिदिन वहाँ से कचरा एकत्र करें, पर ऐसा होता नहीं है।

कुछ स्थानों में ठोस कचरा निस्तारण के लिए थोड़ी जागरूकता आई है परन्तु आवश्यकता है इस बढ़ती हुई समस्या से समस्त शहरों को छुटकारा दिलवाने की इसके लिए नगर निकायों को प्रयास करने होंगे साथ ही शहर के नागरिकों को उचित भूमिका निभानी होगी। ठोस कचरा प्रबन्धन आज शहरों की ज्वलंत समस्या तो है परन्तु विज्ञान ने कचरे को पुर्नचक्रीकृत कर अन्य उपाय भी खोजे हैं। जैसे :- खाद, कम्पोटिन खाद बनाने की प्रक्रिया की जा रही है। आवश्यकता है इस पर एक कार नगर योजना बनायी जाये तथा इसे मुख्य दंड से लागू कर ठोस कचरे की समस्या से निजात दिलवायी जाये। ठोस कचरा निस्तारण शहरी निकायों की प्राथमिकता है।

रेणु जुनेजा, जनसम्पर्क अधिकारी, निदेशालय स्थानीय निकाय

राजसमंद शहर का परिचय

संक्षिप्त परिचय

राजसमंद शहर महाराणा राजसिंह द्वारा सन 1876 में बसाया गया था। यह शहर भक्ति एवं शक्ति के अनुपम संयोग के लिये सुविख्यात है,। यहां वैष्णव सम्प्रदाय की प्रधान पिठ द्वारकाधीश का मंदिर स्थापित है। और यह शहर मार्बल उद्योग के लिये विश्व विख्यात है। एवं जे.के. टायर उद्योग भी यहां की पहचान हैं।

भौगोलिक स्थिति

राजसमंद शहर 24-46 से 26-01 उत्तरी अक्षांश एवं 73-28 से 74-18 पूर्वी देशान्तर के मध्य स्थित हैं।

हवामान

शहर का अधिकतम तापमान 40° व न्यूनतम तापमान 17° होता है। शहर में कुल 442.6 मी.मी वर्षा होती है।

प्रमुख उद्योग एवं संस्थाएं

शहर में मार्बल उद्योग एवं जे.के. टायर उद्योगों का प्रभुत्व है।

शहर की जानकारी

शहर में निम्न प्रकार से दर्शनीय स्थल है महाप्रभु श्री द्वारिकाधीश का ऐतिहासिक मंदिर,, विठ्ठल सम्प्रदाय की

प्रधानपीठ, नौ चाकी पाल ऐतिहासिक नौ-नौ खण्डों में पाल, राजसिंह जी के महल, ऐतिहासिक किला, दयालशाह किला, साधना शिखर, अणुव्रत विश्व भारती, मामा भणेज- दरगाह, रामेश्वर महादेव, गुप्तेश्वर महादेव आदि

नगरीय प्रशासन

राजसमंद नगरपालिका का गठन 1956 में हुआ। वर्तमान में द्वितीय श्रेणी की नगर पालिका हैं। एवं 25 वार्ड है। बोर्ड का गठन दिनांक 2.2.01 को हुआ है।

शहरी विकास के लिए उठाए गए कदम

नवीन 100 फीट रोड़ शहरी चौराहे का विकास, डिवाइडर निर्माण, पेवर सडक नवीन सब्जी मण्डी व बस स्टेण्ड कांकरोली का निर्माण प्रस्तावित है। एवं ट्रांसपोर्ट नगर का निर्माण, आई.डी.एस.एम.टी. योजना के तहत कार्य। बिजली लाईन का विस्तार, नवीन कालोनियों के अन्दर सामुदायिक भवनों का निर्माण, सुलभ काम्पलेक्स एवं मुन्नालयों का निर्माण, यह सारे कार्य शहरी विकास के लिए किए जा रहे हैं।

Rajasthan News

Local Self Government Minister of Government of Rajasthan Visits directorate of Local Bodies

Mr. Pratap Singh Singhvi, Minister Local Self Government, visited directorate of local bodies on 17th July 2004. Meeting of all the officials and staff of Directorate was organized on this occasion. During the discussion of the activities of the department, Mr. Singhvi mentioned that remarkable work should be done on the areas like sanitation, solid waste management, and financial management.



He also said that, Rajasthan is second largest tourist destination place in India, tourist important places in State should be conserve. He also requested the official to initialize land bank concept for urban local bodies of the state. He also encourages officials to do more inspections of the department in different divisional head quarters of the State.

Regional Workshop on Model Municipality Law at Jaipur

The ministry of Urban Development, Government of India jointly with Government of Rajasthan, NIUA, Indo-USAID FIRE (D) and RIPA is organizing the first regional workshop on 11th August 2004 at Jaipur. This workshop is for wider dissemination of the Model Municipal Law and also to give an impetus to implementation process of various recommendations of the model Municipal Law. This workshop will have participation of State Level Secretaries/ Local Self-Government, Directors of Municipal

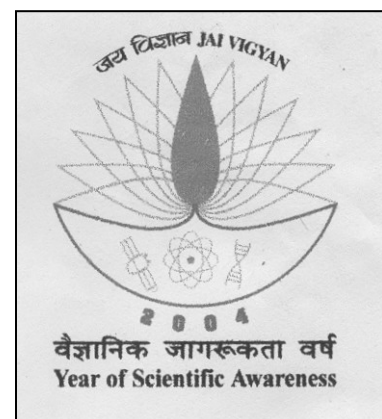
Administration and commissioners of selected cities from states/ UT's of Northern region of the country. The participating States are Himachal Pradesh, Haryana, Punjab, Delhi, Chandigarh, Madhya Pradesh, Chattisgarh, Uttar Pradesh, Uttaranchal and Rajasthan.

Control Room at Jaipur Municipal Corporation

To redress the citizens' complaints regarding services quickly, a control room is established in the Head office of Jaipur Municipal Corporation. This control room is operational on all the week days along with the holidays from morning 7.30 am to 9 pm. Revenue Office of the JMC is in charge of this control room.

New Executive President of CMAR

Mr. Bhaskar Sawant took the charge of the new Chief Executive Officer of Jaipur Municipal Corporation and Executive President of City Managers' Association, Rajasthan. He was formerly working as Collector, District Baran.



Celebrate Year 2004 as Year of Scientific Awareness

Say NO! - To Plastic Bags

WHAT ARE PLASTICS?

Plastics are synthetic substances produced by chemical reactions. Almost all plastics are made from petroleum, except a few experimental resins derived from corn and other organic substances

Plastic has many properties which has made it a raw material of choice for Manufactures of plastic Bags and packing materials. Cost of production, light weight, strength, easy process of manufacture, and availability are few of the properties. There is nothing wrong with plastic as a material. Man has simply not put the plastic to the right use/ or using it without taking proper care of other related norms of usage.

PLASTIC AS PACKING MATERIAL

Plastic has replaced the traditional material (paper/cloth etc) as packing and carry bags because of cost and convenience which is possibly a wrong choice of material for such use. Even though plastic bags can preserve food and can be used for growing vegetables in a controlled environment, their method of disposal has creates unprecedented pollution problem.

PLASTIC HAZARDS

The hazards plastics pose are numerous. The land gets littered by plastic bag garbage presenting an ugly and unhygienic seen. The "Throw away culture" results in these bags finding their way in to the city drainage system, the resulting blockage cases inconvenience, difficult in maintaining the drainage with increased cost, creates unhygienic environment resulting in health hazard and spreading of water borne diseases. This littering also reduces rate of rain water percolating,

resulting in lowering of already low water levels in our cities. The soil fertility deteriorates as the plastic bags form part of manure remains in the soil for years.

It has been observed that the animals eating the bags sometimes die. Plastic goes into the ocean which is already a plastic infested body of water. Fish and other marine species in the water ways, misunderstanding plastic garbage as food items swallow them and die.

SHOULD PLASTIC BE TOTALLY BANNED?

Many household utility items like needle, scissors, blades can heart if not handled properly. Children need to be trained in their proper handling. These utility items are not banned. But because of throw away culture and no objection from passer by, the advice on sensible disposal of plastic bags are not heeded by general public forcing the government to consider banning of plastic bags all together.

"Should plastic carry bags and bottles be banned in totality?" - is a heated issue today. Average Indian uses one kilogram (kg) of plastics per year, the world annual average is an alarming 18 kg. People should be educated on the proper ways of



plastic bag usage and the disposal. The teaching should start right from the primary schools.

THE GLOBAL DIMENSION

More than a 100 million tones of plastic is produced world-wide each year. Though plastics have opened the way for a plethora of new inventions and devices it has also ended up clogging the drains and becoming a health hazard. Many countries, including India, are trying to increase the amount of plastic that is recycled. But commercial interests create hindrance for effective legislation to remove plastics from goods where they can threaten public health. Also there is a clear trend of shipping off the plastic waste of developed countries to under develop and developing countries. India imported 7,841.8 metric tones of plastic waste from the US in the first half of 1994. India is the fourth highest Asian importer of plastic waste behind Hong Kong, Philippines, Indonesia.

FUTURE ALTERNATIVE - ECO-FRIENDLY PLASTICS

However newer technology is also being developed in this regard. This entails the use of DEGRADABLE PLASTICS. The principal is to incorporate into the plastic some chemical that is photodegradable/biodegradable or chemically treatable.

THE SOLUTION

The solution lies in finding. Saving environment is in our hands.

1. Alternative suitable for making Bags and packing material at competitive rate and convenience without having any negative aspect.

2. R&D to make plastic more environment friendly.
3. Educate users to the right disposal methods.
4. Reduce the no of users by reducing the population in the long run.
5. Process vegetable. Etc to higher density so as to reduce the no of bags required to pack and carry.
6. Encourage reusable bags from traditional materials by suitable advertisements to make it fashionable. (This may be the overwhelming factor in favor of traditional material).
7. Cost of mfg bags with traditional material can be subsidized by printing advertisement on the bags.



Plastics creating dreadful pollution, killing sacred cows, blocking drains and sewers and remaining in the land for many years. Surely if the plastic bags did not exist in the first place then there would be no need for the proposed, and very expensive, recycling and recovery programmes that no country can easily afford. There was a time before plastic bags when we all existed happily. Why cannot it be like that again? If you really love and care for your beautiful land, do what many people around the world are doing, **‘say NO to plastic bags’**.

Article Referred from www.vigyanprasar.com

Land Bank Development for Urban Local Bodies

Land regularization is one of the major concerns these days for the urban local bodies in Rajasthan. Unauthorized colonies are growing and taking possession over the agriculture land. All these problems lead to the concept of development of Land Bank with the urban local bodies.

The main aim behind the concept of development of Land Bank is identification of unproductive, vacant and developable plots for the development of bankable project, to increase the revenue of the local government.

Development of Land Bank involves assessment of all kinds of properties in the city. This includes government owned land, agricultural land, Gochar land, land reserved for construction of residential, commercial, industrial, institutional and religious use, along with the land reserved as a green or forest area. Rental properties should also be included under this assessment of the properties. This assessment will be done by means of survey of all the properties within city limits. The assessment should consider area of the property and also the present use of the building.

This assessment gives overall idea of the land available with the local administration. After the assessment local government can take steps to disposal the land or use it for some other use to increase the resources.

You can send CMAR information about the good works done in your city in any of the areas listed below

S. No	Project Category
I	Infrastructure Services
	Water Harvesting
	Solid Waste Management
	Public hygiene, Sanitation and toilets
	Sewage and Drainage
	Lighting of Roads, Public Areas
	Parks, Gardens, Playgrounds etc.
	Markets, Shopping Complexes etc.
	Building Regulations
	Fire Services
II	Financial Management
	Expenditure Control
	Property Taxation
	Double Entry Accounting System
	Advertising, Parking, License
	Innovative Financing & Revenue sources

III	Social
	Slum Improvement
	Poverty Alleviation
	Woman Empowerment
	Veterinary Services/ Animal Management
	Public Awareness/ Citizens' Participation
IV	Public Private Partnership
	Innovative Contractual Agreements
	Contracts on BOO, BOT, BOOT basis
	Involvement of NGOs in various activities
V	Others
	Reforms in Governance
	Computerization/ E-governance
	Decentralization of Administration
	Gardening and Plantation
	Tourism Development, Heritage, Culture
	Disaster Mitigation/ Management
	Rehabilitation and Reconstruction

Bhagidari: 'Citizen- Government Interface'¹

There has been a widely perceived notion among the people that the Government is insensitive to their needs. They feel that policy/programmes announced by the government are generally framed by the officers who spend most of their time insulated within the walls of their offices and do not have any understanding of mechanism by which citizens can have interaction with government officials and can be directly involved in the governance through their representative units like Residents' Welfare Association and Market Traders' Associations, Cooperatives, Federation or other such organizations.

Accordingly, Government of Delhi evolved a scheme 'Bhagidari: Citizens' partnership in Governance'. The project/scheme envisages facilitating of city wide change in Delhi, utilizing processes and principles of multi stake holding collaboration through the application of 'Large Group Dynamics' for developing joint ownership of the change process by citizens and civic agency officials.

Objectives of the Scheme

- The bhagidari scheme envisions evolving a joint forum of public and public servants where both sides not only interact but also develop strategies by consensus for better upkeep of their area and the city.
- The scheme also seeks to empower the common citizen to have a greater say in the development and in the civic matters pertaining to his localities.
- Since the Action Plans/Strategies are to be jointly prepared by the Department officials and the public, so it would help to develop a sense of commitment among the citizens and the officials.

The scheme involves Large Group Interactive Event (LGIE) – a concept which has been evolved and crystallized after discussions with

representatives of citizen groups, officials of public utility departments and experienced professional consultant organizations. The need for large group interaction has been felt for the following reasons:

- 1- As the term implies, 'Small Group Dynamics' works with small groups of 20 to 30 people at a time- hence to cover a sufficient percentage of a large organization or city would take many years, thus losing the required 'momentum' for change to be implemented;
- 2- Secondly. The well-known 'fade-out effect' sets in very quickly after each small-group disperses and its members go back to their respective positions, since there is no 'support group' or large enough 'critical mass' for sustaining the effort to change;
- 3- The small-groups are not large enough to include all relevant multiple 'stake-holders': both internal and external. In fact the small-group method could not even include representation from all decision-making and decision implementing levels of an organization. The 'small-group dynamics' method failed to facilitate system-wise change, simply because it could not include all 'stake-holders', and therefore could not represent a genuine 'microcosm of the whole system';
- 4- As a result of (3) above, the small-groups involved in the change-attempts could not 'develop a mandate' for change, or take any meaningful 'decisions' for change. Even when all-important 'decision-makers' were involved in a 'small-group dynamics' process, they were isolated from say workmen, unions, customers, 'clients', citizens. Hence there was no real 'participation' by crucial 'actors' – hence no 'common ground' emerged in which all stakeholders had a common stake for improving or changing.

Activities to Be Undertaken In the Bhagidari Scheme

Conducting of Bhagidari Workshops

¹ Source: Booklet on Bhagidari Scheme by Government of Delhi

Objective of the Bhagidari workshop is to provide the citizens and government officials and opportunity to recognize their common problems and evolve solutions and make commitments to implement solutions in a time bound manner

Advertising and Publishing

There are two activities major

- Advertisement and publishing under bhagidari scheme includes:
- Printing of News letters

The various inputs provided by departments as well as RWAs/MTAs in different workshops serve as useful source to motivate others. For this purpose it is felt that such information/achievements should be published in the form of a Newsletter through Directorate of Information & Publicity.

Financial Assistance to Bhagidar Citizen Groups for printing of Newsletter

To encourage the Citizen Groups including Resident Welfare Associations/ Market Traders Associations for publishing their news letters on the activities of Bhagidari, it is proposed that some financial assistance of Rs. 500/- to Rs. 2000/- may be provided to such associations, depending upon the circulation as well as the quality of the production including format, color scheme and papers to be used for the news letters

Documentation of Bhagidari Project

It has been decided that the Bhagidari project should be documented from the inception of the concept to its further progress. This would help one to develop the scheme in those areas where it has not shown desired results and also to serve as a feedback to strengthen the process of Citizen-Government interaction. The documentation would also help to understand the scheme properly and subsequently to make evaluation study to determine achievements both in terms of quantity and quality.

Award Scheme for Best Maintained Market/RWA

With a view to provide impetus to the good work done by Government agencies and RWAs /MTAs in the spirit of Bhagidari and to give recognition to their efforts in this direction, it is proposed to

initiate Award scheme for the best maintained market area and RWAs. The awards will be in 2 categories i.e. MTA category and RWA category. Each award will constitute cash prize, one certificate and a citation/ memento.

Financial Assistance to Bhagidari:

In the Bhagidari workshops these has been consistent demand from the RWAs/MTAs to give them financial assistance so that they may be able to take up community projects at their own initiative. There are certain schemes in operation in Departments like Environment & Forest, Urban Development etc. in which financial assistance as Grant-in-Aid is give to NGOs for carrying out specific projects.

बीओटी आधार पर योजनाओं के क्रियान्वयन हेतु गाईडलाइन्स निर्देशित

राज्य में तेजी से हुए सर्वांगीण विकास और कल्याणकारी सुविधाओं के कारण, आबादी के निरन्तर वृद्धि व रोजी-रोटी के लिए गांवों से शहरों की ओर पलायन होने से शहरी क्षेत्रों में आबादी वृद्धि के साथ-साथ नगरीय क्षेत्रों की समस्या दिन-प्रतिदिन बढ़ती जा रही है। राज्य सरकार के सीमित साधनों से हर संभव प्रयासों के बावजूद भी नगरीय क्षेत्रों में मूलभूत सुविधाओं का काफी अभाव पाया गया है। नागरिकों को मूलभूत सुविधाएं उपलब्ध नहीं होने के कारण नागरिकों को मूलभूत सुविधाएं उपलब्ध कराने के लिए माननीय उच्च न्यायालय में जनहित याचिकाएं समय-समय पर दायर की जाती रही है।

इस सन्दर्भ में निदेशालय स्थानीय निकाय से बीओटी आधारित योजनाओं के क्रियान्वयन हेतु गाईडलाइन्स सभी नगर निकायों को निर्देशित की गई है। बीओटी आधारित योजनाओं के क्रियान्वयन से निकायों को निर्माण पर राशि व्यय नहीं करनी पड़ेगी एवं विज्ञापन शुल्क के रूप में राजस्व भी प्राप्त होगा साथ ही नागरिकों को मूलभूत सुविधाएं भी उपलब्ध होगी।

बीओटी आधार पर आवश्यकतानुसार निम्नानुसार सुविधाओं के लिए योजनाएं क्रियान्वित की जा सकती हैं:-

1. सार्वजनिक शौचालय का निर्माण
2. बस शेल्टर्स
3. "सूचना हेतु ओवर हेड गेन्ट्रीज"
4. सूचना एवं दिशा निर्देशक साइनेजेस
5. ट्री गार्ड,
6. कचरा पात्र
7. पार्कों में बैठने हेतु बेंचेज,
8. कम्यूनिटी हॉल का निर्माण
9. पार्क का विकास व रख-रखाव
10. चौराहों का निर्माण व रख-रखाव
11. पार्किंग सुविधा,(भूमिगत व भूतल पर)
12. शमशानों का विकास आदि

नगर निकाय बीओटी आधार पर इन सुविधाओं में से आवश्यकता अनुसार योजनाएं तैयार कर नागरिकों को मूलभूत सुविधाएं उपलब्ध करा सकती है।

Urban Reform Incentive Fund (URIF)² – An Update*

The 2002-2003 Budget called for setting up an URIF with an initial outlay Rs. 5 billion to provide reform-linked assistance to states. The government of India approved the proposal on 28th June 2003. In the first phase, the URIF will provide incentives to state governments to carry out reforms in the following areas;

- Repeal of the Urban Land Ceiling and Regulation Act at the state-level by resolution;
- Rationalization of stamp duty in phases to bring it down to no more than 5% by the end of the Tenth Plan period;
- Reform of rent control laws to remove rent control so as to stimulate private investment in rental housing;
- Introduction of computerized processes of registration;
- Reform of property tax so that it may become a major source of revenue of urban local bodies, and introduction of arrangements for its effective implementation so that collection efficiency reaches at least 85% by the end of Tenth Plan period;
- Levy of reasonable user charges by urban local bodies, with the objective that the full cost of operation & maintenance is collected by end of the Tenth Plan period; and
- Introduction of double entry system of accounting in urban local bodies.

The funds under URIF will be released as additional central assistance to the states. Allocations are based on the share of each state's urban population compare to total urban population. The states will enter into Memorandum of Agreement (MOA) with the Ministry of Urban Development & Poverty Alleviation (MOUDPA) for carrying out the above reforms. States that do not wish to undertake all the seven reforms can sign a MOA covering less than the complete reform package. Each reform area has been assigned a special weight age. On signing the MOA 50% of the

outlay will be released and the balance 50% will be given to the state governments after achieving the prescribed milestones.

Reform Area	Proposed Weightage (% of State's Share of URIF)
Repeal of the Urban Land Ceiling and Regulation Act	10
Rationalization of stamp duty	20
Reform of rent control laws	20
Introduction of computerized processes of registration	10
Reform of property tax	10
Levy of reasonable user charges	20
Introduction of double entry system of accounting in urban local bodies	10

The government of India is in the process of constituting an empowered committee under the Chairmanship of Secretary, Urban Employment and Poverty Alleviation. The committee will assess the milestones achieved before releasing the incentive payment corresponding to that milestone. Various state governments have signed MOAs and have agreed to undertake reforms.

Government of Rajasthan signed a MoU with Government of India and got sanction of Rs. 5.93 Corres as a first installment out of Rs. 9. Total funds available for this year will be used for the urban development, housing projects etc.

* Source: Ministry of Urban Development & Poverty Alleviation, Govt. of India.

² Urban Finance, Quarterly Newsletter by NIUA, Vol 7 No 1, March 2004

Impact of 74th Constitution Amendment Act, 1992 on Capacity Building in Urban Local Bodies³

The urban local bodies have remained weak in the management of urban growth, development and, therefore, most of the cities/ towns are experiencing persistent deficiencies in urban service delivery, lack of qualified personnel and professional capacities etc. The plight of smaller municipalities is quite acute. Erosion of the functional base of urban local bodies in several state has further added to their difficulties. In addition, increase in urban population (285 million in 2001) poses a big challenge to the urban planners, policy makers and city managers engaged in urban planning, development and management.

The main thrust of the 74th CAA, 1992 is to decentralize powers to urban local bodies and to strengthen the democratic units of local self-governments both from functional and financial points of view. For the effective decentralization, it is essential to initiate capacity building for better urban management through a series of initiatives to enable the local self-governments to accept the growing challenges being posed by repaid urbanization. The passage of 74th CAA, 1992 will facilitate the urban local bodies to address the issue of urban management comprehensively and pursue the agenda of urban sector reforms.

There crucial issues which may ensure urban sector performance are: (a) a clear visualization by the urban local bodies of their functions and responsibilities, (b) necessary financial autonomy to discharge functions as listed in the 12th Schedule of 74th CAA, 1992 and (c) the responsiveness to the local needs and accountability by the municipal bodies. Therefore, it is important for the municipal bodies to be in a position to identify the civic problems, look into the core causes and means of solving them,

mobilize resources and allocate finances optimally to tackle the civic problems.

The 74th CAA, 1992 has devolved considerable responsibilities to the urban local bodies in terms of planning and management of local areas. The managerial capability of the urban local bodies to deal with such onerous responsibilities need to be augmented to make them effective and efficient instruments for qualitative change in urban sector.

In view of the above, there is a need to man all urban local bodies with the personnel having expertise in urban development planning and management, with the required expertise specialization to make them more efficient and effective instruments to strengthen local self governance.

With the constitutional empowerment, as per the 74th CAA, 1992 the urban local bodies will be able to apply effectively such integrated development management approach for achieving the much needed integration of spatial/physical planning, and economic planning to ensure effective development of scarce resources. Therefore, there is a need that all the capacity building efforts should aim at making the local bodies more responsive to, and effective for the needs of the people. Strategies for capacity building need to be based on a realistic assessment of the human resources required in the light of 74th CAA, 1992 to enable local bodies to perform the function assigned to them more effectively.

Taking into accounting the provisions of Article 243 W (a) of the 74th CAA, 1992 including the 12th Schedule, it is evident that socio-economic and spatial planning and development shall be the main function of urban local bodies. The 12th Schedule lists out eighteen such functions to be performed by the urban local bodies. Most of the state governments have completed the task of amending the existing municipal laws to ensure conformity with the provisions of the 74th CAA,

³ Source: Implementation of the 74th Constitutional Amendment Act by, All India Institute of Local Self-Government, Mumbai

1992 including the setting up of State Finance Commissions. The enlarged functions of the municipal bodies thus call for professional and managerial skills of higher order along with appropriate policies for personnel management. Therefore, the training needs of the urban local bodies need to focus on such areas as: municipal administration, municipal services, urban programmers and projects, municipal finance, urban economic development, urban environment, urban land management, urban planning, urban poverty alleviation, etc.

Need for Capacity Building in Urban Management:

As already mentioned capacity building for urban management for efficient discharge of municipal functions requires improvement of technical, financial, managerial and regulatory capabilities. Capacity building is a long term regular process which needs to be taken care at various levels through strengthening of institutions and development of human resources, including training and exposure to efficient practices. The goal of capacity building of urban local bodies should be to enable them to function effectively. In view of the larger functional domain of the municipalities under the 74th CAA, 1992 and the fact that these municipal functions require specialized knowledge, human resource development should form an important component of capacity building efforts for municipalities. Specialized training and capacity enhancement programmes needs to be developed for the municipal functionaries as well as the elected representatives, involving the government and non-government research institutions.

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Hon' Minister, Local Self Government

Patrons

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Secretary, Local Self Government
Ms. Usha Sharma,
Secretary, Urban Development & Housing
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**List of Useful Web sites for
information on Urban Concerns:**

www.adb.org

www.cmag-india.org

www.hudco.org

www.niua.org

www.unchs.org

www.urbanindia.nic.in

www.bestpractices.org

www.citiesalliance.org

www.worldbank.org

www.censusindia.net

www.planningcommission.nic.in

www.icma.org