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The Ministry of Urban Development (MoUD) has set up a platform for networking among Jawaharlal Nehru National Urban Renewal Mission (JnNURM) cities known as Peer Experience and Reflective Learning (PEARL). This has been done "to create manageable networks between JnNURM cities for cross-learning and sharing knowledge on urban reforms and governance".

### National Workshop on Mega Cities

A National Workshop on Mega Cities was held at NIUA, New Delhi on 4th July 2009 as part of the PEARL Programme under JnNURM. The workshop was attended by senior officials from the Ministry of Urban Development, Kolkata Municipal Corporation (KMC), Municipal Corporation of Greater Mumbai (MCGM), Ahmedabad Municipal Corporation (AMC), and New Delhi Municipal Council (NDMC), as well as representatives from Mega Cities Association (MCA), International Council for Local Environmental Initiatives (ICLEI), Water and Sanitation Programme (WSP), International City Managers Association (ICMA), City Managers' Association Karnataka (CMAK), City Managers' Association Gujarat (CMAG), Urban Management Centre (UMC), Center for Environmental Planning and Technology (CEPT), NIUA etc. The main objective of the workshop was to discuss the JnNURM Urban Reforms, PPP and the innovative initiatives taken in the respective cities of the Mega Cities Group.

Prof. Chetan Vaidya, Director, NIUA welcomed the participants and highlighted the objectives, vision as well as the working of the PEARL Programme. Mr. Alapan Bandyopadhyay, IAS, Commissioner, KMC also welcomed the participants, traced the formation of the MCA and discussed its activities.

In his keynote address, Mr. P.K. Srivastava, IAS, JS JnNURM, highlighted the need for interaction at the highest levels between cities and for cross learning amongst them. Mr. Srivastava emphasized that

mega cities need to fasten the process of implementation of Detailed Project Reports (DPRs) and reforms. He outlined four areas which the mega cities can explore for further work: a) Accessing funds from the financial market; b) Public Private Partnership (PPP); c) Clean Development Mechanism; and d) Urban Transport. On this occasion, he also released a catalogue (documented by the MCA) on innovative practices by the seven-mega cities titled "Mega Cities on Reforms: A Catalogue on Innovative Practices 2009".

Prof. V.K. Dhar, NIUA, made a presentation on the overview of PEARL activities. He apprised the participants of the progress made in the areas of knowledge sharing and cross-learning through the website [www.indiaurbanportal.in](http://www.indiaurbanportal.in) and the "PEARL Update" Newsletter. On this occasion, the first volume of the "Documentation of the Best Practices" prepared under PEARL by the Institute was circulated amongst the participants.



Mr. Prakash Kumar, Director, Public Sector, IBSG, CISCO made a presentation on the importance of collaboration in urban governance using Information Technology. He shared ideas to strengthen the PEARL portal and to sustain it as a vibrant knowledge sharing platform amongst cities.

The last session on Urban Reforms and PPP saw presentations from four cities - Kolkata, Mumbai, Ahmedabad and New Delhi. City representatives discussed the status of JnNURM Reforms and the



innovative initiatives taken in this regard in their respective cities.

Mr. S. Islam, IAS, Joint Municipal Commissioner, KMC outlined the Capacity Building Program (CBP) of the KMC launched in 2003 to raise the standards of delivery of municipal services. The CBP sought to bring improvements in the following areas: a) Organizational Development; b) Public Relations and Communication; c) Geographic Information System; d) Program Management and; e) Resource Mobilization and Improved Financial Management.

Mr. Rajindra Vale, Deputy Municipal Commissioner, MCGM discussed the status of reforms in Mumbai city. He highlighted MCGM's e-governance initiatives, GPS-based vehicle tracking system for Solid Waste Management and the PPP model for redevelopment of old buildings in the city.

Mr. M.S Patel, Deputy Municipal Commissioner, AMC discussed the initiatives taken for the implementation of JnNURM reforms in the city in areas such as property tax, user charges, e-governance, financial management, accounting reforms, public disclosure, services for the urban poor, public private partnership etc.

Mr. Manish Kumar, Financial Advisor, NDMC presented a case study of Accounting Reforms in e-governance entitled "e-financial in the NDMC". He discussed the use of e-governance to address accounting reforms at the NDMC.

Key outcomes of the meeting were:

- e-governance should take a lead in the reform agenda and the PEARL platform can be suitably used to share knowledge and information;
- Mega cities should find a way to access the capital market to enhance their financial resources and make themselves self sustaining;
- Possibility of setting up working groups amongst cities to look and identify common issues of the Mega Cities, work upon these issues and come out with suitable solutions. Such solutions may be shared through the PEARL network. The working groups may also include specialists from national and internationally reputed organisations, donor agencies etc.

At the end, Prof. Vaidya summarized the deliberations and thanked all the participants.

## Mega Cities and Urban Reforms

### KMC's Capacity Building Program shows Impact

The Capacity Building Program of the Kolkata Municipal Corporation was launched in 2003 to raise the standards of delivery of municipal services. Department for International Development, Government of UK funded this project, over a six-year period beginning 2003. Consequently, new departments have been created like Town Planning, Social Sector and the PPP Cell; citizen-centric processes have been introduced and there has been increased accountability for service delivery. In the area of e-governance, four e-Kolkata Citizen Service Centres have been made operational, 25 departments have been computerized under the Municipal Administration System and the implementation of GIS is under progress.

### MCGM goes Innovative for Recruitment of Class IV Employees

The Municipal Corporation of Greater Mumbai introduced a unique walk-in selection method for recruitment of Class IV employees. Under this, the vacant posts are advertised in newspapers and other media. The notifications are also sent to respective employment exchanges. Most of the selections are completed on the day of recruitment. The selection procedure include scrutinizing the documents of candidates present, identification of eligible individuals, declaration of merit list (category wise/caste wise) of selected candidates, directing the candidates for medical examination and police verification and sending them for appointment according to vacancies of the respective departments. Introducing this method, there has been a drastic reduction in time required for recruitment. Further, the entire process is transparent and is economical for both candidates as well as the administration.

### Ahmedabad shows the way in Pro-Poor Reforms

Ahmedabad has taken the lead in implementation of JnNURM reforms. Of special mention are its schemes for the urban poor. AMC has successfully implemented the Slum Networking Project. AMC has shown that slums can be drastically improved through participatory process. Further, it has undertaken detailed socio-economic surveys of the urban poor, rehabilitation of project affected poor families, skill up-gradation of slum dwellers through its "Umeed" training programme and up-gradation of slums.

## NDMC uses e-governance to achieve Accounting Reforms

The New Delhi Municipal Council sensing the need for real time Management Information System and for implementing accounting reforms decided to develop a financial accounting package that would be fully compliant with the National Accounting Guidelines. NDMC entered into an agreement with e-governance foundation. Consequently, a flexible codification structure was implemented. The e-governance financial accounting cover various aspects such as ledger, fixed asset management, fund-based accounting, budgeting, bank management, reporting (statutory and accounting reports) and property tax integration.

### "Documentation of Best Practices"

"Documentation of Best Practices" Volume 1, under PEARL is a publication designed to document Best Practices. The best practice case studies have been drawn from the PEARL website India Urban Portal database. Each case study presents brief summary, key dates, situation before the initiative, strategy to develop the initiative, the process, results achieved, sustainability, lessons learnt, recognition and replicability. The document has been prepared as part of PEARL activity for peer networking and horizontal learning among mission cities. The best practices include a cross-section of categories such as Sectors/Services (Water Supply, Solid Waste Management, Sewerage/Drainage, Roads/Flyovers and Public Transport System), Urban Reforms, Public Private Partnership, Urban Poverty, Disaster Management and Environment.

The details of the best practices are also available on [www.indiaurbanportal.in](http://www.indiaurbanportal.in)



The following best practices are covered in the report:

- Operation and Maintenance Practices in Water Supply System: Surat, Gujarat;
- Water Quality Monitoring System: Surat, Gujarat;
- Pilot 24x7 Water Supply Project: Nagpur, Maharashtra;
- Installation of Centralized Bio-medical Waste Treatment Facility on BOOT basis: Surat, Gujarat;
- Waste Processing Plant through Public Private Partnership: Rajkot, Gujarat;
- Door to Door Refuse/Garbage Collection System: Surat, Gujarat;
- Advance Locality Management Programme: Greater Mumbai, Maharashtra;
- Green Energy Generation from Sewerage Gas: Surat, Gujarat;
- Inter-governmental Convergence for Integrated Sewerage System: Bhubaneswar, Orissa;
- Diversion of Domestic Sewage for Improving Urban Lake Water: Bhopal, Madhya Pradesh;
- PPP for Street Lighting and Energy Conservation: Bangalore, Karnataka;
- Innovative Techniques in Construction of Footpaths: Bangalore, Karnataka;
- PPP in Street Lighting: Vijayawada, Andhra Pradesh;
- Station Area Traffic Improvement: Pune, Maharashtra;
- City Bus Service in Surat on PPP Basis: Surat, Gujarat;
- Dattak Vasti Yojana (Slum Adoption Scheme): Mumbai, Maharashtra;
- Accounting Reforms in Urban Local Bodies of Karnataka: ULBs, Karnataka;
- Ahmedabad Property Tax Reforms: Ahmedabad, Gujarat;
- Emergency Operations Centre: Mumbai, Maharashtra; and
- Idol Immersion Activities and their Management in Water Bodies: Bhopal, Madhya Pradesh.

### Latest on the PEARL Web

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- National Urban Water Awards 2009.
  - JnNURM Awards 2009.
  - Mega Cities Network.
  - e-courses at CEPT University, Ahmedabad.
  - New Best Practices.
  - Pooled Municipal Debt Obligation Facility.
  - Latest Publications.
  - Daily Updates - News and Events.





## Performance Awards to JnNURM Cities 2009

MoUD instituted awards for cities, which have demonstrated improvement in urban services and financial management. Continuing this practice, MoUD intends to felicitate mission cities for improvement demonstrated by them in 2009, in the following 3 categories: (1) Achievement for improvement in basic services; (2) Achievement for financial sustainability; and (3) Achievement for environmental initiatives. MoUD proposes 6 Sector Awards, within these categories. Each Sector Award is proposed to cover 2 cities one award for best performing city and one award for runner-up city. The sectors for awards are as following:

Category	Sectors for Awards
Basic Services	A - Water supply B - Wastewater Management and Drainage C - Solid Waste Management
Financial Sustainability	A - Financial Management B - Implementation of Reforms
Environment	A - Environment Initiatives

With a view to obtaining an objective and fair assessment, MoUD has constituted an independent expert committee to evaluate and select cities eligible for awards. A pro-forma has been developed and circulated to all JnNURM cities seeking data on specific performance indicators.

### CALL FOR URBAN INITIATIVES

PEARL Update welcomes contributions on initiatives related to urban reforms, best practices, latest happenings relating to JnNURM in different states or ULB's for publication in the newsletter. Best Practices Format to send entries can be downloaded from [www.indiaurbanportal.in](http://www.indiaurbanportal.in) and [www.niua.org](http://www.niua.org)

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UPCOMING



National Workshop  
on PEARL

November 6, 2009  
Hyderabad

### JnNURM Primers

The Ministry of Urban Development (MoUD) has finalized the following Primers for Mandatory and Optional Reforms under JnNURM:

#### Mandatory Reforms

##### ULB level Reforms

- e-governance
- Municipal Accounting
- Property Tax

##### State level Reforms

- Rationalization of Stamp Duty
- Community Participation Law
- Public Disclosure Law

##### Optional Reforms

- Revision of Byelaws to make Rainwater Harvesting Mandatory
- Introduction of Computerized Process of Registration of Land and Property
- Byelaws for Reuse of Wastewater
- Administrative Reforms
- Structural Reforms
- Encouraging Public Private Partnership
- Revision of Building Byelaws to Streamline the Approval Process
- Simplification of Legal and Procedural Frameworks for Conversion of Agricultural Land for Non-Agricultural Purposes

The primers are available on the PEARL website [www.indiaurbanportal.in](http://www.indiaurbanportal.in)