

**Minutes of Founding Workshop for  
the City Manager's Association  
of Gujarat, India**

May 1997

Prepared for  
The United States Agency for International Development  
RHUDO/New Delhi  
Office of Environment and Urban Programs (G/ENV/UP)

Prepared by

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INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
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MINUTES: WORKSHOP  
MAY 13-14, 1997  
AHMEDABAD, INDIA

# **CITY MANAGERS ASSOCIATION, GUJARAT**

## **PREPARATORY WORKSHOP**

**13-14 MAY, 1997**

### **NOTES OF THE PROCEEDINGS**

In response to the invitation of the Urban Development Secretary Ms. Annie Prasad, the senior officers of Municipal Corporations, Municipalities and Urban Development Authorities of Gujarat came to participate in the workshop on forming a City Managers Association in Gujarat. (For a list of participants, see annexure) The venue was at EDI, Bhat, Ahmedabad. The workshop was supported by the International City Managers Association, Washington, USA and the United States Agency for International Development. The conference was inaugurated by Ms. Prasad who stressed the need for professionalism in urban management in Gujarat. She also said that this association will help guide the government about its duties with respect to urban management. The Association will also provide a forum for sharing experiences and information on best management practices.

### **ICMA PRESENTATIONS**

Mr. Clay Wirt, Municipal Advisor, International Municipal Programs, ICMA made a presentation on professional association models. He specialises in developing association models which support professionalism in city management and more effective city and town management.

Mr. Orville Powell, Municipal Advisor, ICMA, who has served as city manager of three major cities for 33 years also made a presentation. In his 1990 term of office in Durham, the city was designated as the best city to live in the USA and the best city to do business in.

### **WHY SUCH A FORUM?**

At the outset, the need for such a forum and its objectives were discussed. The points which came up are as follows:

- The rapid pace of urbanization in the country needs larger focus on urban issues.
- Cities are becoming the engines of growth and are main sources of finance for the state. They remain neglected in the central and state plans and allocation of funds. There is a need to articulate city governments' concerns to the higher levels of government.
- The problems facing cities are enormous and complex and cities do not have in-house expertise to tackle them. They need external support.
- There are large volumes of information available with urban local bodies but it is not shared. There are several success stories of urban governance which are not

known to the local bodies. There is a need to access international information on technologies and best management practices.

- Urban management is becoming a specialty in itself necessitating professional inputs and training.
- Need to have a forum to advise the local bodies to have the right kind of technologies and experts available in the country and abroad.
- An urban managers' forum can facilitate all this.

This forum would be non-political and would lobby for all cities in Gujarat and not for any single city. If it were not in the best interests of all cities, CMA would not take a position for or against it.

## **WORKING GROUPS**

The agenda for the workshop was set by Mr. P.U. Asnani who was the facilitator for the workshop. The assembly then separated into four working groups which discussed specific topics and reassembled. The recommendations of the working groups were discussed, amended and the following were adopted by the house:

### **GROUP I: MEMBERSHIP RELATED ISSUES**

#### **Members of the association:**

##### **Institutional Members:**

- Six Municipal Corporations
- Six Urban Development Authorities
- Nine large Municipalities
- Institutions involved in research training or urban management
- NGOs involved in providing municipal services

##### **Individual members:**

- Professionals with qualifications or experience in Urban Management
- To be selected by the executive committee

##### **Patrons:**

- Mayors
- Key industrial houses (to be selected by the executive committee)

### **FEEES AND VOTING RIGHTS**

No.	Organisation	Voting rights	Annual contrbn. in Rs.
1	Large Municipal Corporations	10	
	Popln >2 million (Ahmedabad)		500.000
	Popln >1 million (Baroda & Surat)		200.000
2.	3 Small Corporations(Rajkot, Bhavnagar, Jamnagar)	5	100.000
3.	9 Municipalities	2	25.000
4	Urban Development Authorities		

	AUDA	3	100.000
	BUDA	3	50.000
	SUDA	3	
	RUDA	3	
	JUDA	3	
	BUDA	3	25.000
5.	Individuals/Professionals	1	500
6.	NGOs	1	5.000
7.	Other institutions	1	10.000
8.	Students - associate members		100

**Nos. of individual members should be restricted to 50% of institutional members.**

## **DATABASE & INFORMATION EXCHANGE**

<b>OBJECTIVES</b>	<b>a) ACTIVITIES</b>
<ul style="list-style-type: none"> <li>• Share information and experiences in city management practices</li> <li>• To access international information on developing technologies and best management practices</li> <li>• Have a centralized clearing-house of information on new technologies and management practices</li> <li>• Disseminate success stories of urban management practices in Gujarat</li> </ul>	<ul style="list-style-type: none"> <li>• Networking with national and international bodies working in the field of urban management</li> <li>• Documentation of best mgmt. practices in cities of Gujarat.</li> <li>• Maintaining database of expert services and latest technologies available in the country and abroad.</li> <li>• Comprehensive library on urban affairs and make available the hardware for local bodies.</li> <li>• Dissemination of information through publications (i.e. newsletters, manuals, books etc.) Audio-video media, multimedia etc.</li> <li>• Data base of success stories on urban governance</li> <li>• Provide first hand exposure to the urban managers to the best mgmt. practices within and outside the country.</li> </ul>

## **GROUP II TRAINING**

The CMA, Gujarat will not enter into imparting formal training as a training institution.

However, it will conduct and facilitate training through the following roles:

<b>OBJECTIVES</b>	<b>ACTIVITIES</b>
<ul style="list-style-type: none"> <li>• Continued professional development for persons in urban management positions</li> <li>• To strengthen quality of city govt. through professional management</li> <li>• Provide knowledge and skills which are common to all city managers</li> <li>• Overseas training</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Seminars</li> <li>• Short in-house training programs</li> <li>• Regular in-house discussions/ brainstorming sessions</li> <li>• Use of think tanks</li> <li>• Sending personnel abroad</li> </ul>

### **GROUP III: FACILITATION**

<b>OBJECTIVES</b>	<b>ACTIVITIES</b>
<ul style="list-style-type: none"> <li>• Facilitating various local governments to have access to the right kind of technologies and expert assistance in implementation and to find finance for the same.</li> </ul>	<ul style="list-style-type: none"> <li>• Assist in formalizing management consultancy contracts</li> <li>• Help in negotiating with financial institutions, funding agencies and corporate bodies.</li> <li>• To facilitate exchange of in-house expertise of local bodies.</li> </ul>

CMA can itself have:

- Technology information base
- Internet/e-mail/other communication facilities
- Newsletter (interactive two way communication)
- Advisory group on technologies
- Group for financial management

### **STRUCTURE**

Non-political professional association

Membership based association: democratic

Election of office bearers should be by the general body  
Predominantly urban managers group  
Should become selective and give different status to other members -  
associate/affiliate members  
There should be a secretariat of the association - like the Gujarat Chamber of  
Commerce

**GROUP IV:  
URBAN ADVOCACY**

The highest priority for the association should be to increase the professional skills of Gujarat city managers. However, the association -- particularly over the longer term -- should work to raise the sensitivity of the state and central governments to urban issues. Any policy development carried out by the association should include input from the Mayors Patron Group.

**Group IV developed the following illustrative list of issues which CMA, Gujarat should raise with the State and Central Governments**

- Placing the urban agenda on the agenda of state government.
- Sharing of natural resources. (e.g. river basin management)
- Including cities in the infrastructure master plans at the state and central level such as telecommunication / mass transit system.
- Non-obligatory services to be exclusively run/financed by the state
- State / central budget should reflect urban demographic realities
- Economic contribution of cities should be considered in state / central budgets.  
    Urban agglomeration planning should cut across individual city limits
- There should be tax exemption for municipal bonds
- The granting of competency to directly receive national/international loans guaranteed by State and Central governments.
- Devolution of full powers to strengthen financial base of urban local body like upward revision of taxes.
- Strengthening of urban governance
- Reinforcement of municipal management by supportive personnel policy e.g.:- minimum tenures and statutory protection
- Development of a professional cadre of city managers at the state and national level
- Local government employee salaries at par with private sector and not regulated by state government.
- Total autonomy of municipalities to raise non-tax revenues
- Minimum levels of salaries to be fixed for urban managers.
- Investment by industry in urban infrastructure should be eligible for tax exemption and deferment in the State's industrial policy
- Privatization through concepts like BOO, BOT, ETC. should be encouraged
- Urban-suburban connections not part of any large infrastructure plans. Cities should be consulted on such matters.

- Cities improve and become more productive if planned comprehensively. They should have the powers and facilities to prepare such plans.

### **Second Day**

The agenda for the second day was set and the participants were divided into three groups as given in the annexure. The recommendations of the working groups were discussed, amended and the following were adopted by the house: The following was decided unanimously by the house.

**ORGANIZATIONAL STRUCTURE:**

<b>President</b> Mr Keshav Varma.MC.Abad	Elected every one year	
<b>Vice Presidents</b> Mr.S.R Rao.MC.Surat Ms.Vilasini Ramchandran.MC.Baroda Mr.P.U. Asnani	-do-	
<b>Treasurer</b> Mr.K.S Patel, CEO AUDA	-do-	
<b>Secretary</b> Mr.Pinakin Dikshit. DyMC.A'bad	-do-	
<b>Executive Committee</b> (12 members) <b>Corporations</b> • Mr. Devendra Makwana Dy MC. AMC • Mr. P.P. Vyas. Dy. M.C. Rajkot  • Mr.Kumbharana. Asst Mun. Commr..Jamnagar.  • Mr. M.C. Mehta. Addl. C.E. Bhavnagar X <b>Urban Development Authorities</b> • Mr.Himanshu. CE. RUDA • Mr. B.S. Talati, CE. JUDA X <b>Municipalities</b> • Mr. Bhupendrabhai. CO. Anand • Mr. M.B. Vithalani. CO. Porbandar • Mr. Suresh Sheth. CO. Surendranagar • Mr. V.R. Parikh. CO. Gandhidham • Institutions - 1 • NGOs - 1 • Individual representative - 1 (to be nominated)	Elected every three years (one third members to retire each year)	Meeting once a month
<b>General body</b>	Meeting once in six months	
<b>Executive Director</b> (Urban Manager/ Planner)	On Contract	

## CODE OF ETHICS

The house adopted a Code of Ethics for the Association, which is will be

Not just on paper, but

In heart

In priority

In action

The 12 points of the Code of Ethics formulated by ICMA were accepted in toto:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive a constructive, creative and practical attitude towards urban affairs and a deep sense of social responsibility as a public servant.
3. Be dedicated to the highest ideals of honour and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees and of the public.
4. Recognise that the chief function of local government at all times is to serve the best interests of all of the people.
5. Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals and uphold and implement municipal policies adopted by elected officials.
6. Recognise that elected representatives of the people are entitled to the credit for establishment of municipal policies: responsibility for policy execution rests with the members.
7. Refrain from participation in the election of members of the employing legislative body and from all partisan political activity which would impair performance as a professional administrator.
8. Make it a duty continually to improve the members professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on municipal affairs; encourage communication between citizens and all municipal officers; emphasize friendly and courteous service to the public; and seek to improve the quality and the image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern the members decisions pertaining to appointments, pay adjustments, promotions and discipline.
12. Seek no favor, believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.

Over and above that, the house added nine more points:

1. We are dedicated to providing our citizens responsible government characterized by integrity, accountability and transparency. We will provide service in a professional manner with sensitivity to the needs of all people and to sustainability of our environment.
2. We are committed to the concept that the public deserve honest consideration, professional conduct and respect regarding all government activities.
3. We believe that our reputation for integrity, credibility and sensitivity to employee and citizen need is a key asset.
4. We recognize that our employees are a valuable resource to be treated with equity, fairness and justice
5. We believe that accountability, responsibility and transparency in handling the public's property and money are essential.
6. Sensitivity and special concern for the under privileged, disadvantaged and vulnerable groups in the society.
7. Responsibility for empowerment and capacity building of the communities.
8. Upholding "Rule of Law".
9. Recognize the right of individuals to have complete access to essential public information affecting their daily lives.

**A motto for the association should be decided later. However, the following preliminary suggestions were offered.**

1. Serve people the best
2. Put last the first
3. Citizen is central
4. Cities are for people

The headquarters will be in Ahmedabad. Temporary office will be set up in AMC office. Initial funding will be given by the AMC. After the registration of the Association, the expenses will be reimbursed. Then a separate office will be set up in Ahmedabad. The Executive committee will recruit an Executive Director who will hire other staff as required. The team will prepare the by-laws for adoption by the Executive Committee. They will finalize membership, the Charter, open a bank account, etc. Affiliate with ICMA and other international organisations.

The USAID representative Mr. Kamran Khan and ICMA representatives Mr. Wirt and Mr. Powell expressed happiness on the successful outcome of the workshop. They assured support to this organisation. The founder President and the other members of the Executive Committee expressed the solidarity and assured the house that the Executive Committee will try hard to fulfill the objectives of the Association and it would emerge as a very useful professional body for the advancement of the cause of governance of cities of Gujarat.

## **DAY ONE**

### **GROUP 1**

### **DATA BASE AND INFORMATION EXCHANGE**

#### **Chairperson**

Mayor. A'bad  
Mr. Nandlal Wadhwa

#### **Members:**

- |                    |                     |
|--------------------|---------------------|
| 1. Dy.MC.Abad      | Mr D.B.Makwana      |
| 2. Asst. MC. A'bad | Mr. U.C. Padiya     |
| 3. CEO.GMFB        | Mr.Jayantkumar      |
| 4. CEO, BUDA       | Mr. G.J. Champaneri |
| 5. CEO, BADA       | Mr. Pradip Shah     |
| 6. CO. Gandhidham  | Mr. V.R.Parikh      |
| 7. DG.AIILSG       | Mr.Ranjit Chauhan   |

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### **GROUP II: TRAINING**

#### **Chairperson:**

Ms. Vilasini Ramachandran  
Municipal Commissioner, Baroda

#### **Members:**

- |                      |                   |
|----------------------|-------------------|
| 1. MC.Bhavnagar      | Mr. Nagori        |
| Dy. MC. A'bad        | Mr. G.M. Khalsa   |
| 2. CE. SUDA          | Mr. R.J. Patel    |
| 3. CE. JADA          | Mr. D.H. Talati   |
| 4. CO. Surendranagar | Mr. S.J. Sheth    |
| 5. CO. Porbandar     | Mr. M.D. Vithlani |
| 6. Muni Engi Bharuch | Mr.N G Vanza      |
| 7. CO Junagadh       | Mr.Dinesh Patel   |

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### **GROUP III: FACILITATION**

**Chairperson:** Ms. Geetaben Desai  
Mayor, Surat

**Members:**

- |                           |                    |
|---------------------------|--------------------|
| 1. Dir. of Municipalities | Mr. V.H. Shah      |
| 2. MC, Jamnagar           | Mr. S.M.F. Bukhari |
| 3. Dy. MC, A'bad          | Mr. Dikshit        |
| 4. CE, AUDA               | Mr. Bhowmik        |
| 5. Dir., ASAG             | Mr. Kirtee Shah    |
| 6. Dy MC Abad             | Mr. P B Naik       |
| 7. Asst MC, Baroda        | Mr. R M Patel      |
| 8. CE ,AUDA               | Mr. K S Patel      |

### **GROUP IV: URBAN ADVOCACY**

**Chairperson:** Mr. Keshav Varma  
Municipal Commissioner, Ahmedabad

**Members:**

- |                     |                    |
|---------------------|--------------------|
| 1. CEO, RUDA        | Mr. Himanshu Sheth |
| 2. Dy. MC, Rajkot   | Mr. P.P. Vyas      |
| 3. Asst. MC, Baroda | Mr. R P Yagnik     |
| 4. CO, Navsari      | Mr. Raju Gupta     |
| 5. GMFB             | Mr. N R Desai      |
| 6. A'bad            | N P Patel          |
| 7. CG Bhavnagar     | Mr. M C Mehta      |
| 8. Dy. Sec. UD      | Ms Sangita Singh   |

## DAY TWO

### GROUP I: ORGANIZATIONAL STRUCTURE

**Chairperson:** Ms. Vilasini Ramachandran  
Municipal Commissioner, Baroda

**Members:**

- |                    |                     |
|--------------------|---------------------|
| 1. Mayor, A'bad:   | Mr. Nandlal Wadhwa  |
| 2. Dy. Sec., U.D.  | Ms. Sangita Singh   |
| 3. Facilitator:    | Mr. P.U. Asnani     |
| 4. CEO, BUDA       | Mr. G.J. Champaneri |
| 5. CEO, BADA       | Mr. Pradip Shah     |
| 6. CO, Gandhidham  | Mr. V.R.Parikh      |
| 7. MC Bhavnagar    | Mr. Nagori          |
| 8. Asst. MC. A'bad | Mr. U.C. Padiya     |
| 9. Asst. MC.Baroda | Mr. R.P.Yagnik      |
| 10. CE.AUDA        | Mr.K S Patel        |
| 11. GFMB           | Mr. N.R Desai       |
| 12. Dy MC.AMC      | Mr.N P Patel        |

### GROUP II: CODE OF ETHICS

**Chairperson:** Mr. Kirtee Shah  
ASAG

**Members:**

- |                                  |                   |
|----------------------------------|-------------------|
| 1. Municipal Commissioner, Surat | Mr. S.R.Rao       |
| 2. CE. SUDA                      | Mr. R.J. Patel    |
| 3. CEO, JADA                     | Mr. B.S. Talati   |
| 4. Dy. MC. A'bad                 | Mr. G.M. Khalsa   |
| 5. CO. Surendranagar             | Mr. S.J. Sheth    |
| 6. CO. Porbandar                 | Mr. M.D. Vithlani |
| 7. Asst.MC.Baroda                | Mr.R.M.Patel      |
| 8. CO. Junagadh                  | Mr. Dinesh Patel  |
| 9. DG.AILSG                      | Mr.Ranjit Chauhan |
| 10. C G Bhavnagar                | Mr.M C Mehta      |
| 11.Dy MC A'bad                   | Mr. P B Naik      |

## GROUP III FIRST YEAR WORK PLAN

**Chairperson:** Mr. Keshav Varma  
Municipal Commissioner, Ahmedabad

**Members:**

- |                           |                    |
|---------------------------|--------------------|
| 1. CEO. RUDA              | Mr. Himanshu Sheth |
| 2. Dy. MC. Rajkot         | Mr. P.P. Vyas      |
| 3. Dy. MC. Abad           | Mr. D.B. Makwana   |
| 4. CO. Navsari            | Mr. Raju Gupta     |
| 5. CO. Junagadh           | Mr. Dinesh Patel   |
| 6. Muni. Engi. Bharuch    | Mr. N.G. Vanza     |
| 7. Mayor. Surat           | Ms. Geeta Desai    |
| 8. Dir. of Municipalities | Mr. V.H. Shah      |
| 9. MC. Jamnagar           | Mr. S.M.F. Bukhari |
| 10. Dy. MC. A`bad         | Mr. Dikshit        |
| 11. IIM                   | Dr. Prem Pangotra  |
| 12. CEO. GMFB             | Mr. Jayantkumar    |
| 13. CE.AUDA               | Mr. MM Bhowmik     |

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# **URBAN MANAGERS WORKSHOP**

**13 - 14 May 1997, EDI, Bhat, Ahmedabad**

## **PARTICIPANTS**

Workshop Facilitator	Mr. P.U. Asnani
Workshop Coordinator	Ms. Manvita Baradi

<b>No.</b>	<b>Name</b>	<b>Designation and Organisation</b>
1.	Ms. A. Prasad	Principal Sec., U.D.
2.	Ms. Sangita Singh	Dy. Sec., U.D.
3.	Mr. Nandlal Wadhwa	Mayor, A`bad
4.	Ms. Geeta Desai	Mayor, Surat
5.	Mr. Keshav Varma	MC, A`bad
6.	Ms. Vilasini Ramachandran	MC, Baroda
7.	Mr. S.R. Rao	MC, Surat
8.	Mr. Nagori	MC, Bhavnagar
9.	Mr. S.M.F. Bukhari	MC, Jamnagar
10.	Mr. Pinakin Dikshit	Dy. MC, A`bad
11.	Mr. G.M. Khalsa	Dy. MC, A`bad
12.	Mr. Utpal C. Padiya	Asst. MC, A`bad
13.	Mr. R.P. Yagnik	Asst. MC, Baroda
14.	Mr. R.M. Patel	Asst. MC, Baroda
15.	Mr. P.P. Vyas	Dy. MC, Rajkot
16.	Mr. K.S.Patel	CE, AUDA
17.	Mr. G.J. Champaneri	CE, AUDA
18.	Mr. R.J. Patel	CE, SUDA
19.	Mr. Himanshu Sheth	CE, RUDA
20.	Mr. B.S. Talati	CE, JUDA
21.	Mr. Pradip Shah	CE, BUDA
22.	Mr. V.R. Parikh	CO, Gandhidham
23.	Mr. S.J. Sheth	CO, Surendranagar
24.	Mr. Raju Gupta	CO, Navsari
25.	Mr. N.G. Vanza	Municipal Engr., Bharuch
26.	Mr. Dinesh Patel	CO, Junagadh
27.	Mr. M.D. Vitlani	CO, Porbandar

28.	Mr. Ranjit Chauhan	DG. All India Inst. of Local Self Govt.
29.	Mr. V.H. Shah	Dir. of Municipalities
30.	Dr. Prem Pangotra	IIM, A'bad
31.	Mr. Praful Anubahi	AMA
32.	Mr. Kirtee Shah	ASAG
33.	Mr. Jayantkumar. S.	C.E.O.. GMFB
34.	Mr. N.R. Desai	GMFB
35.	MR. N.P. Patel	Dy. MC. AMC
36.	Mr. D.B. Makwana	Dy. MC. AMC
37.	Mr. M.C. Mehta	C.G., Bhavnagar
38.	Mr. P.B. Naik	Dy. MC. AMC
39.	Mr. M.M. Bhaomik	C.E. AUDA
40.	Mr. Kamran Khan	Housing & Urban Dev. Officer. USAID
41.	Mr. Orville Powel	Municipal Advisor. ICMA.
42.	Mr. Clay Wirt	Municipal Advisor. ICMA.

WORKSHOP AGENDA  
MAY 13-14, 1997  
AHMEDABAD, INDIA

# WORKSHOP AGENDA

## DAY ONE

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May 13, 1997

- 12 noon Luncheon
- 1:30 Welcome by Earl Kessler, Director, Regional Urban Development Office, USAID.
- 1:35 Opening of the conference by Mrs. A. Prasad, Principal Secretary, Urban Development, Govt. of Gujarat
- 1:50 Setting the agenda by Mr. P.U. Asnani  
Explain possible agendas of the association  
Formation of four groups
- 2:15 Presentation of professional association models by ICMA staff
- 2:45 Break
- 3:00 Overview of Indian laws regulating professional associations
- 3:15 Setting the objectives of the organization - break into groups  
Group I: Conference hall  
Group II: Seminar hall  
Group III: Faculty room 1  
Group IV: Faculty room 2
- 4:15 Work groups report
- 5:15 Break
- 6:00 Closing of session by Mr. P.U. Asnani  
Recapitulation of what has been achieved  
Attendee comments and critique  
Agenda for Day Two
- 6:45 Session adjourned
- 7:30 Dinner

**DAY TWO**

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**May 14, 1997**

- 7:00 Bed tea
- 8:00 Breakfast
- 9:00 Recap of agenda by Mr. P.U. Asnani
- 9:15 Formation of work groups  
Organizational structure and membership  
Options for financing the Association  
Code of ethics # 38  
First year work plan
- 10:15 Break
- 10:30 Work group reports and discussion by the entire group
- 12 noon Lunch
- 1:00 Groups reconvene to finalize their recommendations.
- 1:30 Conference members vote on recommendations of working groups and finalize decisions on the Association.
- 3:00 Specific assignments to implement recommendations over the next 3-6 months.  
Discussion / suggestions on how ICMA can support the Association.
- 3:30 Closing of conference
- 4:00 Tea

# **A FORUM FOR URBAN MANAGERS**

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Suggested Name of the Forum:

- 1. “Urban Management Association, Gujarat”  
(UMA, Gujarat)**
- 2. “Urban Managers Association, Gujarat  
(UMA, Gujarat)**

Headquarters : Ahmedabad

## **WHY SUCH A FORUM?**

- The rapid pace of urbanization in the country needs larger focus on urban issues.
- Cities are becoming the engines of growth and are main sources of finance for the state. They remain neglected in the central and state plans and allocation of funds. There is a need to articulate city governments' concerns to the higher levels of govt.
- Cities are facing many challenges but they do not have in-house expertise to tackle them. They need external support.
- There are large volumes of information available with urban local bodies but it is not shared. There are several success stories of urban governance which are not known to the local bodies. There is a need to access international information on technologies and best management practices.
- Urban management is becoming a speciality in itself necessitating professional inputs and training.
- Need to have a forum to advise the local bodies to have right kind of technologies and experts available in the country and abroad.
- An urban managers' forum can facilitate all this.

## **WHO COULD BE MEMBERS?**

- Urban Local Bodies i.e. Municipal Corporations and Municipalities
- Muni. Commissioners, Dy.MCs, AstMCs
- Directors of Municipalities
- Chief Officers of Municipalities
- Chief Executives of Urban Dev. Authorities
- Professionals
- NGOs
- Scholars
- Institutions

## A FORUM FOR URBAN MANAGERS

OBJECTIVES	ACTIVITIES
<b>TRAINING</b>	<ul style="list-style-type: none"> <li>• Continued professional development for persons in urban management positions</li> <li>• To strengthen quality of city govt. through professional management</li> <li>• Provide knowledge and skills which are common to all city managers</li> <li>• Overseas training</li> </ul>
<b>DATABASE &amp; INFORMATION EXCHANGE</b>	<ul style="list-style-type: none"> <li>• Share information and experiences in city management practices</li> <li>• To access international information on developing technologies and best management practices</li> <li>• Have a centralized clearing-house of information on new technologies and management practices</li> <li>• Disseminate success stories of urban management practices in Gujarat</li> </ul>
<b>FACILITATION</b>	<ul style="list-style-type: none"> <li>• Facilitating various local governments to have access to the right kind of technologies and expert assistance in implementation and to find finance for the same.</li> </ul>
<b>ADOPTION OF CODE OF ETHICS</b>	<ul style="list-style-type: none"> <li>• Assist in formalizing management consultancy contracts</li> <li>• Help in negotiating with financial institutions, funding agencies and corporate bodies.</li> <li>• To facilitate exchange of in-house expertise of local bodies.</li> </ul>
<b>VOICING CONCERNS</b>	<ul style="list-style-type: none"> <li>• Formulate code of ethics befitting highest democratic values</li> <li>• Act on complaints.</li> <li>• Identification of problems needing got attention and areas where it should support local bodies.</li> <li>• Articulating the representation to be made to the higher authorities.</li> <li>• Representation of the local bodies to the govt.</li> </ul>

## **OPTIONS FOR TYPE OF ORGANIZATION:**

1. Association
2. Society
3. Public charitable trust
4. Company - Public/Private

## **PROPOSED ORGANIZATIONAL STRUCTURE:**

President	Elected every one year	
Honorary Secretary	-do-	
Treasurer	-do-	
Executive Committee (9 members) <ul style="list-style-type: none"><li>• Mun. Commrs. -2</li><li>• Dy. MCs - 2</li><li>• UD Chief Execs - 1</li><li>• Director of Municipalities</li><li>• Chief Officer, Municipalities</li><li>• Institutions - 1</li><li>• NGOs - 1</li></ul>	Elected every three years (one third members to retire each year)	Meeting once a month
Advisory Committee <ul style="list-style-type: none"><li>• Principal Secretary, UD</li><li>• Mayors - 2</li><li>• USAID Rep - 1</li><li>• ICMA Rep - 1</li></ul>	By virtue of post By rotation every year By nomination By nomination	Meeting once in three months
General body		Meeting once in six months
Executive Officer (Urban Manager/ Planner/ other professional)	On Pay Roll	
Clerk cum Typist	On Pay Roll	

## **MINIMUM FACILITIES**

### **Office infrastructure:**

Latest computer  
Telephone, Fax, E-mail and Internet connection

### **Personnel:**

Executive Officer (Urban Manager/Planner/Professional)  
Salary Rs. 15,000/- to Rs.25,000/- per month  
Secretary cum stenographer  
Salary Rs. 5,000/- to Rs. 8,000/- per month

## **OPTIONS FOR FINANCING:**

### **Annual membership**

	<u>Annual Subscription in Rs.</u>
Large Municipal Corporations	100,000
Small Municipal Corporations	50,000
Small Municipalities > 100,000 population	10,000
Small Municipalities < 100,000 population	5,000
Corporate membership	25,000
NGOs, Institutions	5,000
Individuals (Urban manager, Professionals)	250

## **WORK PLAN FOR FIRST YEAR**

- Set up an office
- Register the association
- Registration of membership and collection of fees
- Build database
  - Collect information in prescribed format on cities
  - Collect information on expert services and technologies (India and abroad)
- Identify deficiencies and needs of urban local bodies
- Prepare terms and conditions of providing services and accessing information

## **ADOPT ICMA CODE OF ETHICS AS REVISED IN MAY 1995**

## **GROUP COMPOSITIONS**

Each working group may consist of:

- 1 Mayor
- 1 Commissioner
- 1 or 2 Dy. MCs / Asst. MCs
- 1 Chief Exec., Urban Authority
- 2 Chief Officers
- 1 Institution
- 1 NGO
- 1 Representative from ICMA / USAID

**DAY ONE**

	<b>Group I</b>	<b>Group II</b>	<b>Group III</b>	<b>Group IV</b>
Chairperson	Mayor, Ahmedabad	Mun. Commr., Ahmedabad	Mayor, Surat	Mayor, Baroda
Topic	Training	Database and information exchange	Facilitation	Voicing concerns and Adoption of code of ethics

**DAY TWO**

	<b>Group I</b>	<b>Group II</b>	<b>Group III</b>	<b>Group IV</b>
Chairperson	Mun. Commr., Baroda	Dr. Prem Pangotra, IIMA	Dr. R.N. Vakil, Dean, CEPT	Mun. Commr., Ahmedabad
Topic	Organizational structure / membership	Options for financing the association	Code of ethics	First year work plan

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May 27, 1997

To: Earl Kessler, RHUDO/Delhi  
Kamran Khan, RHUDO/Delhi

From: Orville Powell/ Clay Wirt

CC: Peter Feiden, ICMA

Subject: India TDY under MDM contract  
Assignment #2

All tasks included in the above referenced contract have been successfully completed. A City Manager's Association of the State of Gujarat has been established.

The establishment of the City Manager's Association of Gujarat (CMA) was accomplished during a two day workshop held in Ahmedabad on May 13-14, 1997. Included in the attached materials are the following: (1). Workshop agenda, ((2). Minutes of the meeting, and (3) Newspaper articles covering the event.

The Workshop was extremely successful and the membership of the new association chose as their leaders men and women who appear dedicated to making the association a good one. However, the first two or three years are always very fragile ones for a new association. It is through this period, USAID should play a continuous supportive role. This can be done in the following manner:

(1) Support, by written correspondence, CMA'S request for Affiliate Membership with ICMA. This is important because to date ICMA has not recognized any organization, for Affiliate Membership, that did not represent the entire country and had a history of operating for a number of years. However it is felt ICMA, with USAID support, would make an exception to their policy.

(2) Provide funding for the President and Vice-President of CMA to attend ICMA'S annual conference, which will be held this year on September 14<sup>th</sup>-17<sup>th</sup> in Vancouver, Canada. This would allow for the signing of the Affiliate Membership Agreement between CMA and ICMA at the conference. CMA would have to have become a legally registered association, have adopted by-laws, collected the members dues, established an office, etc. by conference time in order to become an Affiliate Member. ICMA, as their contribution, would waive the conference registration fees for the CMA officers.

(3) Provide a modest amount, perhaps \$2,000, to help establish a reference library for the association.

(4) Provide experts from within India to provide workshops or training seminars for the association's membership. This type of form would be ideal for municipalities who have done a good job in some area to share that information with association's membership, i.e. "best practices".

(5) Provide funding for U.S. experts to address needed technical assistance in areas such as solid waste management, water protection, stormwater and wastewater treatment, etc. At our workshop, solid waste collection and disposal was a major problem common to all municipalities in attendance. This is an area that the U.S. has a wealth of talent. Our experts could conduct workshops, do field studies, or pursue pilot demonstration projects with one or more member cities for the benefit of the entire membership. Mr. P.U. Asnani, in his new position as Infrastructure Representative can provide a very valuable service in this area. Providing such experts to be on the program of CMA'S annual conference could be a big boost to the conference and draw attendees from other parts of the India. This could further expose municipal administrators in other states to the benefits of forming their own State organization. As other States form professional organizations they will form the nucleus of the All India City Manager's Association.

(6) When USAID brings an expert to India, it would be very helpful, at a modest cost, to have that expert conduct a one or two day seminar in their field of expertise for CMA members. USAID should only pay for the expert; the CMA should pay all other costs of the seminar.

USAID needs to play a major support role to CMA to assure its success. The membership is excited and enthusiastic and they have elected strong leadership to shoulder the task of bringing the organization into being and maintaining it into the future. The first three years are critical. This is when support is needed. If CMA is successful it will be duplicated in other states and one day become a national organization. Should it fail, it is unlikely India would ever have such an organization promoting municipal management as a profession.

An additional report, under separate cover, describing the process, the issues, and the decisions in establishing the City Manager's Association of Gujarat will be forwarded to you in the next few days.

NEWSPAPER ARTICLES:  
NEW ASSOCIATION FORMED  
MAY 16, 1997

# City administrators come together in new forum

P S Anantharaman

AHMEDABAD 15 MAY

In a trail-blazing step, a state-level forum was launched on Thursday for articulating concerns of the Gujarat's urban local bodies and for providing appropriate technological solutions to problems faced by them.

Called the City Managers' Association of Gujarat (CMAG), the forum is patterned on the US-based International City Management Association (ICMA), a 7,000-strong body comprising administrators of boroughs, cities, counties, towns, townships and villages.

Its goals include enhancing the quality of local government besides supporting and assisting local administrators. It provides technical and management assistance, training, data analysis and publications for local government professionals.

CMAG would get affiliated with ICMA after the state government ratified its establishment.

An 18-member team, with

Mr Keshav Verma, municipal commissioner of Ahmedabad, as the founder president and Ahmedabad mayor Nandlal Wadhwa as its chief patron, was installed in office on Thursday.

Mr S R Rao, Ms Vilasini Ramachandran, commissioners of Surat and Baroda civic bodies respectively and Mr P U Asnani, deputy municipal commissioner, Ahmedabad, have been nominated as vice-presidents.

Mr Wadhwa and Mr Verma said the launch of CMAG was a significant step towards achieving better urban governance in the state. They expressed the hope that CMAG would ultimately develop into a national-level institution.

Mr Asnani said the greatest advantage of launching CMAG and its proposed affiliation was that the state-level body would be able to access technologies that have been built up over a period since ICMA was set up and pick out those which could resolve problems being faced by state-level bodies.

Mr Verma and Mr Asnani cited the reasons for the setting

up of CMAG as follows:

- > The rapid pace of urbanisation in the state, with 34 per cent of population living in cities, needed larger focus on urban issues. By 2011, the level of urbanisation was expected to exceed 50 per cent;
- > Cities were becoming engines of growth. But since they remain neglected in terms of allocation of funds, there was a need to articulate city governments' concerns to higher levels of government;
- > Cities were facing challenges but they did not have in-house expertise to tackle them. They need external support;
- > There are several success stories of urban governance which are not known to the local bodies. There is a need to access international information on technologies and best management practices;
- > Urban management is becoming a speciality in itself, necessitating professional inputs and training;
- > There was a need to have a forum to advise the local bodies to have the right kind of technologies and experts within the country and abroad.

# Forum to voice cities' problems formed

EXPRESS NEWS SERVICE  
AHMEDABAD, MAY 15

JOINING hands to end lopsided development and to run cities professionally, municipal corporations and municipalities of the State on Thursday announced formation of City Manager's Association, the first forum of its kind in the country.

Pointing out that the development process was pro-rural, P U Asnani, advisor to the Ahmedabad Municipal Corporation said, "Though 34 per cent of the State's population lives in urban areas, the cities do not have a voice. Only one per cent of the budget is spent on urban areas, which shows bias towards rural areas. That is why a forum was needed through which urban areas could address their problems."

Municipal commissioner Keshav Varma, appointed founder-president of the Association said, "Professional municipal management is the need of the day. Because perception of development is still rural-oriented,

and urban areas have not received focus." He said a core professional cadre should be created to govern cities. Though huge budgets were being spent, problems of urban areas continued to persist, he said. "Are we trained and equipped to run the cities?", he asked.

He said the Association would be linked to the US-based International City Managers' Association for exchange of know-how. The forum, he said, had been formed at the end of two-day deliberation among various municipal corporations, municipalities and professionals. Its headquarters would be initially at the AMC till a separate building was arranged for, he said.

Asnani said the forum would be used for quick transfer of technology, data exchange and guidance. "There is a communication gap between cities. With creation of the forum, cities will be able to exchange information quickly." Besides, he said the Association would train personnel in city management. "Often,

the staffers are not trained which shows urban governance," he said.

The Association, he said would be professional, and would raise its funds through members. The code of ethics has also been worked out, he said. The structure has almost been completed. There will be three vice-presidents: Surat municipal commissioner S R Rao, Vadara municipal commissioner Vilasini Ramchandran and P U Asnani. Deputy municipal Commissioner (west zone) Dixit has been appointed secretary.

Besides, there will be six patrons with Ahmedabad municipal corporation as chief patron. Personalities from leading industrial houses would be accommodated as patrons, Asnani said. Also, executive committee has been formed, which includes Ahmedabad deputy municipal commissioner D B Makrajkot deputy municipal commissioner P B Vyas, senior officials from other corporations and municipalities.

# Urban administrators form association

By A Staff Reporter

AHMEDABAD: Professionalisation of urban governance, articulating urban issues at the state level and providing a forum for discussing problems concerning urban managers will set the agenda of the City Managers Association (Gujarat) formed here on Wednesday after a two-day workshop.

Municipal commissioner Keshav Varma was made its founder president and mayor Nandlal Wadhwa, the chief patron. The CMA

(Gujarat) comprises civic functionaries from municipal corporations, urban development authorities and municipalities.

Elaborating on its rationale, Mr Varma said that "Municipal managers, comprising IAS officers and professionals, had not been given enough recognition and dignity despite working round the clock".

According to him, the focus of the state had always been on the rural sector while the urban had been neglected despite the speculation

that the urban agglomerate formed 50 per cent of the total city population.

Answering a question, Mr Wadhwa denied any possibility of the elected wing being sidetracked as a consequence of this development.

The association, besides training urban managers, would act as a "pressure group" to draw the state government's attention to urban issues, association vice president P U Asnani told reporters on Thursday.

A "code of ethics" emphasising

on professional integrity, honesty and high calibre would govern the association, said Mr Varma.

Describing it as a non-political body, Mr Asnani pointed out that exchange of municipal managers, documentation of general information as well as that on the world's best practices and enabling transfer of technology would be some functions of the association.

Civic bodies administering a population of over one lakh could become its members, he added.

*The Times of India, Ahmedabad*

*MAY 16, 1997*

INDIA TDY UNDER MDM CONTRACT:  
ICMA: ASSIGNMENT #2  
SCOPE OF WORK

## ICMA: Assignment #2

### Scope of Work

#### Background

ICMA's assignment #2 in India will be a follow-up to the assignment conducted by ICMA earlier in the year. The focus of ICMA's work in India will continue to be on the development of urban managers' association in India. On the basis of ICMA's first assignment, RUDO/South Asia has decided not to pursue the association building activity at the national level. Instead, a state-wide approach is being applied, and the state of Gujrat has been selected for the demonstration. Gujrat state was chosen because of RUDO's excellent program relationships in that state.

Since the completion of ICMA's initial assignment, RUDO staff has continued to work on the development of the *Gujrat Model* of urban managers' association. In addition, ICMA staff in Washington has stayed in touch with some key Indian counterparts.

The current status of the activity is that the Government of Gujrat and various cities in Gujrat are ready to establish a Gujrat Urban Managers' Association. RUDO staff and the key counterparts have identified the venue and the date for a workshop which is expected to result in the establishment of the Gujrat Urban Managers' Association. Approximately fifty (50) participants are expected to attend.

#### Tasks

1. Develop the program for the workshop.
2. Assist the RUDO/key Indian counterparts in finalizing the invitation list for the workshop.
3. Provide logistical support for the workshop. This will include providing for the workshop facilities and

the boarding/lodging of the workshop participants.

4. Facilitate the proceedings of the workshop.

5. Facilitate the development of the Association Charter and other necessary documents.

6. Prepare a final report documenting the proceedings of the workshop and mail it to the workshop participants.

7. Assist the Association (or the key counterparts seeking to develop the association) in the future on routine questions/issues, as requested by the RUDO.

8. Prepare a brief report for USAID use only. The report should point out lessons learned and provide ICMA recommendations for future actions.

#### Resources Required

To carry out this assignment ICMA will require two senior ICMA consultants, one "association building expert" and one experienced city manager, for up to ten (10) workdays. ICMA will also require a senior Indian urban management expert and a junior Indian urban management expert for up to ten work days.

The Task Order should cover per diem, international travel and in-country travel for the two expat ICMA consultants, and consultancy fee, communication and local travel expenses for the local consultants.