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City Manager

A quarterly newsletter from the City Managers' Association, Karnataka

Inaugural Issue

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Editorial

Welcome to the first edition of *City Manager*. This newsletter aims to convey our vision, concerns and passion on a regular basis, to motivate the people behind a city's development besides providing useful information about urban management, planning and development.

This inaugural issue is a brief introduction to CMAK, the future editions will bring you more details of events, features of best practices and innovative ideas leading to focused editions on urban themes and issues. CMAK endeavors to support and encourage best practices within Urban Local Bodies and help improve the local government capacities and skills by facilitating sharing of knowledge, information and urban management practices.

While CMAK's formation was facilitated by the support provided by Government of Karnataka, NIUA, ICMA, USAID, USAEP and CMAG, the formation of this forum of City Managers and urban professionals was largely possible due to the co-operation of the present team with initial support received from a few progressive City Managers. CMAK uses this occasion to acknowledge their initial support and encouragement.

We do look forward for an interactive relationship with all who read *City Manager* and welcome suggestions and ideas. We are sure that together we can make urban environment in Karnataka a role model for other cities to follow.

As someone remarked

"Cities become what City Managers and Citizens make of them".

Deepti Nanawati

Co-ordinator, CMAK

In this issue...

Words Of Encouragement

From The President's Desk

A Tale Of Two Cities

The Reno City Exchange Program with Bangalore City Corporation

Nirmal Nagara- An Agenda For Reforms

India Best Practice Symposium 2003

E-governance using Siti-cable network in Vijayawada Municipal Corporation.

Wireless Grievances Redress System in Tumkur City Municipal Council

Energy Efficient street lighting system in Vadodara Municipal Corporation

Best Practices Documentation Format

Latest Tools & Technologies

FBAS- A Comprehensive tool for self reliance in Urban Governance.

Clean Beaches

Events

Management Committee 2003

Words of Encouragement



Mr. S.M. Krishna
*Chief Minister,
Govt. of Karnataka*

Continuing rapid urbanization is exerting pressure on urban services leading to unsatisfactory living conditions. In recent years, Government of Karnataka has launched innovative and new practices in urban systems in order to boost infrastructure and quality of civic services in Bangalore and other major urban centres in the state. Alongside these reforms and practices there is a critical need to revamp the capacities and skills within ULBs and the skills required to administer important public activities and functions. We need effective and purposeful City Managers- officials of Municipal Councils, Municipalities, Municipal Corporations, Urban Development Authorities who have direct / indirect impact on what the Government decides to do and its success in getting it done.

The new trends in urbanization have placed new demands on capabilities of local manager's skills. There is a need for a professional forum of City Managers and urban professionals in Karnataka like CMAK. I am glad CMAK is evolving professional development programmes for officials of ULBs. I appreciate the sustained efforts of these professionals. This is a unique venture. Let it be our first expression of creative energy flowering out of our newly earned status through the 74th Amendment. Let us strive to achieve highest standards within a time frame. I am glad that as part of information dissemination, CMAK is bringing out a newsletter. I hope this publication will help focus on urban issues relevant to our situation.

I extend my best wishes to the CMAK

S. M. Krishna



Mr. D.K. Shivakumar
*Minister for Urban Development
Govt. of Karnataka*

Rapid growth of population and urbanization in Karnataka and the fast deteriorating quality of civic services has brought about an imminent need on the part of all actors, starting with city officials, elected representatives, professionals, research groups, civil society and policy makers to do something that would ensure an acceptable quality of life. One-way of 'doing something' is to strengthen the capabilities of municipal / city managers, someone who translates policies into action at the working level. I am happy that the Association of City Managers is being set up in Karnataka with active support from young enthusiastic professionals in the field.

It is time for us to take forward the recent urban innovations / trends through professional management of ULBs in Karnataka. I appreciate the efforts put behind to bring out focussed editions of "*City Manager*" in order to share information among ULBs.

I wish the CMAK team all success in their efforts.

D. K. Shivakumar

PARTNERING WITH CMAK are ICMA-US & ICMA India Project office!

It is our pleasure and privilege to be associated with the City Managers' movement in India. We are very happy that CMAK is bringing out its first volume of Newsletter. India's urban issues with all their related challenges and opportunities demand their first place on the national / state agenda and that more serious efforts are made to help cities. The CMA movement is a step in this direction to bring urban local bodies on one platform and facilitate learning and sharing among them to channelise their efforts to achieve common goals and voice common concerns. CMAK is one amongst the nine nation wide CMAs and we are sure that this movement shall succeed in its attempt at professionalising urban management. We extend a warm welcome to all the members of the India -CMAs to be partners in the world wide membership of City Managers. We all can draw upon the experience of practitioners of urban management from any corner of the world. ICMA India dedicates its support and assistance to CMAK.

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Mr. S. Kumar Bangarappa
*Minister of State for Municipal Administration,
Govt. Of Karnataka*

In the wake of an unprecedented pace of expansion in urban areas in Karnataka which is growing at a much larger proportion than the country as a whole and the resultant challenges and pressures that our urban centres pose today, we need to review these problems and challenges in order to prepare for the future. Responding to this need is a professional body of city officials and professionals "City Managers' Association Karnataka" which is striving to build capacities and bring professionalism within ULBs in Karnataka. CMAK is timely in the sense that it offers an opportunity to review the current problems, challenges to "think together" and address our concerns.

I am happy to note that CMAK is bringing out a newsletter featuring urban themes and issues.

S. Kumar Bangarappa



M.R. Sreenivasa Murthy, IAS.,
President,
City Managers' Association, Karnataka
Commissioner, BCC

City Managers' Association, Karnataka is striving to promote adoption of a professional approach by the Managers in Urban Local Bodies in meeting the challenges faced by them in different situations. In this context sharing of knowledge and experience among City Managers is extremely important. Solutions to various problems tried and tested in different local bodies can be successfully adopted by others with suitable modifications. This will encourage innovative initiatives on the part of City Managers who can gain confidence in the fact that many people in the profession are trying out new ideas and methods to solve problems of various kinds. Sharing of knowledge on the best practices among Urban Local Bodies will go a long way in upgrading the quality of management practices in this field of governance. I am sure that the efforts of CMAK in this direction will receive due encouragement and support from all concerned.

M.R. Sreenivasa Murthy

The Reno City(U.S) Exchange Program with Bangalore City Corporation

A Memorandum of Understanding was signed between the BCC and Reno city under the Resource Cities Program of the International City Management Association. The MoU will facilitate managers of both cities to exchange technical know-how and working together on projects of common interest over the next 18 months. It will also enable officials and elected representatives of the two cities to exchange visits and other modes of consultation to learn about the best practices in city management. The Resource City Program is being funded by USAID.

Reno city has set up a one-stop citizens facilitation center, which will help people obtain any kind of information about rules. The model would be studied and experimented in Bangalore. The data base for maintenance of 4000km of roads and 8000km of pavements would also be created along with drawing up a vision plan for the city involving long term goals, strategic planning and financial implications.

Partnership Objectives:

The MoU will cover areas such as strategic planning, maintenance of roads and work management

- To agree to a vision statement and develop a city wide strategy so that the city may focus directly on the needs of Bangalore's future growth
- To develop a Management Information system that will:
 - Identify the areas of cooperation to improve the information infrastructure
 - Explore the possibility of using the information model to offer citizen services
 - Use of standards and formats adopted in MIS
- To develop a maintenance tracking and street evaluation system that will:
 - Establish a street/side walk rating system.
 - Incorporate the evaluation into a database reflecting appropriate characteristics of the street.
 - Link if possible with the GIS.

The Resource Cities and City-to-City partnership programs build practical technical support relationships between U.S. cities and cities in developing and transitional countries. A concept developed by International City/County Management Association in 1997, ICMA's Resource Cities partnerships have proven effective in addressing a cross-sectoral range of local government issues. They are a proven way to demonstrate the feasibility of a municipal management change, financial management reform, or municipal service delivery innovation. USAID has chosen three partnerships in India in Indore, Jabalpur, and Bangalore. It involves working together through exposure visits to either countries and implementing an action plan which would be prepared by the partner teams



Bangalore signing an MoU with Reno City



Nilaya Mitash, IAS.,
*General Secretary, City Managers' Association, Karnataka &
 Director of Municipal Administration*

Nirmal Nagara - An Agenda for Reforms

1. 34% of Karnataka's population lives in the urban areas (17.9 million out of 52.73 million). The urban settlements as per the census definition has grown only by 10 percent from 219 in 1901 to 237 in 2001. This means that the urban growth in the last 100 years has taken place by the enlargement of the existing towns and cities rather than from addition of new towns.

2. 2/3rds of the urban population in Karnataka lives in Class I cities. Urban population in Karnataka is expected to grow up to 37.55% by the year 2011 (Registrar General, India, 1996)

3. The list of problems for the urban areas is big. The infrastructure is inadequate, and wherever created is inadequately maintained, resource mobilization is low, record keeping functions are poorly done, cities are not cleaned properly, up to 30% of the citizens do not have access to toilets, 9 lakh urban poor families do not have access to good living conditions and access to economic opportunities, regulatory and town planning functions are derogated to harassment, managerial incapacity fuelled by negative attitudes are citizens' nightmare, transparency is a casualty, elected representatives' capacity to appreciate and lead change is limited. The list is several times longer. In short, credibility level is low.

4. **The Agenda for reforms** : The Directorate of Municipal Administration has drawn up an Agenda detailing out the priority for the urban areas. This covers Resource Mobilization, Infrastructure creation and Management, Urban Poverty Alleviation, Transparency and Participation and Good Governance and Local Accountability. While this will be the Agenda to be slowly and surely ushered in, it is felt necessary that about 5 priority activities to be taken up in 31 cities of Karnataka. The activities should be implementable in about 18 months time, sustainable beyond that, should be perceivable and should change the way people perceive the urban bodies.

Nirmal Nagara is an urban reforms programme initiated by the Directorate of Municipal Administration for 31 towns of Karnataka to deal with the problems of increasing urbanization.

An agenda was drawn up to cover the issues of resource mobilization, infrastructure creation and Management, Urban Poverty Alleviation, Transparency and participation for good governance and local accountability. This agenda will be implemented in 18 months time with 6 activities to be prioritized for each town and the cost details are worked out for each of the activities.

The activities chosen for the focused approach are:

- Urban Stree-Shakti (Poverty Alleviation).
- Urban Cleanliness (Solid Waste Management)
- Access to toilets for urban poor
- Property Taxes reforms and property related GIS
- Computerisation
- Fund Based Accounting System

Nilaya Mitash

INDIA BEST PRACTICE SYMPOSIUM 2003

ICMA-India organised a two day India Best Practice Symposium at Delhi on the 16th -17th October 2003. This event was organised in association with National Institute of Urban Affairs, City Managers' Association Gujarat, CMAs of Andhra Pradesh, Karnataka, Maharashtra, Madhya Pradesh, Orissa, Rajasthan, Tamil Nadu and Uttaranchal, Ahmedabad Management Association and was supported by United States Agency for International Development (USAID)-United States Asia Environmental Partnership (USAEP).

About 100 participants including members of City Managers' Associations, NGOs, Training Institutes, Consulting groups and Academia attended the symposium. There were participants from the League of Municipalities, Philippines and Municipal Association of Nepal also. The event was inaugurated by Mr. Rajamani, IAS, Joint Secretary, Ministry of Urban Development and Poverty Alleviation, Govt. of India.

ICMA-India released a catalogue comprising of about 50 practices ranging from best practices to good ideas. There were 15 presentations made on topics ranging from financial management, physical planning and infrastructure to energy efficiency to slum upgradation initiatives. The symposium gave an opportunity for cities and participants to discuss and know about best practices in detail.

From Karnataka, presentations were made on Fund Based Accounting System by Mr. Srihari, Additional Commissioner, BCC and on Public Private Partnership (BCC-BATF) by Mr. M.R. Sreenivasa Murthy, Commissioner, BCC.

Some of the interesting best practices and initiatives are presented below.

E- governance using Siti-cable network in Vijayawada Municipal Corporation.

Greater transparency, accountability and empowerment to the citizens are the core objectives of an e-governance initiative. This would entail streamlining of processes and citizen partnership through the dissemination of information.

The biggest criticism of any e-governance initiative is that all the benefits of e-governance are confined to the upper middle class and the rich class. People from the weaker section rarely have access to facilities like internet. The Vijayawada Municipal Corporation has broken the jinx. Now all the information that was available on the website of VMC can be accessed through the local cable network. The citizens of Vijayawada can now access the database of the Municipal Corporation through dialing on one of the two dedicated numbers, which connects to the Municipal server, the phone instrument works as the key board and the television set serves as the monitor.

contd.....

Services delivered by this system:

- Delivering the birth certificate at the doorstep of the applicant.
- Sanctioning of building plans.
- Payment of different type of taxes and non-tax payments through Siti e-Seva.
- Filing and checking the status of complaint.
- Checking the status of the file from the applicant's home.
- Bringing more transparency to the tendering process.

The public response, by way of overwhelming demand will itself ensure the sustainability of the project. The implementation of the system has contributed to a marked decline in the amount of paperwork involved in the process. The benefits of e-governance are now received by 80% of the people in the town, against the earlier 2-3%.

Wireless Grievances Redress System In Tumkur City Municipal Council (TCMC).

The Tumkur city municipal council was not able to address the citizens' grievances efficiently due to lack of proper systems between the council and the field staff. The TCMC installed a Wireless Public Grievance Redress System for providing a better level of service to the citizens. The system has considerably improved the efficiency of the municipal staff. Complaints used to take 2-3 weeks time to get resolved are now attended within 2-3 days.

Energy Efficient street lighting system in Vadodara Municipal Corporation (VMC).

VMC realized the need for provision of uniform illumination with increased energy efficiency. The steps undertaken for this purpose are:

Concept of procuring lighting instead of lighting material

VMC invited lighting design oriented tenders based on IS-1944 (part 1 & 2) 1970, code of practice for lighting of public thoroughfares to achieve required and uniform illumination, which saves capital cost and electrical energy. Photometry terms were given to the contractors for a given length of the road and the lighting level to be maintained.

Energy saving by time management

Annual programmable time switches taking into account the sunset and sunrise timings were preferred rather than the conventional manual ones. Further saving was done by staggering of luminaries after 11 PM during very low traffic density.

Selection of Energy Efficient lamps and luminaries

Selection of lamps and luminaries was based on wattage, luminous flux (lumens), average burning life in hours. All these measures resulted in overall savings of 52.50% in electrical consumption.

Introduction

Our cities face identical problems and have similar issues to address such as growing slums, water shortages, environmental degradation, inadequate infrastructure, lack of finances, etc. Urban authorities of the city are taking a number of measures to control and divert the development into a sustainable and better living environment. Information crisis and lack of endeavour to take innovative steps is hampering their capacity to develop and analyse the state of urban management. Moreover, there is a little appreciation of what their own remedial measures and policies are in fact achieving. There is a need to disseminate the information that each local body is having regarding problems solved or innovative steps taken for efficient functioning of a system. Such good / best practices can be replicated in other cities and similar benefits can be reaped there. The identification and documentation of such practices will provide valuable database for capacity building of local bodies. It will also encourage the local bodies to adopt and evolve new ideas leading to the setting of new paradigms for effective governance and efficient urban management in future.

What are Best Practices?

Best practices can be defined as

- Initiatives that have a tangible impact on improving people's quality of life and living environment;
- Proven to be sustainable in their economic, environmental, social and cultural components
- And it has a lasting effect on policy and decision-making, use of resources and management systems.

Why should we document Best Practices?

- To share the success stories with various stakeholders: public and private to improve the quality of life
- To build a platform for interchange of innovative ideas
- To build a database to be accessed by the urban local bodies to find solutions of the problems of urban development faced from time to time. Such good / best practices can be replicated in other cities and similar results can be reaped there.
- Give encouragement to local bodies to adopt and evolve new ideas leading to the setting of new paradigms for effective governance and efficient urban management in future.

Invitation for Proposals for documentation of Best Practices

We request you to give some of the best practices in your local body for us to disseminate in the national / international forums for sharing. Once we receive proposals from you on best practices of your local body, we shall be visiting your local body to gather the required data and information.

The Documentation format:

1. Situation before the initiative began

- What were the issues/problems?
- How were they addressed?
- What was the economic, environmental and social context of the location?

2. What was the motivation for developing the initiative?

- How were stakeholders involved?
- How were initiative priorities set and refined?

3. What was the innovation?

- What actions were taken?
- How were the action chosen?
- How was political support & resources mobilized?
- Who assumed leadership roles in formulating the objectives?
- Who assumed leadership roles in implementing the initiative?
- What problems were faced during the implementation of the initiative?
- How were they overcome?
- How the innovation has helped the local body?

4. Assessment of the results achieved

- Were the objective described (in 3.) above realized?
- How were your results measured? Quantitatively? Qualitatively?
- Were indicators used to measure results/impact? Which ones? How?
- Was better coordination and integration achieved?
- What impact has the practice had on local/national policies/strategies?
- What impact has the initiative had on institutional capacity at the national, sub-national and local levels?
- What impact has the initiative had on local or national decision-making, including the institutionalization of partnerships?
- Were there any special opportunities for change?
- How were these opportunities taken advantage of?
- What impact did the initiative have on the use and allocation of human, technical and financial resources at the local/national level?
- What impact has the initiative had on changing people's attitudes and behavior?

5. Sustainability

- How was the integration of the social, economic, environmental and cultural elements of sustainability achieved?
- How were resources leveraged?
- How was cost-recovery employed?
- How is dependence on external resources addressed?
- Is there a time-line for achieving self-sufficiency?
- How the social, economic, environmental and cultural sustainability achieved ?

6. Lessons learned

- What were the lessons learned from the initiatives? How have the lessons learned been built in to the system for the sustainability of the initiative taken?

7. Transferability

- What can others learn from your initiative?
- Has your initiative been replicated/adapted elsewhere? Where? By whom?
- What is the potential for transferring all or parts of your initiative?

FBAS

A Comprehensive tool for self reliance in Urban Governance.

Introduction

April 1979, the year witnessed the State Government of Karnataka taking a progressive step of abolishing Octroi, which was perceived as a symbol of Urban Governance. Come 1995, the 74th amendment to the Constitution of India reinforced the status of Urban Local Bodies as the third tier of Governance.

While the status of ULB's in the governance structure was recognized, there was no rationalization of the functions and resources interalia. The urban local bodies continued to be responsible for a number of obligatory and discretionary functions with the same existing stream of resources less octroi. Although the State of Karnataka has now empowered ULB's to levy certain user charges the first rupee is yet to reach the treasury.

Urban Reforms

Therefore the circumstance demanded a serious introspection with a aim to look for mobilization of additional resources along with an efficient application of existing scarce resources. Many ULB's thus realized the necessity of internal reforms to effect the minimum expected service delivery. It is commendable to see such reforms being carried out in property tax administration, mobilization of additional resources, outsourcing of services such as solid waste management, streetlight maintenance etc, which had strong citizen centric features. The City Government of Bangalore led the municipal reforms from the front but on a strong platform offered by FBAS.

FBAS

Fund Based Accounting System is an adoption of widely used ERP model of Corporate Governance. While it drives reforms in a typical compartmentalized format in different departments of a ULB such as revenue, engineering, infrastructure, education, health etc, the advantages of a holistic approach is retained which is essential to increase institutional productivity. It recognizes the complexity of running a government, allowing flexibility amongst governmental type, enterprise type & fiduciary type of activities carried out by a Local Self Government.

Uses

FBAS is a scientific tool which can be put to multiple uses. It offers best finance management as a core function with robust MIS layers at each of the departments of a ULB. It facilitates the achievement of right balance between resources and development demands. It ensures efficiency in application of scarce resources apart from refining budgeting process. It is a perfect back end system for any of the front end E-Governance initiatives. It is also a tool of performance evaluation at individual

official/officer level, at each department level and of course at institutional level. It is an urban tool to ensure accurate, reliable & timely information about all the activities of ULB. It breaks the hierarchy in the management of urban information thus retaining purity without any distortion of the field level information. It increases the confidence to share the information with stakeholders such as NGOs, ROs, Scholars, Citizen etc.

Applicability to other ULB's

The Fund Based Accounting system in BCC has been developed as a result of collective wisdom from PPP initiative and therefore can be used for the benefit of citizens any where adding a new meaning to Urban Governance.

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Additional Commissioner(Finance)
Bangalore City Corporation
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Clean Beaches

Clean Beaches are a top priority for coastal towns but the hard fact is that such dream beaches need regular upkeep. The more popular the beach, the greater the burden it has to cope with. The sea does not swallow up without trace everything that we dump into it day after day. Beaches with high tourist pressures need to be maintained efficiently. Today progressive beach cleaning technology and equipment is available.

Mechanical equipment to clean up the 3.2 km long stretch of marina from the light house to Anna Square has been procured from Germany. In six hours a day from 6 am daily, this equipment attached to a tractor would clean up atleast 20,000 sq.m. in an hour at a speed of 12 kmph. It can go upto 6 inches in the sand and scoop all types of garbage, including small broken glass and iron pieces, cigarette butts and toffee and other material which is not possible through manual sifting and even restore the original colour of sand.

It applies the techniques of raking, screening or a combination of raking and screening.

The raking technique is ideal for cleaning sand that is wet or for processing dry sand at high speed when large area needs to be covered.

The screening technique involves removing a layer of dry sand and cleaning it to eliminate even small objects and particles of dust.

But definitely, the fragile biodiversity rich beaches of Karnataka can be better protected by declaring them a zero waste areas, preventing sewage and effluents from entering into the sea. Awareness among holiday makers and local population are definitely better ways to protect these beautiful beaches.

CMAK office was inaugurated by Shri M.R. Sreenivasa Murthy,, IAS, Commissioner, Bangalore City Corporation on the 5th of November 2003. Now CMAK has a full fledged office at 21st floor , Public Utility Building, M.G. Road, Bangalore.

The inauguration was followed by the Executive Committee meeting. The main agenda for discussion was the appointment of personnel to CMAK office and the road map ahead. An interesting debate was also initiated on Council - Executive relations and other relevant issues for conducting workshops.

Ms. Deepti Nanawati, an Architect and Planner has joined as Co-ordinator, Mr. H.G. Nandish, Mechanical Engineer with an MBA has joined as Joint Co-ordinator and Ms. Sumathy Rangarajan, Architect & Urban planner has joined as Research Assistant

KUIDFC on its 10th anniversary

The Karnataka State Government in 1993 established Karnataka Urban Infrastructure Development and Finance Corporation as an undertaking of Government of Karnataka to address the issues related to urban sector; to help formulate, monitor and implement urban infrastructure projects, provide financial, technical and capacity building assistance to local bodies. KUIDFC as a nodal agency raises and disburses funds from internal and external agencies, monitors fund utilization and project implementation on behalf of Government of Karnataka.

KUIDFC is the nodal agency for the following projects

- Asian Development Bank (ADB) assisted Karnataka Urban Infrastructure Development Project (KUIDP)
- Asian Development Bank (ADB) assisted Karnataka Urban Development and Coastal Environmental Management Project (KUDCEMP)
- Centrally sponsored Bangalore Megacity Project

In due course of time, it is proposed to emerge as a full fledged State Level Financial Institution (SLFI) with key roles of a facilitator and Coordinator on development of Urban Infrastructure Financial Market.

Energy Efficiency

ICMA is organizing a training workshop on **“Cities Matter: Energy Efficiency in the Water Sector”** in association with CMA Karnataka and Alliance to Save Energy from 17th to 21st November. Participants from Philippines, Sri Lanka and India, coordinators from CMAs, Officials from Municipal administration and engineers from across the country would be attending the same.

14th December Is Celebrated As Energy Efficiency Day

MANAGING COMMITTEE 2002-2003

The responsibility of the management is vested in 9 Managing Committee members and 39 Executive Committee members, representing different ULBs, UDAs and institutions in Karnataka. The Association is supported by highly qualified and experienced professionals in Urban Planning and Management. These professionals work with partner organisations and consultants.

Designation	Office Bearers	Name of Present Incumbent
President	Commissioner Bangalore Mahanagara Palike Bangalore	M.R. Sreenivasa Murthy, IAS
Vice President 1	Commissioner Bangalore Development Authority	Jayakar Jerome, IAS
Vice President 2	Managing Director, Karnataka Urban Water Supply & Drainage Board Bangalore	B. Srinivas Reddy Engineer-in-chief
Vice President 3	Commissioner Hubli-Dharwar Municipal Corporation, Hubli	Biradar, KAS
General Secretary	Director Directorate of Municipal Administration Bangalore	Nilaya Mitash, IAS
Joint Secretary	Deputy Commissioner Bangalore Mahanagara Palike	Srirama Reddy, KAS
Joint Secretary	Joint Director (Development) Directorate of Municipal Administration Bangalore	N.S. Channappa Gowda, KMAS
Joint Secretary	Commissioner Gulbarga City Corporation Gulbarga	Narayan, KMAS
Treasurer	Joint Director Finance Directorate of Municipal Administration Bangalore	Harihara Kumara Dasa Kurup, KSAS

City Manager aims to stimulate debates and create a learning forum for exchange of ideas on various themes / issues related to urban planning management & governance. We invite individuals, officials of local bodies, experts, professionals and those interested in urban development to share information & their perspectives through this forum.

Please send your articles/information to:

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