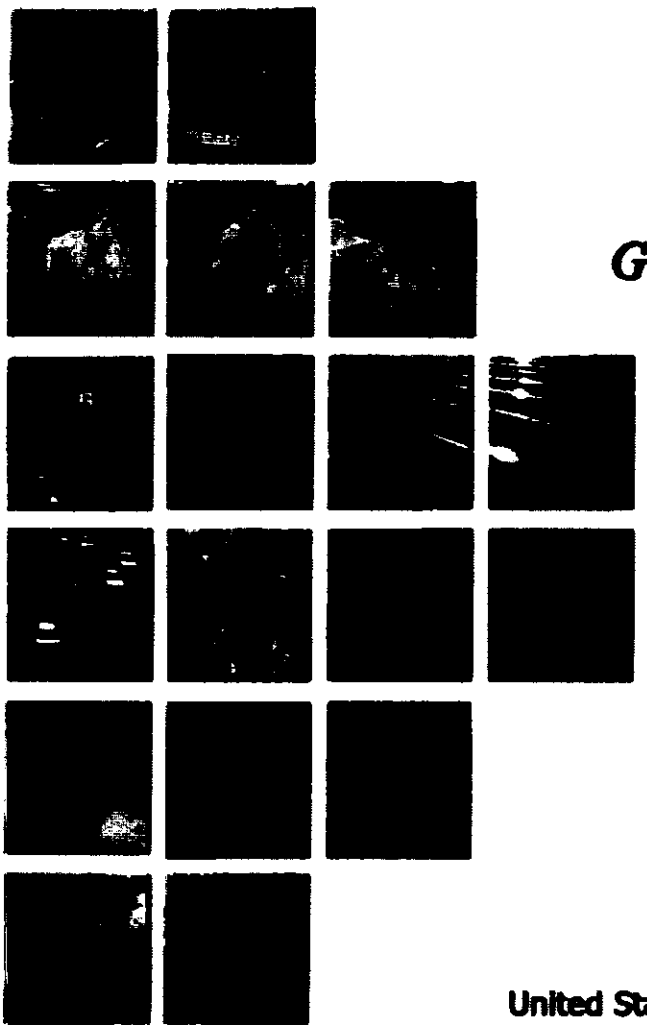
PN-AC4-732

CLIN 7: Reduced Rate of Growth of GHG Emissions from Vehicles

Subtask 7.E Outreach and Dissemination of Transport Project Guidance



Greenhouse Gas Pollution Prevention Project - Climate Change Supplement

A Program of the:
United States Agency for International Development / India Mission

Implemented by:
The Louis Berger Group, Inc.
Global Environment Team

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Contract No. 386-C-00-00-00058-00
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EXECUTIVE SUMMARY

I. EXECUTIVE SUMMARY

A. Introduction

The *Greenhouse Gas Pollution Prevention Project – Climate Change Supplement (GEP-CCS)* was initiated in May 2000. The project is being implemented by The Louis Berger Group, Inc., under the auspices of USAID/India Mission. The overarching goal is to provide technical assistance to diverse Indian stakeholders to facilitate a shift to a less GHG emissions intensive development path. The three main thrusts of the project are: Information Dissemination and Outreach; Technical Assistance for Facilitating Model Replicable GHG Mitigation Projects; and Institutional Capacity Building. These interventions are directed at facilitating improvements in three sectors with significant greenhouse gas (GHG) emission impacts in India: transportation, industrial growth and municipal solid waste (MSW) management.

Under CLIN 7, the GEP-CCS concentrates upon the links between economic development, urban growth and the accompanying increase in the GHG emissions. The focus of this element of the GEP CCS project is on urban transportation and, in particular, sustainable transportation and reducing the emissions from motor vehicle exhausts.

In India, as in the rest of the world, there is increasing concern for the effects of climate change and the alarming growth rate of pollution and greenhouse gas emissions. One of the major causes of the growing pollution is from vehicle exhaust emissions in urban environments. Air pollution in urban areas has been proven to be a major concern, and specifically in regard to the effect of air pollution on public health. India, in particular, has a large and expanding urban population, and, in consequence, has high numbers of motorized vehicles, many of which are old and poorly maintained. The inefficiencies of these vehicles, along with poor traffic infrastructure result in high levels of vehicular emissions including GHG emissions. The overall objective of the CLIN 7 component is a reduced rate of growth of GHG emissions from vehicles.

B. Background

Along with solid waste management, the transport sector is the largest source of CO_2 or CO_2 equivalent emissions in most cities. In India, the extremely rapid expansion of urban areas combined with a lack of integrated urban planning, (i.e. land-use and transport strategies are developed and implemented together) and the reliance on older vintage vehicles with inefficient internal combustion engines, will result in congested, unhealthy cities if not addressed.

The urban transportation component of GEP-CCS was designed to look at these areas in partnership with a growing urban center, to develop a demonstration project and transportation management guidelines to serve as an aid to master planners.

CLIN 7 included the following main activities, each of which builds upon the other:

- Preparation of a "City Selection" process;
- Preparation of a Vehicle Technology Assessment report for a selected city;
- Design of a Demonstration Project for reducing GHG emissions from vehicles;
- Development of project documentation for seeking finance to implement the demonstration project;
- Development of transportation guidelines for use by municipalities in shaping transportation management strategies for reducing emissions; and
- Dissemination of transportation guidelines developed, among policy makers and decision-makers.

As the GEP-CCS transportation component focuses on GHG mitigation strategies in urban environments, a municipal body partner was needed to collaborate on project design. As part of the city selection process, a report was prepared in May 2001 association with the Society of India Automobile Manufacturers (SIAM). The purpose was to identify an optimal city with which GEP-CCS could collaborate for designing and implementing the demonstration project. The city of Hyderabad was selected from a list of six potential cities based on structured selection criteria. The most important criterion was the ability and the willingness of the local government to support such a project. The second ranked criteria were the air quality and availability of alternate fuels.

The second report on Vehicle Emission Technology Assessment (VTA) was completed in June 2001. The VTA provided a basis for selecting vehicle technology, fuel and vehicle management options that could potentially be employed in the demonstration project. The report assessed the type of vehicles in Hyderabad, and the emissions per km/person from each. It also assessed environmentally sound vehicle technology options, and looked at vehicle management options that could reduce vehicle emissions.

In the subsequent phase of the project, the Hyderabad Demonstration Project was designed to integrate vehicle technologies and traffic management interventions in order to serve as a model for reducing GHG emissions from vehicles and to promote new transportation interventions. The demonstration project incorporated new applications of existing technologies and transportation management interventions that could be replicated across other urban centers in India. Overtime, USAID suggested that the scope of the demonstration project be refined and limited, re-

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iterating that the purpose of the TA was to identify a set of options, that is traffic interventions and technology or vehicles management options, that are or would be available in the short term, relatively low cost interventions that could be easily managed or implemented by local authorities – *the over-riding considerations being the ability of the project to get implemented and replicated.*

As the lead agency in Hyderabad responsible for traffic management and planning, the Municipal Corporation of Hyderabad (MCH) was the main partner in the GEP-CCS led collaboration during the design of the demonstration project. The MCH was very proactive in facilitating transportation sector improvements in the city and has worked closely with the GEP-CCS team to design interventions that are practical and feasible given local conditions.

A number of options were proposed under traffic management interventions and vehicle technology management. Under the three proposed vehicle technology demonstration options, the improved emissions checking systems intervention was adopted and is being implemented by the Regional Transport Authority and SIAM in partnership. Electric vehicles are being pursued by the private sector, and the third option proposed, the retrofit of the Ambassador cars in the MCH fleet was not adopted.

The traffic management interventions were designed essentially to reduce traffic congestion and to improve traffic flow. Seven interventions were proposed and adopted for demonstration:

- Treatment of road cross-sections – segregation of non-compatible vehicle streams, to reduce vehicle conflicts;
- Improvements of intersections to improve flow and reduce turning movements;
- Improved pedestrian and driver control (separation of vehicle movements from vulnerable road users);
- Improved signage and information devices;
- Improved signalization synchronization to reduce traffic delays and idling at intersections;
- Improved control of parking to reduce traffic flow conflicts; and
- Inter-modal linkages between road and rail systems.

Interventions were implemented in a staggered process over a 12 month period of time in the selected demonstration corridor and have now spread beyond.

Based on the traffic management interventions in the demonstration pilot, and in collaboration with the MCH, and the many other partners, a set of guidelines for integrating sustainable traffic and transport planning principles into the urban planning process were then drafted, disseminated for comment through meetings and various outreach activities and prepared for wider distribution in India. The document – entitled the *Sustainable Transportation Guidelines* – was developed in consultation with various stakeholders and has been designed to assist other Indian cities to adopt transport planning/management principles and guidelines into their master planning process.

C. *This Report: Outreach and dissemination of Sustainable Transportation Guidelines*

This last deliverable under CLIN 7 elaborates on the outreach activities implemented for dissemination of the *Sustainable Transportation Guidelines* document prepared under preceding stages of CLIN 7.

In preparation for these Guidelines, research was undertaken in the City of Hyderabad, Andhra Pradesh. The demonstration project further tested out the effects of the interventions recommended and the public reaction to the same. Therefore, since the document was prepared as an adjunct to the Hyderabad Demonstration Project, it followed that the initial thrust of the outreach exercise be targeted at the city of Hyderabad.

For the outreach activities, LBG leveraged its association with various local institutions/ organizations to maximize the dissemination of the guidelines, and sensitize the largest possible body of stakeholders so as to encourage adoption of the guidelines in the master plan for the city. These organizations included among others: the Municipal Corporation of Hyderabad, the Regional Transport Authority; SIAM; Hyderabad Urban Development Agency (HUDA); the Centre for Good Governance; the Directorate of Town and Country Planning; the Police Commissioner's office; and the Andhra Pradesh Pollution Control Board. Copies of the guidelines were also shared in individual and small group meetings with Mr. A.K. Goyal, Principal Secretary to Gov't of AP, Municipal Administration and Urban Development Department, Mrs. Chitra Ramachandran, Commissioner of the Municipal Corporation of Hyderabad, Mrs. Lakshmi Parathasarathy Bhaskar, Vice Chairman of HUDA, Mr. Krishna Rao, Commissioner of Police, Mr. Giridhar, Transport Commissioner, Mr. Rajiv Sharma, Member Secretary AP Pollution Control Board, and Mr. Syed Muzaffar Hussain, Director, Directorate of Town & Country Planning, among others.

It was opportune that the draft master plan for the city had been recently released by HUDA and was in the process of finalization based on feedback/ comments received from stakeholders. LBG/GEP-CCS utilized this opportunity to engage key decision-makers at HUDA to encourage the adoption of elements from the Guidelines into the final Master Plan document.

LBG/GEP-CCS also leveraged a visit by senior transportation experts organized as part of a policy exchange program, to widely disseminate the guidelines. A Roundtable was organized in association with ASCI and the Centre for Good Governance, on the theme of *Sustainable Transportation and Land Use Planning Strategies for the Future*, on August 7, 2003. This event brought together senior decision-makers/ policy-makers from various departments involved with transportation planning/ management for the city. In addition, the guidelines were also distributed in the course of a number of focused meetings/interactions organized for the visiting experts with specific departments/ organizations in Hyderabad.

Apart from the above, the *City Development Strategy*, a collaborative effort with MCH and other city agencies, was being coordinated by ASCI with the aim of

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developing a comprehensive urban strategy framework for the city of Hyderabad. This strategy encompasses nine focus areas, of which traffic and transportation is one. LBG/GEP-CCS utilized this platform as well to reach out to decision-makers/ stakeholders from various spheres, and create awareness of sustainable transportation principles, as elaborated in the guidelines document.

The team, in coordination with RUDO, also distributed the document at other events held on the theme of urban planning. These included:

- National Workshop on "Model Municipal Law" (November 21, 2003 - New Delhi)
- International Conference on "Good Urban Governance – Making Cities Work" (November 27-29, 2003 - Hyderabad)

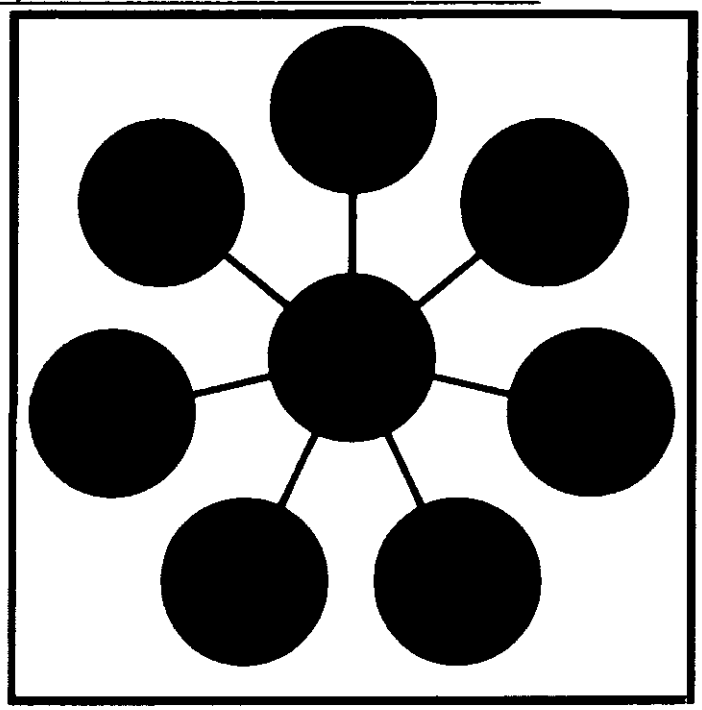
Wider outreach and dissemination of the *Sustainable Transportation Guidelines* has been facilitated by the leveraging of activities, events, partners and meetings. Active engagement of decision-makers was also undertaken to encourage the incorporation of these guidelines (or elements thereof) into the master-planning process of various Indian cities. It is expected that these Guidelines will contribute towards development of national guidelines for emulation by various Indian cities, to ensure land use, transportation and development take place in an integrated manner to as to reduce the growth of GHG emissions from urban transport.

II. Dissemination Activities

The *Sustainable Transportation Guidelines* were designed as a guidance document to provide recommendations and suggestions to city planners to mitigate greenhouse gas emissions through applied strategies during the urban planning process. These Guidelines have been developed to assist existing urban master planners to have discussions on transport as a key component of the urban plan. The Guidelines are intended to help establish links between city transport and land use planning to influence city-wide travel patterns, in particular by encouraging the use of public transport over private transport, and thereby reducing the GHG emissions from the transport sector.

The scope of the possible transportation/ traffic interventions is wide and quite complex. Moreover, planning and management for the urban transportation sector is being typically undertaken by a host of urban local bodies (ULBs) as well as state government departments. This dispersed responsibility accompanied by lack of coordination by an apex body/institution, has resulted in ad hoc measures being initiated which have not yielded the desired improvements in traffic/transportation systems of cities. For the Guidelines to be effective therefore, it was imperative that they be disseminated for adoption through a medium that brought together various decision-making perspectives.

The Master Plan was seen to be an appropriate platform for bringing together the cross-section of perspectives necessary for efficient transportation planning. The Guidelines were accordingly aimed at feeding into the Master Planning process, by facilitating integration of sustainable transportation principles/interventions into the urban planning process.



If a specific city had already updated its individual State or City Master Plan, the city needed to only ensure that the principles described in the Guideline had been addressed and that policies and actions had been developed to include these concepts within the current Master Plan. Moreover, Master Plans once produced should be refined and updated over time so as to adequately respond to the changeable and flexible nature of urban development. Where necessary, elements of the Guidelines could therefore be incorporated as part of the on-going review and adjustment process.

Master Planning involves the consideration of a large number of different disciplines and policies. The differing objectives and future goals will sometimes be in conflict. It is the function of the Master Plan to weigh these objectives together and create a comprehensive plan for the future. Consensus is the key to this process and the planning process needs to be designed in order to achieve this coherence. The above graph illustrates the types of stakeholders who should be involved in this process. In Hyderabad, where the MCD has used the existing rail tracks to develop a light rail system, the railways and the bus agencies will be important stakeholders in sustainable transportation planning which promotes public transportation. For multi-modal systems to be successful, the various stakeholders need to take ownership of the concept.

Accordingly, the Guidelines were also developed and finalized after undertaking extensive consultations with a cross-section of stakeholders. The dissemination process was equally widespread in its reach across decision-makers, policy-makers and other stakeholder groups. Each of the stakeholder groups associated with the city's transportation systems had perspectives to offer, depending on their specific role in the transportation planning and implementation process, viz.

- *Municipal Corporation of Hyderabad:* Responsible for road maintenance/ widening, construction/ maintenance of pedestrian pathways, coordinating agency for various transport projects such as the rail based transit system. MCD was the principal partner in the demonstration project.

- *Hyderabad Urban Development Authority:* The nodal agency for planning and regulating development activity for the district of Hyderabad. It is responsible for preparation of the Master Plan, which includes land use and transportation planning for the city.

- *Department of Transport:* Largely focused on deciding taxation structures, as well as enforcement of the same. The taxation function is the primary means used to encourage/ discourage select modes of transport so as to facilitate a shift towards the desired mix of transport.

- *Traffic Police Department:* Authority responsible for management of traffic flows and enforcement of traffic laws.

- *A. P. Pollution Control Board:* Responsible for prevention, control or abatement of vehicular air pollution. It undertakes monitoring activity, evaluates health impacts and analyses emission norms for vehicles. It also works to create public awareness of traffic related air pollution, and promotes steps that can be taken to reduce the same.

- *Research agencies/Policy bodies (e.g. ASCI, Centre for Good Governance):* These agencies are critical to the policy making process, in the technical and economic inputs they provide to the decision-makers on various policy options. They also serve as platforms for bringing together the decision-makers from various agencies involved in the management of transportation systems.

Various fora and channels were leveraged by the LBG/GEP-CCS team to generate awareness on the Guidelines, and inform stakeholders on its role as an input into the master planning process. Specifically, the following events were organized/ leveraged for dissemination of the *Sustainable Transportation Guidelines*:

Event	Date	Location
A. Roundtable on *Sustainable Transportation and Land Use Planning Strategies for the Future*	August 7, 2003	Hyderabad
B. Meetings Held as Part of Policy Exchange on *Developing Sustainable Transportation Policies and Planning for the Future*	August 4 – 9, 2003	Hyderabad New Delhi
C. City Development Strategy Hyderabad – Final City Consultation	September 6, 2003	Hyderabad
D. National Workshop on *Model Municipal Law*	November 21, 2003	New Delhi
E. International Conference on *Good Urban Governance – Making Cities Work*	November 27-29, 2003	Hyderabad

While most of the events were held at Hyderabad, their participation was not restricted to decision-makers from that city's urban local bodies alone. Instead they encompassed representatives from various government departments, levels of decision-making and stakeholder groups from different parts of the country. Details of the above-mentioned dissemination activities are discussed in detail below.

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In consultation with USAID it was agreed that as a follow up to the Hyderabad Demonstration Project, a Roundtable be organized both as an outreach activity and an exchange between the critical stakeholders in the municipal planning process to explore the findings from the demonstration project and review the *Sustainable Transportation Guidelines* developed by the LBG/GEP-CCS team.

The specific *objectives* of the Roundtable were identified as follows:

a) To bring together the various stakeholders in the urban master planning process for an informal but structured exchange on urban transport and land use planning and urban transport and GHG emissions.

b) To disseminate the guidelines for traffic management interventions to respond to traffic and transportation issues while also addressing reducing the rate of growth of GHG emissions from this sector.

c) To encourage the adoption of relevant themes and/or specific elements of the transport planning guidelines into urban development master plans of Hyderabad and other cities in Andhra Pradesh where appropriate.

It was opportune that the *Hyderabad Master Plan 2020* document developed by HUDA, had been recently released in its draft form inviting comments from stakeholders. This offered LBG/GEP-CCS a useful opportunity to:

- Increase awareness of the links between city transport and land use planning, and further with local air pollution and GHG emissions.

- Initiate a discussion on the draft Hyderabad Master Plan 2020, with specific reference to inclusion of urban transport as one of the city development criteria.

The target audience for the Roundtable was identified to be key stakeholders from the Andhra Pradesh government, and the ULBs of Hyderabad. *(Refer Annexure A for the participant list of the Roundtable.)*

The event was organized to also leverage a visit by senior transportation planners from US city authorities as part of a policy exchange program on *Developing Sustainable Transportation Policies and Planning for the Future*. These international resource persons included:

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Mr. Andrew C. Cotugno	Director of Metro, Portland, Oregon	METRO
Mr. Harold Stitt	Senior Planner, City of Englewood, Colorado	City of Englewood

In addition, Mr. David H. Jarrett, Senior Transportation and City Planning Expert from Louis Berger Group, Inc. and principal author of the Guidelines, also joined in the proceedings with the objective of presenting details of the Hyderabad Demonstration Project, as well as the contents of the Guidelines document prepared.

The Roundtable was organized in partnership with the following two local institutions engaged in diverse policy-making activities, including those with respect to transportation and urban planning:

Administrative Staff College of India – ASCI is an established institution engaged in providing training and capacity building activities for industry and government. It also undertakes research and consulting activity covering a wide spectrum of management and governance aspects, including a specific focus on urban policies. In the Hyderabad context, it is a nodal agency for various city-based initiatives. Mr. E. A. S. Sarma, Principal, ASCI, is also the Chair of the State Transport Policy Committee.

Centre for Good Governance – Set up by the Government of AP in 2001, the Centre for Good Governance coordinates and supports the design and implementation of Government of AP's Governance Reform Program. CGG works with policy makers like Ministers, officials, experts and other stakeholders to promote good governance. Given its role as a think-tank that helps translate government objectives and policy into tangible actions, it was seen to be having the requisite profile to convene a brain storming session with key decision-makers/ stakeholders.

The choice of ASCI as the host organization for the Roundtable was further supported by the fact that it was also the host institution for the Andhra Pradesh State Transport Policy Committee, which had been constituted in January 2002. The terms of reference of this Committee (ref Box 1.) closely synergized with the scope of the Roundtable as well as the Guidelines document.

BOX 1.

Terms of reference for State Transport Policy Committee:

- To assess the transport requirements of the State in the context of the growth scenario projected in Vision 2020
- To examine the linkages between land use planning and transportation in urban agglomerations and suggest an appropriate institutional/ legal framework to facilitate an integrated approach to urban planning

- To study the regional imbalances in the development of the transport sector in the State and suggest policy measures to address the same
- To study the present framework of fiscal policy as applicable to the transport sector and suggest measures for enabling the sector to generate adequate internal resources needed for the development of the transport sector on rational lines
- To recommend incentives/ disincentives for the transport sector for reducing vehicular pollution and congestion and for promoting technological upgradation and modernization of the sector
- To suggest effective integration of different modes of transportation to enhance safety, energy efficiency and economic development.

The program structure and profile of invitees was decided in consultation with the above organizations so as to achieve the desired the impact and outreach among relevant stakeholders at the local level. To this end, members from the LBG/GEP-CCS team visited Hyderabad in June and July 2003 to engage concerned stakeholders, share copies of the draft guidelines for comment and coordinate the logistics for the event.

The participation in the interactive "brainstorming" roundtable was about 25 persons, encompassing senior decision-makers from various city level agencies associated with transportation planning and management e.g. HUDA, Department of Transport, Traffic Police Department, AP Pollution Control Board. The roundtable invitees included targeted key members of the AP State Transport Policy Committee. In addition, senior transportation experts, representatives from research institutions and the financial sector were also present.

In the course of the deliberations the following topics/ issues were discussed:

- Fiscal issues that need to be addressed, encompassing both direct and indirect taxation, across different modes of transport. The structure of taxes should work towards improving the viability and attractiveness of public transport;
- Decision variables affecting the choice between different modes of public transport (viz. metro, high capacity buses, light rail systems);
- Interface between the different modes of public transport;
- Types of regulatory structures required;
- Principles underlying setting of norms for emission levels, fuel quality, traffic;
- Process of public consultation followed for land use and transportation planning; and
- Approaches to financing of transportation projects and setting of tariff levels.

However, the most important aspect that derived from the Roundtable was the discussion on an "Umbrella Organization" to manage/control development in greater Hyderabad, especially for developing an implementation agenda on transportation and land use management for the city. Several models were discussed for the creation of this entity. The Bangalore model – i.e. Bangalore Action Task Force – consisting of a

partnership approach between civil society, corporate representatives and public service providers was discussed at length in this context.

The Guidelines were disseminated to the participants along with the handout material for the Roundtable. In addition, elements of the Guidelines were presented in the course of the Roundtable proceedings.

[redacted]

As mentioned earlier, for the purpose of dissemination of the Guidelines, the LBG/GEP-CCS team leveraged meetings organized as part of the policy exchange program on sustainable transportation. Some of these meetings (listed below) were held with city level agencies in Hyderabad and New Delhi. During these meetings, copies of the Guidelines were handed over to the relevant officials for their referral in the course of decision-making on transportation planning and management.

a) ***Regional Transport Authority, Department of Transport (August 4, 2003)*** – Meeting with Mr. A.K. Giridhar, Transport Commissioner and a team of senior officials from his department.

b) ***Andhra Pradesh Pollution Control Board (August 4, 2003)*** – Meeting with Mr. Rajiv Sharma, Member Secretary, APPCB and Dr. K.V. Ramani, Chief Environmental Scientist.

c) ***Municipal Corporation of Hyderabad (August 5, 2003)*** – Meeting with Ms. Chitra Ramachandran, Commissioner, MCH and Ranadir Reddy, Additional Commissioner. This was followed by a group interaction for the visiting experts to share their experiences with senior MCH functionaries including senior planners and engineers. The interaction was also attended by senior representatives from the project consultant (L&T Rampoll) for the light rail transit system in Hyderabad. The total number of participants was approximately 15.

d) ***Hyderabad Urban Development Authority (August 5, 2003)*** – A group interaction had been organized at HUDA for the visiting experts to share their experiences with senior functionaries at HUDA. The meeting, endorsed by the acting Director of HUDA, was attended by Mr. S. P. Shourey, Special Officer (RMP) and approximately 10 other senior planners/ architects from the organization, including a planner from Warrangal.

e) ***Centre for Good Governance (August 6, 2003)*** – A seminar was organised by CGG consisting of participation largely by CGG research professionals, as well as decision-makers from select city level agencies. The number of participants in this seminar was approximately 20-25.

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f) ***Municipal Corporation of Delhi (August 8, 2003)*** – This meeting was organized to facilitate an interaction of the visiting experts with a cross-section of stakeholders associated with Delhi's transportation systems. The meeting was coordinated by the office of Mr. Rakesh Mehta, Commissioner MCD. It was attended by senior representatives from not just MCD, but also DDA, Delhi Metro Rail Corporation (DMRC), state department of transport, IIT-Delhi and Mokshda.

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The CDS is an initiative aimed at drawing together smaller interventions undertaken for improving urban service provision, especially for the poor, and setting out guiding principles for future urban development investments within a comprehensive city development framework. It encompassed nine focus areas, of which Traffic and Transportation was one.

The implementing responsibility for the program rested with MCH, while ASCI was appointed the local partner institution for facilitating and managing the consultative process and coordinating activities leading to CDS. Other partnering institutions for the program included,

- Cities Alliance
- Urban Management Program – UMP-SA
- UN HABITAT
- Water and Sanitation Program – WSP-SA

The above event represented the final city consultation under the CDS, and encompassed a discussion on the implementation arrangements for CDS Hyderabad. Given the synergies between the objectives of CLIN 7 and those of the above event, it was perceived to be an appropriate platform for disseminating the principles outlined in the Guidelines document and encouraging their incorporation in the CDS document. The event had a participation of over 100 stakeholders including heads of key public service departments/ institutions, and senior representatives from the private sector and civil society.

The association built up with ASCI in the course of the Roundtable (of August 7, 2003) was leveraged to facilitate the participation of LBG/GEP-CCS representatives in this event. An additional supporting factor was the involvement of MCH officials and advisors, who had worked closely with the GEP-CCS team during the previous phases of the CLIN 7 component including the direct implementation of the demonstration project, in the Transportation Working Group under CDS. These officials had already been sensitized to the essential principles of sustainable transportation, as part of their earlier engagement under the GEP-CCS project. This previous orientation accompanied by the dissemination of the Guidelines in the course of the above event, found expression in the Report of the Working Group on Traffic and Transportation which incorporates several of the sustainable transportation principles/ interventions outlined in the Guidelines document.

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transportation principles/ interventions outlined in the Guidelines, into the *derabad Master Plan 2020* document.

Specifically, meetings were held with Mr.S.P.Shorey, Special Officer (RMP) at HUDA and Prof.V.Srinivas Chary, Senior Faculty, ASCI.

Mr. Shorey, who is the nodal functionary in the drafting of the Master Plan document for Hyderabad, welcomed the preparation of the Guidelines document, and mentioned that several of the principles/concepts listed in the document have already been incorporated in the Plan. For example, spatial decentralization is being encouraged by creating a large number of multiple use zones, and increasing the flexibility of use (excluding manufacturing activities) even in the residential and commercial zones. Attempts at incorporating elements of transit oriented development (TOD) have taken the form of proposals for residential and commercial zones along the route of the MMRTS. Moreover, the Master Plan already incorporates an inventory of the transport infrastructure (e.g. roads, vehicular population by ownership & use) as suggested in Section B of the Guidelines, based on separate studies undertaken by HUDA – HATS[1] I (1988), HATS II (1999) and RTA 2002 data.

He also discussed the constraints in addressing certain aspects of sustainable transportation particularly in the areas of:

- pedestrian areas/ cycle tracks
- safety issues
- restricted access zones
- provisions for public transportation

In this context, he observed that typically these aspects were not adequately addressed by planners/ administrators due to public indifference and lack of political will in tackling the associated constraints. These lacunae exist in the HUDA Master Plan as well, in that it does not incorporate demand side assessments such as pedestrian surveys, public transport surveys etc.

An additional problem in addressing sustainable transportation issues more comprehensively was the absence of a unified metropolitan transport authority. Planning and implementation of several interventions listed in the Guidelines – in particular those relating to network management, public transport provision and demand management- hinge on the existence of such a coordinating agency.

The Master Plan nevertheless does lay down the principles of sustainable transportation under these heads (e.g. encouragement of public transport, priority to pedestrians/ cyclists, improved traffic management) as reminders for planners/ administrators undertaking the city's transportation management activities. Also, the Master Plan attempts to provide for future land requirements associated with public transport, by providing for an increased ROW for roads – the additional land being kept aside for parallel modes (e.g. rail / bus lanes) that might get developed later.

In the context of the constraints faced due to public indifference and lack of political will, Mr. Shorey highlighted importance of disseminating sustainable transportation concepts amongst a wider group of stakeholders, especially the political constituency.

[1] Hyderabad Area Transportation Study

Such an outreach effort could be undertaken through the distribution of a small booklet on the subject, presented in layman terms. To aid this process, USAID provided samples of a booklet designed to create awareness on power reforms by the A.P. State Electricity Board.

In the meeting at ASCI, Prof. Chary also welcomed the formulation of the Guidelines, stating that it would prove to be a useful tool in developing planning documents. The discussion also spotlighted some of the other initiatives being implemented in Hyderabad that were addressing the city's planning needs. One such initiative was the City Development Strategy being coordinated by ASCI.

As mentioned earlier, a number of the key elements of the Guidelines have been already incorporated in the CDS document, courtesy exposure of the authors of the transportation section (which included MCH Additional Commissioner Mr. Ranadhir Reddy, and Prof. Raghava Chari, special advisor to MCH, among others) to international best practice (via study tours), extensive TA and interactions with LBG transportation and planning experts in the course of Hyderabad pilot project as well as during the preparation of the Guidelines document. These elements include both specific traffic management interventions from the pilot and the guidelines (e.g. suggestions for reducing side friction like the widening of roadways, improvements to intersections, synchronization of signals, etc.), and macro policy guidelines (e.g. transit oriented development, and emphasis on multi-modal transport and public transport).

III OBSERVATIONS AND NEXT STEPS

Based on the discussions and interactions with concerned policy and decision-makers in the course of the outreach and dissemination phase of the Transport Guidelines under CLIN 7, several areas have been identified for follow up action. These are discussed below.

- A major problem in addressing sustainable transportation issues more comprehensively was seen to be the absence of a **unified metropolitan transport authority**. Planning and implementation of several interventions listed in the Guidelines hinge on the existence of such a coordinating agency. Accordingly, institutional change is required in policy and planning activities, with greater coordination between the different agencies. The model used by the Bangalore Action Task Force is one that could be explored. The experience of Metro is also relevant in this context. Dr. Chary of ASCI is leading a movement in this direction, and trying to build a coalition of stakeholders to develop such a coordinating planning group.

- **Fiscal issues** needed to be addressed, encompassing both direct and indirect taxation, across different modes of transport. Currently, several distortions existed in the fiscal incentive structure between different modes of transport. The structure of taxes needed to work towards improving the viability and attractiveness of public transport.

- While efforts are being made to move towards more sustainable transportation systems in the context of Hyderabad, there is a need to look at the **other cities** of Andhra Pradesh, which are entering the high growth path as well. Given that each city's needs are unique (in terms of its layout and character) a greater understanding was required on how to address their needs.

- Several policy/ decision-makers raised the problem of **funding mass transit projects**. They felt the need for increasing their understanding of funding structures that could be used for developing such projects. Accordingly, it was felt that a study could be undertaken of USA's experience with funding of transit projects, especially vis-à-vis the mix of contributions by federal, state and municipal authorities. Such an analysis could serve as an input for the Central Government in its design of funding policies for transit projects.

- Another view emphasized the need for **greater professionalism and technical rigour in decision-making**, especially at the proposal-making stage. It was observed that currently there was no standardization, data analysis and pooling of technical resources by the relevant institutions. Accordingly, the creation of a unified administrative board (with representation from the various government agencies) supported by a professional body, could help develop technically sound proposals for consideration by concerned public agencies.

- An important area requiring attention was seen to be the **public indifference and lack of political will** in tackling the constraints associated with several sustainable transportation solutions. This was especially the case in areas requiring high levels of cooperation and participation by the citizenry viz. such as pedestrian areas/ cycle tracks, safety issues, restricted access zones, provisions for public transportation. To this end, an awareness creation effort could be initiated for generating greater consensus for adoption of sustainable transportation ideas/ concepts amongst all stakeholders.

APPENDICES

HYDERABAD ROUND TABLE – AGENDA, PARTICIPANT LIST

ADMINISTRATIVE STAFF COLLEGE OF INDIA & CENTRE FOR GOOD GOVERNANCE

Roundtable on
Sustainable Transportation & Land Use Planning
Strategies for the Future
(Greenhouse Gas Pollution Prevention Project – Climate Change Supplement)

ASCI, Bella Vista,
Raj Bhavan Road, Hyderabad - 500082
August 7, 2003

9:00 – 9:30	Welcome Welcome Note: Dr.E.A.S.Sarma, Principal Administrative Staff College of India Remarks: USAID
9:30 – 9:45	Introductory presentation by Dr.E.A.S.Sarma, Chair of 'Transport Policy Committee': *Transport Policy Guidelines Development - Current Status*
9:45 – 10:15	*Hyderabad Pilot - Sustainable Transport Guidelines*: David Jarrett, Senior Transportation Planner, Louis Berger Group
10:15 – 11:00	HYDERABAD METRO PLANNING PROCESS – Presentations: o Municipal Corporation of Hyderabad: *Traffic & Transportation Perspectives for Hyderabad City* o Hyderabad Urban Development Authority: *HUDA Master Plan - Key Land Use and Transportation Issues* o Department of Transport: *Technology & Regulatory Issues*
11:00 – 11:15	Tea
11:15-1:30	CITY PLANNING CASE STUDIES FROM USA
11:15-11:45	Andrew C.Cotugno, Planning Director, Metro Portland, Oregon *The Portland Model of Integrated Transportation-Land Use Planning*
11:45-12:15	Harold J.Stitt, Senior Transportation Planner, City of Englewood, Denver *Transit Oriented Development and Land Use Planning*
12:15-1:30	Remarks by Executive Director, Centre for Good Governance and Discussion
1:30 – 2:30	Lunch
2:30 – 3.30	Discussion & Response by experts on issues [including financial perspectives by representatives from IDFC & Feedback Ventures]
3:30 – 4.00	Summing up, Way forward and Closing remarks

ROUND TABLE ON SUSTAINABLE TRANSPORTATION AND LAND USE PLANNING STRATEGIES FOR THE FUTURE

August 7th 2003-12-03

List of Participants

S.no	Name	Designation
1.	Dr. E A S Sarma	Principal, ASCI
2.	Mrs.Chitra Ramachandran	Commissioner
3.	P K Mohanty	IAS, Executive Director MCR-HRD Institute
4.	Mrs Laxmi Parthasarathy Bhaskar	Vice Chairman HUDA
5.	Mr. R P Singh	Vice Chairman, & Managing Director
6	Mr. Syed Muzaffar Hussain	Director Directorate of Town and Country Planning
7	A Giridhar	Transport Commissioner
8	Mr. M V Narasaiah	Dy. Chief Engineer(Roads)
9	Mr. Ramanujula Rao	Asst. Executive Engineer
10	Mr. S P Shorey	Special Officer, HUDA
11	P Ranadhir Reddy	Additional Commissioner T & T
12	Prof Raghava Chary	
13	Ms. Dipanjana De	Knowledge Manager, MCR-HRD Institute
14	Mrs Gayatri Ramachandran	Director General, EPRTI
15	Prof Murali krishna	Prof and Head, JNTU
16	Prof Bhanu Murthy	Prof Environment, JNTU
17	Dr. S Nagabhusan Rao	Director ESCI
18	Dr. Y Satyanarayan	Sr. Faculty ASCI
19	Prof V S Chary	Sr. Faculty ASCI
20	Dr. A Narender	Faculty ASCI
21	Dr. S K Mathur	Executive Director, APSRIC
22	Ajay Narayan	IDFC
23	PV Ravi	IDFC
24	P M Kuriakose	I A S Additional Secretary PCB
25	A Rajulu	
26	Dr. K V Ramani	JSES APPCB

CITY DEVELOPMENT STRATEGY HYDERABAD

Final Draft Report

Municipal Corporation of Hyderabad

CITY DEVELOPMENT STRATEGY HYDERABAD: STRATEGIC ACTION PLAN AND CITY ASSISTANCE PROGRAMME

Facilitated by:

Administrative Staff College of India
Bella Vista, Hyderabad

Partnering Institutions:
Urban Management Program – UMP-SA
Cities Alliance
UN-HABITAT
Water and Sanitation Program – WSP - SA

August 2003

City Development Strategy Hyderabad

List of Working Groups and Members

I. Report of the Working Group on Good Governance and ICT for Urban Governance

Working Group Members

Ms. Chitra Ramachandran I.A.S (Convener)
Commissioner, Municipal Corporation of Hyderabad

Shri. K Kosal Ram I.A.S.(Retd.)
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Shri. C S R Prabhu
Director, National Informatics Center

Shri. S R Vijayakar
Member, Advisory Committee
Loksatta

Prof.Venkateshwarlu
Professor,
International Institute of Information Technology

Shri. S R Rao I.A.S.
Chairman, Visakhapatnam Port Trust

Shri. Phani Kumar I.A.S.
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Major General Dr Rajeev Bagga
Adviser, IT Area, ASCI

Prof. G Hara Gopal
Professor, Department of Political Science
University of Hyderabad

Advisory Members:

Dr. Ramanath Jha
Regional coordinator
UMP – UNHABITAT

Dr. B. Bowonder
Dean of Research
Administrative Staff College of India

II. Report of the Working Group on Poverty Alleviation

Working Group Members

Dr. D Ravindra Prasad(Convener)
Adviser-Capacity Building, APUSP

Mr. S P Shorey
Special Officer
Hyderabad Urban Development Authority

Mr. Ch. Janardhana Reddy
CDO-UCD, MCH

Mr. Shyam Sundar Goud
Corporator – Ameerpet

Ms. Afroz Sultana
Community Representative

Shri K Rajeswara Rao, I.A.S.
Advisor – Urban Governance, ASCI

Mr. Ram Narayan Yadav
Floor Leader – MCH (Ward No. 46)

Ms. K. Lalita
Thinksoft Consultants

Ms. P. M. Vijayalakshmi
Link Volunteer, Devi Bagh

Advisory Member:

Ms. Alison Barrett
Cities Alliance

III. Report of the Working Group on Economic Development

Working Group Members

Dr. V S Madduri (Convener)
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University of Hyderabad

Mr. Omprakash Tibrewala
Former President, FAPCCI

Mr. Sriram
Project Officer,
DRFHSD, Dr. Reddy's Foundation

Mr. Darshan Gangolli
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IL& FS Limited

Mr. M V S Prasad I.A.S
Managing Director,
APIIC

Shri Subash Chanderji
Deputy Mayor,
Municipal Corporation of Hyderabad

IV. Report of the Working Group on Environment, Tourism, and Culture

Working Group Members

Mr. Chandra Mohan Reddy (Convener)	**Dr. C Ramachandraiah**
Director (Urban Forestry)	Fellow, CESS
Municipal Corporation of Hyderabad	
Dr. Dinesh K. Mahendra	**Ms. P Anuradha Reddy**
PRAKAR	President, SPEQL
Ms. Kalyani	**Ms. Divya Mukand**
Scientist	Center for Environmental Education
Center for Environmental Education	
Mr. M. Krishna Prasad	**Mr. W.G. Prasanna Kumar**
Musi Parirakshana Samithi	Social Scientist
	APPCB
Mr. Sajjad Shahid	
Centre for Deccan Studies	

V. Report of the Working Group on Water and Sanitation

Working Group Members

Shri. M G Gopal, I. A. S. (Convener)	**Mr.V. L. Praveen Kumar**
Managing Director, HMWS&SB	Dy. Gen. Manager (Engg.), HMWS&SB
Shri. Subhash Chanderji	**Shri. Abdul Rehman Khan**
Deputy Mayor,	Chairperson Standing Committee,
Municipal Corporation of Hyderabad	Municipal Corporation of Hyderabad
Mr. Siva Reddy	**Mr. Mohd Sharif**
Sr. Environmental Engineer	Floor Leader – MCH Ward No 25
Andhra Pradesh Pollution Control Board	
Dr. Anand Chiplunkar	**Mrs. Gita Dendukuri**
Vice President, IL&FS	Secretary,
	Methodist Colony Welfare Association
Mr. N. Ravikiran	**Mr. Abhijit Bhaumik**
Commissioner, Kapra Municipal Corp.	Executive Director, Feedback Ventures

Mr. Sanjay Joshi
Manager, IL&FS

Ms. Karuna Gopal
Director, The Confluence Consulting

Smt. Uma Rani
CDS President (Circle IV)
Advisory Member

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Senior Faculty, ASCI

Ms. Dolan Majumdar,
Thames Water, Singapore

VI. Report of the Working Group on Solid Waste Management

Working Group Members

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Municipal Corporation of Hyderabad

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Dy. Executive Engineer, Public Health, MCH

Shri. D. Jagannadha Rao
Regional Project Director, Velugu Project

Ms. G. Suvarnalatha
Convener-CDS

VII. Report of the Working Group on Traffic and Transportation

Working Group Members

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Dy. Commisioner (Transportation),
Regional Transport Authority

Mr. Panduranga Murthy
Regional Manager,
Hyderabad Region, APSRTC

Advisory Member:

Dr. E A S Sarma
Principal
Administrative Staff College of India

VIII. Report of the Working Group on Health and Education

Working Group Members

Prof. Arun K. Tiwari (Convener)
Director, Care Foundation

Mr. Venkateshwara Rao
General Secretary, UPACOR

Dr. Sheela Prasad
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Ms. Indira
Dy. District Education Officer

Mr. K. S. C. Bose
Dy. Director, Central Malaria Laboratory

Mr. Isidor Phillips
Director, DIVYADISHA

Dr. Chandra Sekhar
Addl. Director for Malaria and Filaria

Mr. Ali Asghar
Executive Secretary, Confederation of Voluntary Associations

Mr. Shaik Altaf Ahmed
Head – Programmes, Prayas

Ms. G.Gayathri
Project Officer, Prayas

Dr. Pratibha
Chief Medical and Health Officer

Ms. Sarala Kumari
AD – Health
Women and Child Welfare Department

Mr. D. Seshagiri Rao
Addl. State Project Director, DPEP scheme
Education

IX. Report of the Working Group on Urban Finance

Working Group Members

Dr. Ravikant Joshi (Convener)
Director Fiannce, Vadodra Municipal Corporation

Mr.Vishwanatham
Financial Advisor, Municipal Corporation of Hyderabad

Mr. Pratyush Prashant
Head, Infrastructure Advisory, CRISIL

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Ms.Dipanjana De
Knowledge Manager, MCR-HRD Institute of AP

Mr. Sameer Gupta
Manager, CRISIL

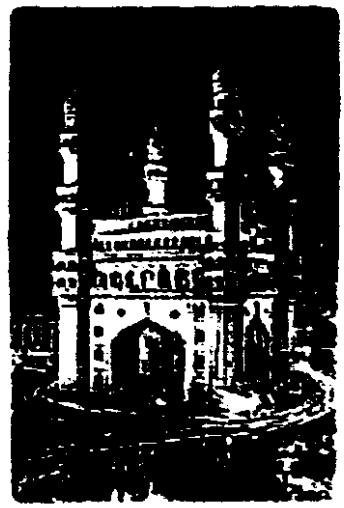
Mr. G. K. Rao
Chief General Manager (Revenue), HMWSSB

CHAPTER I

INTRODUCTION

1.1 Background

Hyderabad urban agglomeration with a population of 5.75 million (2001 census) is India's sixth largest city and one of the fastest growing metropolitan centres of the country. The city has embarked upon an ambitious programme aimed at promoting domestic and foreign investments. However, along with this strategy of economic growth, the city would also need to consider a strategy to alleviate the living conditions of the poor. The number of slums and slum population in Hyderabad has been increasing rapidly with the growing population of the city. The number of notified slum settlements has increased from 106 in 1962 to 811 in 1994. The population residing in these slums increased from 120,000 in 1962 to 1.25 million in 1994.



The city of Hyderabad has been a pioneer in implementing innovative approaches for urban poor. It has been a role model for other Indian cities for a successful and sustained community development program for the urban poor. It is also one of the few cities in India, where conscious policy decisions were made in the past for the urban poor and three successive slum improvement projects were executed over the last two decades.

Since 1999 there has been some thinking on making a paradigm shift in approach towards slum improvement from conventional slum improvement projects by MCH. The principal focus of the UMP/WSP intervention in Phase I was to support the MCH in developing a strategic action plan for slum improvement and improved service delivery to the poor on a sustainable basis. A related objective was to enhance the capacity of MCH in developing a policy framework and an action plan for the urban poor in Hyderabad. After a year of City consultations in Hyderabad, the process brought into focus, key issues related to institutionalization of efforts towards poverty alleviation and municipal services delivery to the poor with community participation. The consultative process also resulted in the establishment of the Urban Community Development and Services cell within the MCH.

In the second phase of the programme, during 2000-01, the consultative process focused on strengthening the existing institutional structures at the local level, and empowering communities to express their demands as well as to participate in planning for service provision. Capacity building of service providing agencies to respond to the needs of the poor was yet another key objective of the consultations in the second phase. The Administrative Staff College of India (ASCI) was selected as the "Local Partner Institution" (LPI) for facilitating and managing the consultative process at the local level. The consultations have led to preparation of micro-action plans through a bottom-up, participatory process and have secured commitment of key service-providing agencies to implement these plans.

To build on the successful pilot interventions over the last two years, focusing on the poor and regular service delivery to their settlements, it is proposed to develop a "pro-poor" City Development Strategy for Hyderabad. This strategy is aimed at pulling together smaller interventions and setting out guiding principles for future urban development investments within a comprehensive city development framework. Building convergence of various ongoing initiatives and programmes is an integral part of the exercise. The process of developing the Strategy itself will result in institutional strengthening exercise in implementing a more participatory approach, notably for MCH and the local partner institution, to ensure sustainability and replication within the State as well as in India.

In the process of previous city consultations, MCH has become familiar with participatory decision-making processes. A similar participatory approach is adopted for the Hyderabad CDS. The Administrative Staff College of India (ASCI) has established a good working relationship with MCH and other partners in the subject matters and gained knowledge and skills to provide support to MCH. The Administrative Staff College of India (ASCI) was selected as the "Local Partner Institution" (LPI) for facilitating and managing the consultative process and coordinating activities leading to CDS. The UMP and WSP South Asia facilitated and guided the CDS process.

The implementing responsibility for the Programme rested with the MCH. An important role in this initiative, however, was that of the "Programme Steering Committee" (PSC), which was constituted at the very beginning of the activity. The PSC comprised key public sector decision-makers and private and community sector representatives. The PSC, chaired by the Municipal Commissioner, was responsible for adopting a detailed Work Plan for the implementation of this Programme; for ensuring the participation of stakeholder representatives in the major stakeholders' workshops and consultations; and, facilitating the timely preparation of

background papers, workshop reports and final reports. The LPI provided technical inputs to the PSC and also taken on the role of programme secretariat.

1.2 Objectives of CDS Hyderabad

The focus of CDS Hyderabad was on achieving equitable growth by addressing poverty and issues of municipal service delivery to the poor on a continuous and sustainable basis. Community empowerment and decentralized decision-making for development was the ultimate goal of the exercise. The ASCI (LPI) provided technical support to the PSC in carrying out the activities and generating the outputs required for CDS and facilitated the stakeholder consultation workshops. The CDS process in Hyderabad was conducted within the framework of the following key objectives.

Objective 1: To develop a Comprehensive Development Framework (CDF) for Hyderabad
Objective 1.1: Documentation of past development initiatives and mapping of current (ongoing) programmes in the city, followed by identification of gaps in available information.

Objective 1.2: Analysis of principal and secondary stakeholders in the city, their current capacities, strengths and weaknesses, and potential roles in the CDS process, and finalization of such an assessment through a consultative workshop.

Objective 1.3: Preparation or commissioning of background papers focusing on: **An Economic Analysis of Hyderabad:** its role in the national economy, its structure, formal-informal sector linkages, dynamics of the city economy over time, identification of key drivers, potentials and bottlenecks;

A Poverty Profile of

Hyderabad: the economic status of the urban poor, their access to shelter and services, and impacts of targeted programmes on the poor;

An Environmental Analysis: environmental status, risk assessment and impact

Objective 1.4: Participatory city consultations involving all stakeholder groups to identify specific issues, sectoral focus areas and corresponding strategies. All documents mentioned above will be used for the stakeholders' consultation workshops as background papers.

Objective 2: To formulate the Strategic Action Plan (SAP) and the City Assistance Programme (CAP) based on the Comprehensive Development Framework

Objective 2.1: A city-wide consultation for sharing and refining of the CDF, and developing the Strategic Action Plan (SAP)

Objective 2.2: Prioritization of sectors/focus areas through the consultative process, and identification of short, medium and long-term goals. Several working groups may be formed to develop specific interventions for each prioritized issue.

Objective 2.3: Development of the City Assistance Programme (CAP) and identification of implementation arrangements amongst the stakeholders

Objective 3: To develop and institutionalize a sustainable service delivery mechanism at the community level

Objective 3.1: Review of the implementation of the Municipal Action Plan for Poverty Alleviation and the result of micro action planning process and plans in 12 pilot areas, including the guidelines on community development.

Objective 3.2: Identification of a suitable approach, institutional arrangement, financial mechanisms, and implementation strategy for scaling up slum upgrading and service delivery to the poor for Hyderabad.

Objective 4: To secure adoption of elements of the Strategic Action Plan and City Assistance Programme by development agencies

Objective 4.1: City/Donor/Investors consultations for the adoption of all elements of the SAP and CAP by national/state authorities, where donors and investors were invited to further co-ordinate their assistance to MCH in the implementation of SAP and CAP, including the upgrading component.

Objective 5: To document and disseminate the CDS experience

Objective 5.1: Preparation of final report consolidating the process, outcome and lessons learnt from the Hyderabad CDS activities.

Objective 5.2: A replication workshop in co-ordination with the State government and/or the Ministry with a view to disseminate the result to other cities in Andhra Pradesh and in India.

Objective 5.3: Assist partner institutions in disseminating the results.

1.3 Implementation Plan

Key steps that were envisaged in achieving the objectives and related activities are presented below.

1.3.1 Constitution of PSC: The MCH, in consultation with UMP-SA, constituted a PSC with a core group 11 members and 9 special invitees representing the important stakeholders service providing agencies, NGOs and CBOs, and the private sector. The PSC met periodically to guide and monitor the preparation of CDS, Hyderabad. ASCI as the LPI provided technical support to the PSC.

1.3.2 Mapping of Development Initiatives: ASCI has undertaken an exercise of collection of information with regard to past development initiatives taken up by the state and local government agencies in Hyderabad. ASCI also mapped the current initiatives, of these agencies and identified the gaps in available information. The PSC met to review the documentation of initiatives, preliminary stakeholder analysis and plan for stakeholder workshop.

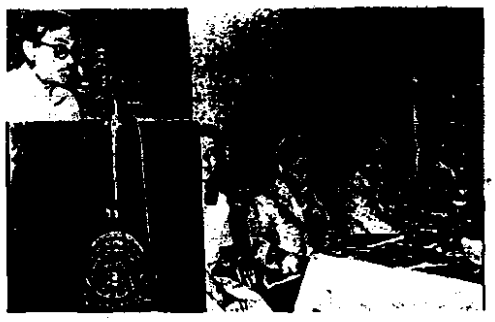
1.3.3 Orientation Programme: ASCI has undertaken a three day orientation programme for newly elected corporators and other functionaries with an intention to appraise them about CDS initiative, past UMP/WSP led programme and orient them to municipal management and good governance principles and practices.

1.3.4 Stakeholder Analysis: ASCI in consultation with MCH and UMP conducted a stakeholder analysis and prepared a report indicating the primary and secondary stakeholders, their interests and importance to the programme.

1.3.5 Stakeholder Consultation: A consultation was organised to share the preliminary stakeholder profiling as carried out by ASCI and to identify important stakeholders in city development strategy formulation. The consultation was also aimed at assessing their interest and influence at the city level, generating interest and eventually evoking commitment, to the CDS process.

1.3.6 Preparation of Background Studies/Papers: ASCI has prepared background studies on economic analysis, poverty profile and environmental analysis to support the preparation of Comprehensive Development Framework. ASCI has also engaged local experts to prepare concept papers on key sectoral areas. The terms of reference for the background studies and concept papers was prepared by ASCI in consultation with MCH/UMP/WSP, which were approved by the PSC. The PSC met to review the outcome of the background studies and stakeholder analysis exercise and plan for citywide consultation for the preparation of CDF.

1.3.7 Comprehensive Development Framework: A Comprehensive Development Framework for the city based on background documentation and consultations was prepared. The CDF acted as the basis for the preparation of strategic action plan.



1.3.8 City Consultation: A city consultation involving more than 120 stakeholders was held to identify the key challenges/problems and formulate a vision statement for the city. The city consultation was held on May 2 2003 at ASCI Hyderabad. The Mayor of San Fernando City, Philippines participated in the consultation as the chief guest and shared the experiences of San Fernando city in formulating and implementing the city development strategy.

1.3.9 Constitution of Working Groups: Nine Working groups represented by technical experts were constituted to provide analytical and strategic inputs in priority areas identified in SAP. Working groups were identified and selected in consultation with MCH and other stakeholders. The first interactive meeting of the working groups was held on May 3 2003 at ASCI Hyderabad in which 60 Members participated. The meeting resulted in sharing the terms of reference for the working groups, selection of the Convener and preparation of schedule for the next meetings. In the following two months the working groups held more than 35 meetings and prepared working group reports containing key challenges, strategies and action plans.

1.3.10 Strategic Action Plan: A Strategic Action plan (SAP) indicating priority sectors/focus areas and the roles and responsibilities of various actors and stakeholders was prepared by ASCI based on the working group reports. The SAP identified key issues, constraints, and opportunities outlining a strategic vision of the city shared among its stakeholders.

1.3.11 City Assistance Programme: City Assistance programme indicating the short-term high impact sub-programmes and long-term sub-programmes requiring coordinated cross-sectoral planning and investment was prepared. The CAP identified funding sources, such as the city government, national government and other stakeholders including external funding agencies. The CAP has also outlined the implementation arrangements among the stakeholders.

1.3.12 Final City Consultation: A final city consultation was held to disseminate and share findings of the CDS process in Hyderabad. The consultation also explored the possibility of replicating the CDS Hyderabad in other cities of the state and the country.

1.3.13 City/Donor/Investor Consultations: A consultation workshop involving the donors and investors including national and state authorities was held to secure the funding commitment from these agencies for the short term and long – term sub – programmes outlined in SAP and CAP.

CHAPTER II

STAKEHOLDER ANALYSIS AND CONSULTATIONS

2.1 Introduction

Stakeholder analysis is a useful tool in participatory urban governance for identifying people, groups and organizations having significant and legitimate interests in specific urban issues. The success of any programme would depend on a clear understanding of the potential roles and contributions of the many different types of stakeholders and stakeholder analysis is a basic tool for achieving this understanding. However, stakeholder analysis by itself only identifies potentially relevant stakeholders – it does not ensure that they will become active partners in the programme. Stakeholder analysis would lead to designing of processes and systems for the active participation of the stakeholders at appropriate stages of the programme. The stakeholder analysis would ensure inclusion of all the relevant stakeholders and maximization of their roles and contributions.

Stakeholders may be classified into two broad categories viz., primary stakeholders and secondary stakeholders. Poor communities and vulnerable and disadvantaged groups such as slum communities, poor women and children constitute the primary stakeholders. Secondary stakeholders constitute formal and informal institutions, groups and associations that are involved in implementing policies and programmes for the poor communities. The secondary stakeholders constitute public sector, private sector, NGOs and CBOs. Primary stakeholders are engaged in consultation in planning and implementation of specific policies and programmes in specific localities and areas while secondary stakeholders are involved in the preparation of broad policies and strategies involving large areas and groups. Since the CDS process focuses on preparation of a broad and comprehensive strategy for the city the CDS consultations would primarily involve the secondary stakeholders. However, care would be taken to ensure that the interests of the primary stakeholders are represented and captured adequately.

2.2 Identification of Key Stakeholders

The overall objective of the CDS is to achieve economic growth, poverty reduction and good urban governance. The key stakeholders for the CDS constitute all the institutions, groups and associations that either have interest or can influence the outcome of the above objectives. A number of local government and city level institutions are involved in providing basic services to

the poor and other citizens. A number of public and private sector agencies are aiming to promote economic activities in the city. Some institutions, NGOs and CBOs are associated with specific projects and programmes to eradicate poverty. Many government agencies have undertaken good governance initiatives to improve efficiency, transparency and accountability. It is necessary to identify all the key stakeholders and carefully examine their influence and importance on city development to make the CDS process more effective.

The Administrative Staff College of India has undertaken a systematic analysis of identifying the key stakeholders for preparing and implementing the City Development Strategy. The stakeholder analysis was undertaken through the following steps:

Defining objectives: Stakeholders are defined and identified in relation to three basic objectives of the CDS process viz., economic growth, poverty reduction and good urban governance.

Listing of stakeholders: A long and comprehensive list of stakeholders who have a stake in the objectives and who can significantly contribute to realization of them was prepared. The experience of ASCI as the LPI in the past three years has helped in doing this exercise.

Stakeholder Mapping: A stakeholder mapping exercise was undertaken to assess the importance and influence of identified stakeholders against the key objectives of CDS. The critical stakeholders having a high stake in the CDS process were involved right from the beginning.

Stakeholder Consultation: A stakeholder consultation was held to bring all the identified stakeholders on to one platform to inform and brief them about the CDS process. This consultation is also aimed at securing their commitment and availability for subsequent consultations and events. This would also ensure that no other critical stakeholders are missed out from the CDS process.

Strategies for Sustaining Involvement: The suggestions and observations from the stakeholder consultation would provide inputs for formulating strategies for sustaining the involvement of the key stakeholders throughout the CDS process. Based on them, a follow up strategy would be prepared to sustain the commitment and motivation of the stakeholders.

2.3 Stakeholder Mapping

The following are the stages in stakeholder mapping:

Identification and listing of all potential stakeholders.
Identification of their interests in relation to the problems being addressed by a project and its objectives.
Assigning the relative priority to stakeholders based on the likely impact of their interests on project and its implementation.

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The key stakeholders can be identified by assessing their influence and importance as indicated below:

Key stakeholders are those, which can significantly influence, or are important to the success of the project.
By combining influence and importance using a matrix diagram, stakeholders can be classified into different groups, which will help identify assumptions and the risks, which need to be managed through project design. Before outlining this matrix, ways of assessing influence and importance are suggested.

The following are the key dimensions of influence:

Influence is the power, which stakeholders have over either project planning or implementation or its outcome.
Influence is also reflected in ways in which stakeholders are able to persuade or coerce others into making decisions and follow certain courses of action.
Power may derive from the nature of a stakeholder's organization, or their position in relation to other stakeholders. Power may also be derived from the ability of the stakeholders to control either resources or information.

The following are some of the sources of power and influence in organisations:

S.No	Formal Organizations	Informal Organizations/Primary Stakeholders
1.	Legal hierarchy (command and control, budget holders)	Social, economic and political status
2.	Authority of leadership (formal and informal, charisma, political, financial or cadre connections)	Degree of organization, consensus and leadership in the group.
3.	Control of strategic resources for the project (e.g. suppliers of hardware or other inputs)	Degree of control of strategic resources significant for the project.
4.	Possession of specialist knowledge (e.g. engineering staff)	Informal influence through links with other stakeholders.
5.	Negotiating position (strength in relation to other stakeholders in the project)	Degree of dependence on other stakeholders.

The following are the key dimensions of importance of stakeholders:

Importance indicates the priority given to satisfying stakeholders' needs and interests through the project. Importance is likely to be most obvious when stakeholder interests in a project converge closely with programme objectives.
Importance is distinct from influence. There will often be stakeholders, especially unorganized primary stakeholders, upon which the project places great priority. These stakeholders may have weak capacity to participate in the project, and limited power to influence key decisions.

Combining influence and importance in a matrix diagram as indicated below would result in stakeholder mapping:

Importance and influence can be combined by using a matrix diagram. This is done by positioning stakeholders in relative terms according to the two broad criteria in a two by two matrix (similar to a graph with vertical and horizontal axes). This exercise in positioning will indicate relative risks posed by specific stakeholders, and the potential coalition of support for the project. These findings will inform project negotiations and design.
By assessing the influence and importance of key stakeholders, some risks emerge from the matrix diagram. In general, risks will be evident from those stakeholders in box C, which have high influence, but interests, which are not in line with project objectives. These key stakeholders may be able to "block" the project, and if this is possible, the risk may constitute a "killer assumption".

Table 1 and 2 show the identification and analysis of the stakeholders

Table 1: City Development Strategy – Hyderabad
Stakeholder Identification and Analysis

S.No	Stakeholders	Key Interests	Likely Impact of the Project	Relative priorities of Interest
	GoAP	Increased Economic Development	+	
		Increased Social Welfare	0	
		Reduced Poverty		2
		Greater Reforms	+	
		Better Legislation	+	
		Implementation of 74th Amendment	0	
			+	
		Realizing Vision 2020	+	
	CDMA	Increased Decentralization	+	
		Greater Urban Reforms	+	
		Better Governance	+	2
		Better Urban Legislation	0	
		Improved Services	+	

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		Improved service coverage for the Poor	+		
		Mobilization of Resources	+		
	MCH	Improved Infrastructure	+		
		Serving the Poor Communities	+		
		Mobilizing Additional Resources	+		1
		Better Governance			
		Responsiveness to the Needs of the Civil Society	+		
			+		
	HUDA	More Effective Planning of Spatial and Land Use Development		+	
		Effective Regulation		0	1
		Increased Land and Infrastructure Development		+	
	HMWS&SB	Increased Provision of Water and Sanitation		+	
				+	
		Sustainable O&M Practices		+	1
		Enhanced Cost Recovery		+	
		Increased Coverage of Poor			
	TCPO	Improving Town and Infrastructure Planning	0		5
	Public Health Engineering	More Capital Works	0		
		Improved Public Health	0		5
		Improved Engineering Skills	0		
	Nine Municipalities	Improved Service Provision		+	
		Better Governance		+	
		Mobilizing Additional Resources		+	1
		Undertaking Reforms			
		Providing Infrastructure in Slums		+	
				+	
	Pollution Control Board	Effective Monitoring and Controlling Pollution		+	
				+	
		Preparing Policy Guidelines		+	3
		Better Regulation of Sources of Pollution			
	Collectorate	Effective Implementation of Programmes and Schemes		+	
		Improving the Quality of District Administration		0	2
		Better Co-ordination		+	
	Elected Representative	Increased Lobbying		-	

	Representatives of State and Local Government	Influencing Resource Allocation Monitoring the Functioning of Public Agencies Devolution of Powers to the Local Representatives	- + +	1
	City level Officials of APTRANSCO, Telecom, APSRTC, Education, Health, Social Welfare, SC&ST	Increased Delivery of Services Improved Customer Relations Mobilization of Resources Improved Cost Recovery Welfare Schemes for SC&ST, Backward Classes and Minorities Effective Implementation Better Administration	? ? ? ? ? ? ?	2
	APIIC	Promotion of Industry Providing Incentives and Levying taxes Penalizing Polluting Industries Better Quality of Life	+ + + +	2
	NGOs and VOs	Working with Government and People Promoting Advocacy Creating Awareness	+ + +	1
	Media	Promoting Public Interest Creating Awareness Influencing Public Policy	+ + ?	3
	CBOs, Resident Welfare Associations	Lobbying for Improved Service Coverage Representing peoples problems Linking people to programmes and Officials	+ + +	1
	Research and Academic Institutions	Identification and analysis of problems Scientific enquiry Providing solutions	0 0 0	3
	Training Institutions	Providing technical expertise Improving skills Revenue generation	+ + +	2
	Financial Institutions – APUIFDC,	Bankable infrastructure projects Efficiency Cost Recovery	+ + +	2

	HUDCO, IL&FS			
	APHC	Provision of housing Resource mobilization Cost recovery	+ + +	2
	Rate payers Associations, Trade Associations, Chambers of Commerce	Influencing policies Lobbying for incentives Resisting tariff hike and taxes Demanding quality	+ - - +	1
	Private sector (contractors, suppliers, service providers)	Increased Business opportunities Reduced Taxes	+ ?	1
	Major Industries and Industrial associations	Growth and business Opportunities Contribution of revenues Social responsibilities	+ +/? +/?	1
	Tourism Department	Promoting tourism Revenues Foreign exchange	+ + +	4
	Heritage measures and Conservation	Conservation Cultural Ethos Quality of life Tourism	0/? 0/? 0// +	5
	APUSP	Service provision in Class I towns in Hyderabad Metropolitan area Peoples participation Reforms	+ + +	2
	Traffic Department	Effective management of traffic in the city	+	2
	Real Estate Developers	Providing affordable housing	+	2
	Architects and Planners Dealing with Real Estate	Land use planning and regulations	+	2
	Gender	Incorporating the concerns and	+	1

	Groups	priorities		
	Physically Challenged	Creating a supporting environment	0/?	1
	Children	Creating a nurturing environment for their growth and development	0/?	1
	Railways	Providing quality and affordable infrastructure	+	3
	National Highway	Providing quality and affordable infrastructure	+	3
	Secunderabad Cantonment	Urban management and service delivery in the jurisdiction area	+	2
	NRSA	Planning and development	0/?	5
	Wholesale Trade Associations	Economic development and livelihood opportunities	+	1
	Fire Safety	Ensuring safety of all citizens	+	2
	Medical Departments	Providing quality and affordable health services to all citizens	+	2
	Private Hospitals/ Corporate Hospitals	Providing high quality services	+	3
	Primary Education	Education to all	+	2
	Migrant Workers	Land tenure, housing and basic civic amenities	+	1
	Representatives of CDS, NHGs, NHCs	Access to land, housing, infrastructure and employment	+	1
	Airport Authority	World class facilities for economic growth	+	5
	Trade Unions	Support and cooperation in change management	+/-	4

Table 2: Power and Influence on CDS

	A				**B**			
High								
	16	8		21	1	34		2
	14	30		27	3	35		5
	22	29	26	38	4	40		28
	43	44		23	10	42	48	13
					45	11		12
	D				**C**			
	6				9	37		
Low	46	7			24	39	20	
	33	17			15	41	19	
	25	32			18	36	47	
	Low				**High**			

Sl. No		Sl.No	
1.	GoAP	25.	Heritage measures and Conservation
2.	CDMA	26.	Quli Qutubh Shah Urban Development Authority
3.	MCH	27.	APUSP
4.	HUDA	28.	Traffic Department
5.	HMWS&SB	29.	Real Estate Developers
6.	TCPO	30.	Architects and Planners Dealing with Real Estate
7.	Public Health Engineering	31.	Gender Groups
8.	Nine Municipalities	32.	Physically Challenged
9.	Pollution Control Board	33.	Children
10.	Collectorate	34.	Railways
11.	Elected Representatives of State and Local Government	35.	National Highway
12.	City level Officials of APTRANSCO, Telecom, APSRTC, Education, Health, R&B, Social Welfare, Ministries, SC&ST	36.	**Secunderabad Cantonment**
13.	APIIC	37.	NRSA
14.	NGOs and VOs	38.	Wholesale Trade Associations
15.	Media	39.	Fire Safety
16.	CBOs, Resident Welfare Associations	40.	Medical Departments
17.	Research and Academic Institutions	41.	Private Hospitals/Corporate Hospitals
18.	Training Institutions	42.	Primary Education
19.	Financial Institutions – APUIFDC, HUDCO, IDFC, IF&RS and Banks	43.	Migrant Workers
20.	APHC	44.	Representatives of CDS
21.	Trade Associations, Chambers of Commerce	45.	Airport Authority
22.	Private sector (Contractors, suppliers, service providers)	46.	Trade Unions
23.	Major Industries and Industrial Associations	47.	A P Industrial Development Corporation
24.	Tourism Department	48.	Donor Agencies

2.4 Stakeholder Groups for Hyderabad CDS

The following key stakeholders have been identified through stakeholder analysis:

State government of Andhra Pradesh particularly the Urban Development and Municipal Administration Department

City level planning and service providing agencies viz., MCH, HMWSSB, HUDA, Collectorate etc.

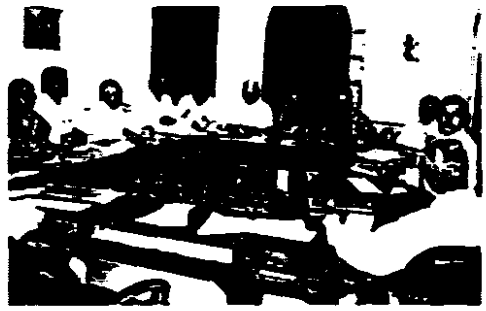
Line Departments of the state government providing different public services such as electricity, education, health, etc

Private sector agencies such as chambers of commerce and industry

Non-governmental organisations and community based organisations

2.5 Stakeholder Consultation

Stakeholder consultations constitute the central component of the CDS process. A prerequisite for the stakeholder consultations is the stakeholder analysis, which results in identification of the key institutional stakeholders. The ASCI as the Local Partner Institution has undertaken the stakeholder analysis and this report presents the outcome of this exercise.



A stakeholder consultation was organised by the ASCI with the support of the MCH and donor partners involving all the key stakeholders to share the stakeholder analysis and seek their views.

The stakeholder consultation was held on August 7th, 2002 between 1100 hrs to 1400hrs at the Administrative Staff College of India (ASCI), Hyderabad. Around 50 members representing service providing agencies, private sector, NGOs, research and academic institutions, donor agencies, resident welfare associations and media participated in the meeting.

The purpose of the stakeholder consultation was to:

Provide an overview of CDS initiative, process and its activities to the key stakeholders in Hyderabad

Share the stakeholder analysis report, verify and secure commitments

Identify strategic areas for city development through consultative process

Identify ways and secure commitments from stakeholder institutions and groups for taking forward the CDS process

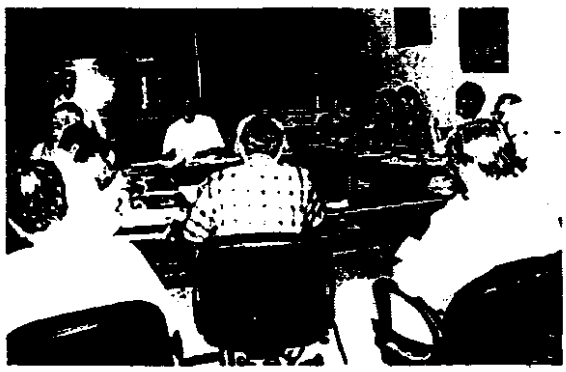
The Agenda of the Meeting constituted presentations on briefing and overview of CDS Hyderabad, its genesis and evolution, progress of activities and perspectives of critical stakeholders such as HMWSSB, MCH, Department of Health, APUSP, NGOs and media. This was followed by a discussion on the stakeholder analysis presented by the LPI in which the participants identified additional stakeholders for inclusion. During the discussions the participants also identified critical issues that need to be addressed by the CDS Hyderabad.

Based on the suggestions during the consultation, the ASCI has updated the stakeholder analysis.

2.6 City Consultation Held on May 2 2003

The city consultation was held on May 2nd, 2003 at the Administrative Staff College of India (ASCI), Hyderabad. Around 120 members representing service providing agencies, private sector, NGOs, research and academic institutions, donor agencies, resident welfare associations, community based organizations of informal settlements, link volunteers and media participated in the meeting. The objective of the city consultation was to identify and prioritize the key challenges for city development and to develop a vision statement for the city.

Ms Mary Jane Ortega, Mayor, San Fernando City, Philippines, in her keynote address, shared the genesis, process and impact of the City Development Strategy for San Fernando City. According to her, the San Fernando is one of the first seven cities in Philippines that have successfully implemented the CDS, which has led to replicating the CDS process in 31 other cities in the country. The CDS process in San Fernando city has brought together all the key stakeholders in defining the vision and articulating the strategies and investment programmes for the all round development of the city. The collective vision of the city is presented as "the botanical garden city – the spring board for regional progress" which indicates the commitment of the city to have a clean, green and healthy environment, which in turn can ensure economic progress. She concluded that the CDS process has given international visibility to the city and city could attract large scale funding from bilateral and multilateral agencies for the city mainly due to the CDS process.



A key feature of the city consultation was the group work, which was conducted in two sessions. The first session focused on the key problems and concerns of the city and an analysis of the underlying factors. The participants were divided into four groups and deliberated on the problems and concerns and each group made a presentation on the outcome of the deliberations for the benefit of the others. The key problems and concerns that emerged were comprehensive and touched upon issues related to poverty, environment, services delivery, governance and other issues. In the second session the participants were

An Inter-Working Group Workshop was held on July 21, 2003 at ASCI to share the working groups reports with all the working group members. The Conveners of each of the nine working groups presented the major findings of their respective groups. A consolidated document of all the working group reports was shared with the members.

2.8 Key Lessons Learnt

2.8.1 Concept Papers and Background Studies

The concept papers and background studies generated wealth of analytical information. This suggested that both of them are quite essential to the CDS process. However, the analytical information is only supportive in nature and needs to be situated in a strong consultative framework for the success of the preparation and implementation of the CDS.

2.8.2 Commitment Of Funds For Slum Upgrading

The poverty focus of the CDS has exhorted the city administration and other service delivery body to commit funds for the improvement of services in the city's slums. The Municipal Corporation committed the first tranche of the Hyderabad Poverty Initiative Fund of Rs 100 million (US $ 2 million) to be spent on basic services in the slums of Hyderabad. These works would be as per priorities identified by slum dwellers themselves in the micro-planning exercises that were conducted earlier. In addition, the Water Board has also committed funds for water/sewerage works within slums. This amount has been loaned by the Municipal Corporation to the Water Board and is approximately of the order of US $ 2 million. Apart from water and sewerage, these funds will be allocated to improve slums including toilette facilities, solid waste management, roads and street lighting and health and community facilities. Some of these activities are already under implementation. CDS Hyderabad intends to consolidate these experiences into developing action/investment plan for Hyderabad.

2.8.3 Convergence

The experience from stakeholder consultations and other previous city consultations from Hyderabad suggests that the spatial and functional convergence of the roles of the city level institutions and state level institutions is essential for the overall economic development and poverty reduction in the city.

A positive impact of the CDS process in Hyderabad is the realisation of this need for convergence by the key institutions such as MCH, HMWS&SB and Hyderabad Urban Development Authority (HUDA). This would not only enable spatial and functional integration of the city, but also help accessing the funds for development from sources such as City

divided in to two groups and deliberated on defining the vision for the city. Two broad vision statements emerged from the group work and the groups have agreed to refine them in the follow up activities.

2.7 Working Groups Constitution and Meetings

The Programme Steering Committee has decided to constitute Working Groups on key sectoral themes to support the city consultation process. The fourth Programme Steering Committee Meeting held on February 25 2003 identified key areas and the prospective experts for the Constitution of Working Groups.

Nine Working Groups were constituted in the areas of good governance and ICT for good governance, poverty alleviation, environment tourism and culture, economic development, urban finance, solid waste management, traffic and transportation, health and education, and water and sanitation. ASCI in consultation with MCH and other partners identified members of each working group. The First Interactive Meeting of the Working Group Members was held to provide an overview of the CDS process, share the terms of reference for the working groups and also prepare a work plan for each of the working groups.

The First Interactive Meeting of the Working Group Members was held on May 3rd, 2003 at the Administrative Staff College of India (ASCI), Hyderabad. Around 50 members representing service providing agencies, private sector, NGOs, community based organizations of informal settlements, link volunteers, research and academic institutions, donor agencies, resident welfare associations and media participated in the meeting. The objective of the meeting was to provide an overview of the CDS process and share the terms of reference for the working groups. During the meeting, each working group identified the key issues for deliberation and also prepared a schedule for the next meetings. Subsequently, the working groups participated in a series of meetings.

The working groups process was spread over a period of two months and constituted an intense phase of the CDS Hyderabad, in which around 80 Members participated. The Working groups held more than 35 formal meetings and another ten informal meetings during the period. All the nine working groups have identified the key issues and challenges and prepared strategies and action plans in their respective areas. The Municipal Corporation of Hyderabad demonstrated its commitment and ownership of the CDS by deputing higher officials in all the groups who actively participated in the entire working group process. The other working group members also demonstrated their commitment as the key stakeholders of the city through sustained participation.

Challenge Fund (CCF).[1] In fact, the leadership of MCH, HMWS&SB and HUDA already expressed the willingness to work together and develop a joint city-restructuring plan for Hyderabad to access funds from the CCF, proposed by the national government. These institutions are hopeful that the CDS experience would enable them to become the frontrunners in accessing CCF.

The actual mechanism by which the implementation of activities under CDS would be measured, would get determined finally prior to the implementation stage. The Steering Committee is still to finalize these modalities.

Since there are ongoing initiatives in the city of Hyderabad based on objectives and priorities set earlier, these get financially and technically monitored and democratically observed and commented upon through deliberations in the Town Hall and Municipal Subject Committees. CDS exercises add values to these initiatives by bringing a holistic dimension to fractured activities and give it the pro-poor focus that poverty issues deserve in the city.

2.8.4 Intense Involvement of Stakeholders

The CDS process in Hyderabad has witnessed intense involvement of key stakeholders in identifying the challenges and preparing the strategies and action plans. About 120 stakeholders participated in the city consultation to identify the key problems and formulate a vision statement for the city. About 80 stakeholders participated in nine working groups and attended more than 35 formal meetings and another 10 informal meetings and prepared working group reports. The stakeholders also participated in the indicators workshop and the inter-working group workshop.

2.8.5 High Ownership of the CDS Process by the Local Government

The Municipal Corporation of Hyderabad, which is the local government and the responsible agency for CDS, has demonstrated high level of commitment to the CDS process. The senior officials of MCH, including the Commissioner and the Additional Commissioners, have actively participated in all the nine working groups and were quite instrumental in motivating the stakeholders to take the working group process to its logical conclusion.

2.8.6 High Ownership of the CDS Process by LPI (ASCI)

[1] City Challenge Fund is a performance based grant fund which provides support to the cities that come forward for the preparation and implementation of locally owned reform and restructuring plans for economic development and poverty reduction

The Administrative Staff College of India, which is the Local Partner Institution to CDS, has played a key role in facilitating and coordinating the city consultations and working group process in addition to preparing and commissioning of a number of background studies. The role of ASCI has brought out clearly that existence of a Local Partner Institution is a prerequisite for the formulation of city development strategies.

2.8.7 Consensus Building and Ownership

The CDS process in Hyderabad has brought together the key stakeholders of the city and engaged them in a series of consultations leading to consensus orientation with regard to key challenges and strategies for development. Being a pro-poor CDS, the process has also created a better appreciation of poverty and highlighted the need for mainstreaming the poor by making development pro-poor and inclusive. The process has also created a better environment for inter institutional coordination.

2.8.8 Capacity Building

A key outcome of the CDS process is the enhanced capacities of the key stakeholders in understanding and addressing the key challenges to development. The process has particularly enhanced the capacities of the local government, MCH, and the Local Partner Institution, ASCI, in formulating the CDS within a consultative framework. The experience gained by these agencies could enable them to support the replication of CDS process in other cities.

2.8.9 Implementation of CDS

Due to the high level of involvement of stakeholders, a conducive environment is created for the implementation of action projects formulated as part of the CDS. The stakeholders have shown a keen interest in undertaking the best efforts for the implementation of the proposals.

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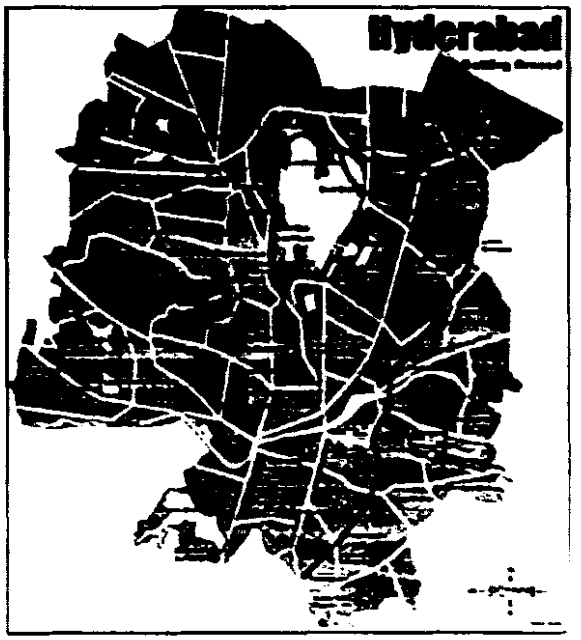
CHAPTER III

ROLE OF HYDERABAD CITY IN THE STATE ECONOMY

3.1 Trends in Urban Growth in Hyderabad Urban Agglomeration

An analysis of growth of population in Hyderabad Urban Agglomeration during the period 1981 and 1991 shows that the decadal population growth stood at 57 percent which is much higher compared to the population growth in the MCH area that stood at 42 percent. There are ten municipalities surrounding MCH but the data for the past two decades is available for only nine of them since the tenth municipality was formed only last year. The population growth in nine of the ten surrounding municipalities is significantly high at 155 percent indicating that much of the growth in Hyderabad Urban Agglomeration is occurring outside Hyderabad city and particularly in nine municipalities. Two municipalities registered a decadal growth rate of above 200 percent, three municipalities registered a decadal growth rate of above 170 percent, two municipalities recorded above 140 percent and only two municipalities recorded a decadal growth rate of less than 100 percent. The land use structure of ten municipalities also suggests that they have a higher growth potential compared to other parts of the city. Thus, the ten municipalities offer tremendous growth potential in the future at the same time offering a challenge to provide basic infrastructure services to the growing population. On the other hand the MCH area is also quite significant since it constitutes 70 percent of the Hyderabad Urban Agglomeration. Among the ten municipalities, three municipalities viz., Kukatpally, Qutbullapur and L.B.Nagar experienced significant growth and also increased their share in the total population of the municipalities while Malkajigiri, Uppal and Alwal experienced a decline in their share of population. Kapra, Rajendra Nagar and Serilingampally experienced a marginal increase in their share of population.



Within Hyderabad city, the Secunderabad area and the South city area excluding walled city experienced high growth of population and also increased its share to total city population while the walled city areas and the older areas in the north experienced a lower growth and decreased share in population. The population growth in new areas of north remained more or less stable. Thus, the urban growth corridors in Hyderabad Urban Agglomeration appears to be Secunderabad-Kukatpally-Qutbullapur on the northern part of the city and South City areas excluding walled city-L.B.Nagar municipality on the southern part of the city. In addition, Kapra

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and Serilingampally municipalities on the northern side and Rajendra Nagar municipality on the southern side also offer some growth potential.

3.2 Gross Density

The data on gross density for the year 1991 shows that the gross density is the highest in the MCH area at 172 persons per hectare. The gross density per hectare stood at 60 in Hyderabad Urban Agglomeration and only 24 for the total HUDA area. It is interesting to note that the gross density in nine municipalities is quite low at 23 persons per hectare. Among the nine municipalities the gross density is the highest in Malkajgiri municipality at 76 persons per hectare followed by 43 in Kukatpally municipality and 34 in Uppal municipality.

3.3 Sex Ratio

The data on sex ratio indicates that the sex ratio is reasonably high in the municipal corporation area as compared to the average sex ratio for nine municipalities as well as the sex ratio for entire Hyderabad urban agglomeration. For example, the sex ratio in MCH was 940 as against 922 for nine municipalities and 930 for HUA. A lower sex ratio of 579 was found in Osmania University, which broadly comprises of educational institutions. Within the nine municipalities, the sex ratio was the highest in Malkajgiri at 967 and the lowest in Qutbullapur at 896 respectively.

3.4 Literacy Rate

The overall literacy rate is found to be broadly similar in both MCH and HUA areas at 60 and 59 percent respectively. The literacy rate is relatively low in nine municipalities at 59 percent. The literacy rate is found to be the highest in Osmania University at 72 percent. Within the nine municipalities the literacy rate is the highest in Malkajgiri at 67 percent and the lowest in Rajendra Nagar at 39 percent respectively.

3.5 Contribution to State's Gross Domestic Product

One of the key indicators of performance of the city is its contribution to the gross domestic product of the state, which is defined as the final value of all the goods and services produced during the year. The contribution of the city can be measured by examining the share of gross domestic product of the city to the state domestic product. Unfortunately, the data with respect to gross city domestic product is not available. However, the data with respect to gross district domestic product is available and the same can be used to

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measure city's contribution to the state with realistic assumptions. The Hyderabad Urban Agglomeration comprises of Hyderabad district, Ranga Reddy district and Parts of Medak and Mahabubnagar districts. The combined gross district domestic of these four districts is around 20%. Even if we conservatively assume that about 75% percent of this combined share is generated within the HUA, then the share of gross city domestic product to the state works out to be around 15%. This can be considered as reasonably high since this is nearly double the gross district domestic product of the next best contributor, which is 6% by the Vishakhapatnam district. Thus, the contribution of the city to the state economy in terms of gross domestic product is significant.

3.6 Contribution of the City to the Sales Tax Revenue of the State

Another important indicator to assess the contribution of the city to state economy is the share of the city to the total sales tax revenue of the state. The sales tax in the state is collected through 21 divisions and the latest data available pertains to the year 1999-2000. Four divisions, of the 21 divisions, namely Secunderabad, Abids, Charminar and Panjagutta, belong to the Hyderabad city. These four divisions alone contribute 55% of total sales tax demand and collections in the state. If we add the share of Hyderabad (Rural) which might as well fall in the city limits, the share would go up to 60%. Thus, the city and its surrounding areas are contributing nearly 60% of the total sales tax revenues. The second best contribution comes from Vishakhapatnam division, which contributes only 6% of the state's sales tax revenue. Thus, the sales tax revenue shows that the city is making significant contribution to the state.

3.7 Contribution of the City to the Excise Revenue of the State

The district-wise data on excise revenue is available for the year 1999-2000. This data shows high level of variations between the demand and collection of excise revenues, which is quite surprising. However, the data throws light on the contribution of the city. The Hyderabad district is the second best contributor to the excise demand, which is only about 11%. However, it is surprising to note that 75% of collections of excise of the state come from Hyderabad district. Thus, in terms of excise collections, Hyderabad's contribution to the state is exceptional.

3.8 Share of Hyderabad to Credits and Deposits of All Scheduled Commercial Banks

Traditionally, economic analysis studies have used the volume of bank credit as a proxy to assess extent of monetization and level of economic development. Here we have analyzed the contribution of Hyderabad district to the total bank credits and deposits in the state. Hyderabad can be considered as the financial capital of the state since about 80% of the credit from the financial institutions goes to the Hyderabad district. The share of Hyderabad district to the total bank credit of the state is about 37%. About one-third of bank deposits of the state also originate from the Hyderabad district. The Hyderabad district also has 30% share of the bank credit advanced to the small-scale industry in the state. Thus, the data on credits and deposits of the scheduled commercial banks suggests that the contribution of the city is quite significant.

3.9 High Share of Urban Population

The importance of Hyderabad city arises from the fact that it accommodates nearly one-fourth to one-third of urban population in the state. This can be seen from the district-wise data on urban population in the state. According to this data, about 18% of urban population in the state lives in Hyderabad while another 7% lives in Ranga Reddy district, which together constitute HUA. Thus, by implementing well-formulated interventions in HUA, the policy-makers can effectively reach one-fourth to one-third of the urban population in the state.

3.10 High Share of Other Workers

Another significant contribution of the Hyderabad city to the state is that a large proportion of other workers - constituting manufacturing, transport, storage and communications, trade and commerce and other services – in the state are located in the city. The district-wise data on occupational distribution of workers shows that about 11% of other workers in the state are located in Hyderabad district while another 6% are located in Ranga Reddy district. Thus, 17% of other workers belong to the HUA. This is a very high proportion considering the fact that the share of these two districts to total workers in the state is only 7%, which is much lower compared to the share in other workers. Given the fact that the future growth strategies need to focus on the non-agricultural occupations, the Hyderabad city offers a very high growth potential for these activities since the city already has a large presence of these activities.

CHAPTER IV

URBAN GOVERNANCE

4.1 Context

Governance literally refers to the manner or the action of governing and to govern means rule with authority or control or influence or direct. In a conventional sense governance is usually referred to as the functioning of an institution or authority backed by rule of law. All the institutions that are vested with the powers to govern together constitute a State. Thus, in a traditional sense governance is the exclusive activity that falls within the domain of the state and the concept of governance always includes political, administrative and legal institutions.

Under the constitution of India, the legislative field is divided between the central and state governments and there are three Legislative Lists. The entries in the three Legislative Lists delimit the areas of legislative competence of Parliament and the State Legislatures. The Legislature of any Indian State derives its authority to legislate from Article 246 of the Constitution, read with the entries in List II (State List) and List III (Concurrent List) of the Seventh Schedule to the Constitution.

Unlike the functional jurisdiction of the states that follow a Constitutional delimitation, the functional domain of local bodies in India, including municipal governments, is derived from the responsibilities, which are delegated by the States to the Municipalities, through legislation. Article 243W of the Indian Constitution, read with the Twelfth Schedule, provides the basis for the State Legislatures in India to assign the functions to the municipalities in the respective States. It is, however, known that provisions of Article 243W are not mandatory. It is for the Legislature of a State to decide as to which powers and authority it may devolve to a municipality.

In India, traditionally, the Municipal Acts listed the functions under two categories, namely, "Obligatory Functions" and "Discretionary Functions". The Constitution 74th Amendment Act, however, has listed 18 functions and proposed that the State Legislatures may, by law, specify those which they choose to include in their respective municipal enactments.

The Twelfth Schedule of 74th Constitution Amendment provides the basis for State Legislatures to assign functions to the municipalities in their respective States. At the time of implementing 74th CAA the State Governments were expected to review the functions entrusted to

municipalities and formulate a new set of municipal functions while amending conformity legislations.

The 74th CAA 1992 came into force on 1st June 1993. All the State Governments passed the conformity Legislation and brought it into force within the constitutionally stipulated deadline of 1st June 1994. The amending laws of the existing municipal legislation have provided for regularity of elections, representation and reservations. The new laws have made municipal elections mandatory every five years. About 70,000 elected representatives, one-third of them women, have come to urban political stream.

The 74th CAA provides for constitution of Ward Committees, consisting of one or more wards, within the territorial area of a Municipality having a population of 0.3 million or more. It also has listed 18 functions and proposed that the State Legislatures may, by law, specify those, which they choose to include in their respective municipal enactments. Mandatory Metropolitan Planning Committees are to be set up in metropolitan areas, with the participation of elected representatives, for planning of metropolitan areas of more than one million population.

4.2 Core Characteristics of Good Urban Governance

Good governance is among other things, participatory, transparent and accountable. It is also effective and equitable and promotes the rule of law fairly. It comprises the mechanism, processes and institutions, through which citizens and groups articulate their interest, exercise their legal rights, meet their obligations and mediate their differences.

The core characteristics defining good governance are:

Participation: All men and women should have a voice in decision-making, either directly or through legitimate intermediate institutions that represent their interests. Such broad participation is built on freedom of association and speech, as well as capacities to participate constructively.

Rule of law: Legal frameworks should be fair and enforced impartially, particularly the laws on human rights.

Transparency: Transparency is built on the free flow of information. Processes, institutions and information are directly accessible to those concerned with them, and enough information is provided to understand and monitor them.

Responsiveness: Institutions and processes try to serve all stakeholders.

Consensus Orientation: Good governance mediates differing interests to reach a broad consensus on what is in the best interest of the group and where possible on policies and procedures.

Equity: All men and women have opportunities to improve or maintain their well-being.

Effectiveness and efficiency: Processes and institutions produce results that meet needs while making the best use of resources.

Accountability: Decision-makers in government, the private sector and civil society organizations are accountable to the public, as well as to institutional stakeholders. This accountability differs depending on the organization and whether the decision is internal or external to an organization.

Strategic Vision: Leaders and the public have a broad and long-term perspective on good governance and human development, along with a sense of what is needed for such development. There is also an understanding of the historical, cultural and social complexities in which that perspective is grounded.

4.3 National Campaign on Good Urban Governance

UN-Habitat's Global Campaign for Good Urban Governance was successfully launched in India in September 2001 with widespread support from the entire cross-section of urban stakeholders in the country. Led by the Government of India (Ministry of Urban Development and Poverty Alleviation) and supported by UN-Habitat, the Urban Management Programme (South Asia) and UNDP (India), the Campaign launch witnessed participation of state and city governments, NGOs, CBOs and civil society representatives, academia, research and training institutions, the private sector, various bilateral and multilateral agencies, and the media. The key themes of the Good Urban Governance Campaign were:

- Decentralization
- Integration of the poor and marginalized
- Environmental sustainability
- Improved municipal finance
- Transparency and civic engagement
- Better Municipal Management and capacity building

4.4 Thrust Areas for Good Governance Identified by the Government of Andhra Pradesh

Refocus priorities and spending by concentrating attention and resources on those sectors of the economy that need intervention and let market forces govern the rest. For these sectors, the government will act as a facilitator and catalyst of growth. At the same time it will remain sensitive to the need for social equity and well being.
Decentralize governance and ensure that the people have a decisive say in local administration.
Introduce 'Electronic Government' and use IT based services to demystify procedures and improve the citizen-Government interface.
Become a SMART (Simple, Moral, Accountable, Responsive and Transparent) government by improving transparency and accountability and ensuring effective and responsive services.
Enhance its capabilities and encourage an ethos of public service to strengthen policy making and performance.
Take a leadership role in regulatory and other reform.

4.5 Key Issues and Concerns in the Area of Governance

The city of Hyderabad has been in the forefront of implementing reforms and good governance practices for the past three to four years. These reform initiatives belonged to the areas of budgetary and revenue reforms, community development and service delivery to the poor, better citizen interface and customer services etc. The city level planning and development agencies such as MCH, HMWSSB, and District Collectorate etc in addition to a number of line departments operating at the state level undertook these reform initiatives. The discussion here focuses mainly on the city level agencies since these are more directly and significantly associated with city development.

4.5.1 Inter Institutional Coordination

One of the prominent issues in the area of urban governance was inter departmental coordination and conflict issues that are becoming difficult to address or resolve even at the level of heads of the service delivery agencies. It was observed that the citizen is often concerned with the quality of service rather than who is delivering the service. The service delivery often suffers because more than one agency is involved and there is no mechanism for ensuring inter agency coordination. Some of the examples in this context were resolution of issues between MCH and APSRTC with respect to construction of bus shelters and between MCH and AP TRANSCO with respect to safety issues concerning transformers in residential areas.

One of the key issues with regard to the institutional arrangements for water supply and sanitation was the relationship between MCH and HMWSSB. It was felt that though the water supply and sewerage issues are dealt by the HMWSSB, being the local body, MCH should also take responsibility to tackle the problem in view of the provisions of the 74th Constitutional Amendment Act. The MCH has allocated Rs 30 crores for building sewerage network in the city in the year 2002-2003.

Lack of institutional coordination across the service delivery agencies is identified as a key factor responsible for inefficiencies and lower citizen satisfaction.

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4.5.2 Functional and Spatial Fragmentation in Metropolitan Area

The Hyderabad Metropolitan Area incorporates the areas under the Municipal Corporation of Hyderabad and Ten Municipalities. Presently the development in the Metropolitan Area is occurring in a haphazard and uncoordinated manner. The CDS programme has a larger focus on the MCH area. Unless there is a mechanism for comprehensive planning and implementation of development activities in the entire metropolitan area, it may be difficult to achieve the objectives of CDS. The municipal systems in the ten surrounding municipalities are also weak and require strengthening.

4.5.3 Grievance Redressal

The grievance redressal mechanisms in the city are weak and the people are made to run from pillar to post for grievance redressal. There is also no proper platform to provide information to the citizen. Lack of awareness and information is affecting the citizens access to grievance redressal. Though citizen charters were established for the service providing agencies, majority of the public is not aware of the duties and rights under the same.

4.5.4 Transparency and Accountability

There is a need to have greater transparency and accountability in the functioning of the service providing agencies. The recent efforts of the MCH in increased transparency in the area of property tax collection, which resulted in the improvement in tax collection by 30%, were appreciable. These measures included making available demand notices on time by sending them through courier, collection through e-Seva centers and listing the property tax details of those exceeding 3 crores showing the rates and other details. The MCH web site has a number of features, which enable transparency in the functioning of the organization though there is scope for improvement since the web site is only one year old. There is also a need to explore the possibility of involving the citizen in making budgetary allocations at the ward level.

CHAPTER V

POVERTY ALLEVIATION

5.1 Introduction

In any urban area the slums are considered as visible manifestation of urban poverty. These slum pockets develop on their own either near a huge employment source like an industry or near a well-established residential area. A slum is generally defined as an area lacking in civic infrastructure facilities, where the living conditions are unsanitary, where more than 75% houses are kutcha houses and the area may be a source of public health problems.

Like other large cities, Hyderabad is also characterized by the presence of significant slum population, which is increasing over a period. There were 470 slums in 1982-83, and at present there are 811 slums in the city. The local administration did not have the responsibility to provide civic amenities in these unauthorized colonies, and as a result there was a rapid deterioration of the environment. The physical degradation in the city, the traffic hazards, the inadequacy of basic services and infrastructure has added to the plight of the urban poor.

Hyderabad has more than a thousand squatter settlements, other than the notified slums that are living deprived of basic facilities and services in the city. There is no record or data available of the quantum of such areas and their population.

5.2 Poverty in Hyderabad – Context

In any urban area the slums are considered as visible manifestation of urban poverty. These slum pockets develop on their own either near a huge employment source like an industry or near a well-established residential area. A slum is an area lacking in civic infrastructure facilities, presence of unsanitary living conditions, katcha houses and are likely sources of public health hazard.

Like other large cities, Hyderabad is also characterized by the presence of significant slum population, which is increasing over a period. The number of slum settlements in Hyderabad was 160 in the year 1960, which increased to 470 in 1982-83, and at present there are 811 slums in the city. The local administration did not have the responsibility to provide civic amenities in these unauthorized colonies, and as a result there was a rapid deterioration of the environment. The environmental decline in the city, the traffic hazards, the inadequacy of basic services and infrastructure has added to the plight of the urban poor.

According to some studies, Hyderabad has a large number of squatter settlements, other than the notified slums, deprived of basic facilities and services in the city. There is no official record or data on the number of such areas, their population and environmental status etc.

5.3 Growth in Slums and Slum Population

There has been a tremendous growth in the number of slums and slum population of the city since 1960. The population residing in slum areas has gone up from 1.2 lakhs in 1960 to 12.6 lakhs in 1994. As per the 1991 census, 19.41% of the population lives in slum areas. The average density in the slum areas was around 16,022 per sq. km.

The slums are scattered across the city. The concentration is generally more near railway line, Musi River, and other water bodies. Though the concentration is more towards the inner city, mainly near the old Hyderabad city, slums have spread out in the outskirts of the city as well.

The number of slum households has increased significantly during the last two decades mainly in the old city area, though the percentage of slum households to the total households showed a significant decline in the Secunderabad and other newly developed areas in the year 1991. The number of households at present is estimated to be more than 1.7 million, which has increased from a 1.15 million in year 1991.

Data and estimates show that 61% of the slum areas were over private land in 1979, which came down to 47% in 1997. The rest were distributed over land belonging to various public bodies. The proportion of slums located on private lands has come down significantly over the past two decades whereas the number of slums in the government land has gone up.

Andhra Pradesh has adopted tenure regularization as a state policy. The policy includes the land tenure rights over government land commonly known as Pattas to the squatters as a welfare measure. According to the policy of 1995, those occupying state government land for more than five years are eligible for the issue of Pattas.

For notified slums on private land, the government first acquires the land under the Andhra Pradesh Slum Improvement (Acquisition of Land) Act of 1956 and then gives individual Pattas. Tenure regularization, together with housing and infrastructure improvement programmes, has benefited large sections of the poor in all urban centers.

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The percentage of households in the slums having their own houses is almost 59% in the city, which is low as compared to those of other cities. In other cities, the ownership of houses in slum areas is as high as 86% in Bhilwara, 96% in Siliguri and Baroda and 77% in Sambhalpur.

Poverty has a visible gender dimension. The incidence of poverty among women is quite high in both urban and rural areas. Increased female labor force participation, particularly among the lowest income households, is the single most important coping strategy. Female–headed households constitute a distinct poverty group.

5.4 Access to Basic Services

Public tap is the main source of drinking water facility in the slums and other slum like settlements with almost 55% of the slums having the facility. Almost 30% of the slums have access to private taps. There are still about 30% of poor settlements without having any toilet facility.

Rainwater and house water drainage is one of the most important factors for maintaining hygiene in the settlements. Almost 17% of the slum areas do not have any type of drainage facility. Open drains are available in almost 38% of the settlements. And about 41% of the settlements have a proper covered or underground drainage system.

About 44% of the poor settlements do not have any kind of solid waste disposal system. Around 17% of the slums manage to dispose of their generated solid waste by individual or community efforts. The municipal service of garbage collection and disposal is available to only 31 % of these areas.

About 67% of the slum areas have a pucca access road. This is a good figure compared to many other cities in the country.

5.5 Pro-Poor Programs/Schemes

There are a number of on-going schemes/programs for eradication of urban poverty in Hyderabad. The programs range from providing basic services to income generation to the urban poor. Most of these programs are supported by the central government but in recent times the state government launched a number of welfare schemes. Janmabhoomi is one such major initiative of the state government aiming at community participation in provision of services. Some of the key programmes for the poor in Hyderabad are discussed below.

5.5.1 Janmabhoomi Programme

The Janmabhoomi, projected as 'a people centered development process', was launched on 1st January 1997 in the entire state of Andhra Pradesh including Hyderabad. The program works on principle that people identify and prioritize their felt needs in the Basthi (slum) Sabhas, share the

cost of community works through material or labor or cash or a combination, execute community works through the self help groups, review and audit their own expenditure, own the community assets created and manage their own institutions. The core areas identified under the Janmabhoomi programme are: community works, primary education, primary health and family welfare, environment conservation and responsive governance.

5.5.2 Housing Programme

The Urban Permanent Housing Programme aims at housing for the weaker sections. The houses provided under UPHP consists two types of housing programs: a) houses under Economically Weaker Sections (EWS), and b) houses under Economically Weaker Sections (Special). Only EWS (Special) is applicable in the district of Hyderabad.

5.5.3 Swarna Jayanti Shahari Rojgar Yojana

Swarna Jayanti Shahari Rojgar Yojana is a Centrally Sponsored Scheme was introduced in the year 1997 with an objective of providing employment to the urban unemployed or underemployed poor by encouraging them to set up of self-employment ventures or by provision of wage employment.

5.5.4 Low Cost Sanitation

Under the Hyderabad Water Supply and Sanitation Project, supported by the World Bank, the HMWSSB has successfully implemented Low Cost Sanitation Program (LCS) covering a population of 180,000. The program was implemented during 1992-98. The objective of this program is to achieve a major reduction in the number of households not having safe excreta disposal facilities. Around 22,000 twin pit pour flush toilets are constructed in 104 slums with a cost of Rs 6.3 crores (excluding beneficiary contribution).

5.5.5 India Population Project

The Government of India as a signatory to the Alma-Ata declaration of 1978 has evolved the National Health Policy in 1982 with the goal of "health for all by 2000A.D. As a step in this direction, India Population Project–VIII (IPP-VIII) was launched with the financial assistance of World Bank in the Municipal Corporation of Hyderabad in 1994. The aim of the project was to provide Maternal and Child Health and Family Welfare Services in 662 slums of Municipal Corporation of Hyderabad. The major Project components were: Women Development, Revolving Fund,

Play Schools, Open Schools, Sanitary Facilities for Government Girls Schools, Training of Adolescent Girls, Nutrition Education for Girls, etc. As part of the project, 62 Urban Health Posts were set up covering majority of the notified slums to provide basic health care and are quite instrumental in improving the health status of the poor.

5.5.6 Urban Community Development and Slum Improvement

Municipal Corporation of Hyderabad (MCH) has been implementing Slum Improvement Programs in Hyderabad through Urban Community Development (UCD) Project. The UCD is one of the functionaries of MCH and established in the year 1967. The main objective of the UCD is to bring a change in the attitude of communities and improve the living conditions of the people by providing civic infrastructure facilities and the activities in the areas of social, economical and health care. The Project has adopted a comprehensive community development approach and covers a number of slums in the city. Its major thrust lies in providing physical infrastructure like housing, roads, electricity, drainage, drinking water, community latrines, storm water drains etc. In addition, there were welfare measures like the immunization programs; the food supplements program, a mother and child health care program, a pre-school education and income-generating programs.

UCD has implemented Hyderabad Slum Improvement Projects in 666 slums under Phase I, Phase II and Phase III till 1996 with coverage of 8.09 lakh population at an outlay of Rs. 62.98 crores with financial grants from Government of UK for Phase – II and III. The Phase –I was taken up with own funds of MCH and UNICEF support.

The UCD organizes the communities and assists people to identify their needs. Based on the identified needs, the community will have to find out what is their role/ contribution to fulfill the need. UCD will extend assistance to the people to obtain all required help and guide them to acquire the benefit of the schemes.

5.6 Institutional Framework for Service Delivery to the Poor

For the city of Hyderabad, Municipal Corporation of Hyderabad (MCH) is the nodal organization for delivering the municipal services. The Municipal Corporation of Hyderabad (MCH) has got powers under the "Hyderabad Municipal Corporation Act, 1955". For effective coordination delivery of services to the poor, an Urban Community Development (UCD) Department was setup in the MCH in 1967. UCD Department looks after implementation of various programs and schemes including the ones sponsored by the state and central governments.

The Hyderabad Metropolitan Water Supply and Sewerage Board (HMWSSB), constituted on 1st of November 1989 under the Hyderabad Metropolitan Water Supply and Sewerage Board Act 1989, is the agency responsible for providing water supply and sewerage services.

In addition to the above, a number of agencies such as Collectorate, Andhra Pradesh Schedule Caste Finance and Development Corporation, Minority Development Corporation, Commissioner of Industries, and Backward Class Corporation are providing loans and other support for self-employment to the poor through various programmes. There are more than 20 institutions involved in service, delivery and welfare activities for the poor in Hyderabad. In addition, a number of NGOs and CBOs are also working with the poor communities.

5.7 Key Challenges in Addressing Poverty

Poverty alleviation is identified as key priority area in Hyderabad and a number of programmes and schemes are under implementation to address this issue. However, these measures are not able to achieve the desired results due to various constraints and challenges. The strategies and action plans for poverty alleviation need to be framed to address these challenges. The following are some of the key issues and challenges.

5.7.1 Land, Housing and Infrastructure

Land tenureship and housing are critical for poverty alleviation and slum development. It is observed that there are provisions for regularizing the encroachments on government land as well as on surplus land under the Land Ceiling Act. One of the reasons identified for the growth of slums is the non-availability of developed land for weaker sections. It was observed that the G.O. 508 and 515 which permit regularization of encroachments on government land were effectively implemented all over the state but not in Hyderabad. This was attributed to the fact that high-income people occupied large plots of land in Hyderabad and it was difficult for the government to regularize them. In contrast, the largest number of encroachments on the government land that were regularized was in the neighboring Ranga Reddy District.

The average area developed by the private developers in the city is around 270 square yards where as the poor require small parcels of land in the range of 60-70 square yards. It was noted that some of the states in the country such as Haryana have made it mandatory for the private developers to hand over the 10% of developed land to the Municipal Corporation for providing housing to the weaker sections.

There need to provide basic service in all slums including formal and informal settlements. At present this task is constrained by the poor resource base of the local bodies and other service providing agencies. Therefore, efforts must be made to mobilize resources through innovative fiscal instruments such as external betterment charges. It was stated that the betterment charges in Haryana are Rs 1200, Calcutta Rs 800, Bangalore 200 while the charges in Hyderabad are only Rs 10. As a result the city is developing without making adequate contribution to the infrastructure.

5.7.2 Slum Development

There is a need to have a clear understanding of the magnitude of the slums in the city though the number of notified slums is stated to be 811. It was observed that the number of non-notified slums could be large and no database on the magnitude and characteristics of these slums is available. It was suggested that a survey of all the slums in the city including notified and non-notified slums should be undertaken. It was also suggested that the UCDS of the MCH has the data on a number of key variables for the notified slums and this needs to be put up on the GIS for effective utilization.

It is also observed that most of the programmes target the notified slums and the same beneficiaries are covered across the programmes. This was attributed to lack of denotification policy to withdraw the developed slums from the list. The process of notification is also need to be made more structured and transparent. Slum redevelopment programmes in the city at times resulted in sale of developed houses to the well off sections. To prevent this, it was suggested to ban the sale of houses in slums.

One of the options considered for slum redevelopment was construction of ground plus one houses to allow more space for other uses. Small pockets of slums can be relocated as a larger colony in the same area. It was suggested that the state government should prepare a white paper on slums and place it on the web site to encourage transparency and accountability.

5.7.3 Community Institutions and Structures

The growth of community institutions and structures, particularly community development societies and self-help groups, is felt to be weak in Hyderabad compared to other cities in the state and discussed and identified the following factors as responsible for the same. Firstly, the political influences or forces, which are strong in Hyderabad, make it difficult to develop the community structures. Secondly, the elections to the Municipal Corporation were not held for more than a decade and during this period the municipal system directly dealt with slum communities. Thirdly, the slum improvement projects focused on infrastructure and not on developing community structures. It was recommended to have an integrated community structure at the ward level (with Health Post as the nodal point) represented by different community representatives such as resident community volunteers and link volunteers. It was also suggested to conduct a survey to assess the effectiveness of community structures in slums.

5.7.4 Livelihoods, Employment and Informal Sector

It is observed that a thorough understanding of the dynamics of the local economy including the linkages between formal and informal sectors is required for preparing strategy and action plans for the promotion of employment for the poor. It was felt that a study could be conducted for understanding the dynamics

of local economy, formal and informal sector linkages and potential areas for growth. This would be critical for linking the skill base with the potential areas of growth. The discussion identified promotion and marketing as critical support factors in addition to developing skills for improving the livelihood of the poor.

It was observed that a number of programmes are currently under implementation by various agencies for supporting employment and livelihoods but there is no convergence and coordination across them. There are nearly 30 programmes for promoting livelihood but the people are not aware of these programmes. It was suggested that all the programmes might be brought under the Municipal Corporation of Hyderabad as an umbrella organization for implementation. It was also recommended that a communication strategy be devised for increasing the awareness among the public.

5.7.5 Institutionalization of Service Delivery to the Poor

The allocation of funds for slum development in the past was found to be adhoc and project based. This approach has undermined the sustainability of the infrastructure created by not providing for Operation and Maintenance and also for future investments.

The allocation of funds to Urban Community Services Cell (UCDS) prior to 2001-02 was as follows: the state government allocates Rs 30 lakhs as permanent grants on an annual basis most of which goes towards salaries. Another Rs 30 lakhs are allocated through planned schemes for development purposes but the allocations are often temporary and adhoc.

However this situation has changed since 2001-02. The UCDS officials have made a representation that the above situation will result in the closure of UCDS, which is the only mechanism to work closely with the slum dwellers. In the absence of UCDS no other institution can reach the slum dwellers. In appreciation of this reality, a regular budget of 20% of annual property tax collections to the UCDS is being allocated since 2001-02.

The decision is considered as an indicator of the commitment of the MCH towards poor and poverty alleviation. However, there is a need to analyze the information on budgetary allocations to understand the pattern of expenditure on different services for the poor.

CHAPTER VI

ECONOMIC DEVELOPMENT

6.1 Economic Development Context

The Hyderabad city is contributing significantly to the gross domestic product of the state. By conservative estimate this contribution is around 12 percent. The state is also contributing to the share of sales tax revenue and excise revenue of the state significantly. Hyderabad city also accounts for a very high share of urban population and non-agricultural workforce. The data on credits and deposits of scheduled commercial banks shows high level of commercialization and monetization of the economy. It is imperative from this analysis that growth strategies to promote the economic development of the city are likely to have a high impact on the overall growth of the state.

6.2 Workforce Participation Rates

The workforce participation rates indicate the percentage of population engaged in economic activities. The workforce participation rates have remained more or less stable in the past three decades around 27 percent. The same trend is applicable not only to different parts of the city but also to Hyderabad Urban Agglomeration. This stability in workforce participation in Hyderabad is a positive feature since in many large cities the workforce participation rate has gone down due to rapid growth of population as compared to the workforce.

6.3 Occupational Structure

The occupational structure of any city indicates the distribution of employment in the city in different sectors. An understanding of the changes in occupational structure could be useful in analyzing the potential sectors of growth and develop the policy framework to promote a desired economic structure and thereby achieve higher level of economic development. The city was predominantly a service city in the 60s with the concentration of about 40 percent of the workforce in other services sector. In the past three decades the economic base of the city has become more diversified and the trade commerce sector has emerged as an important sector in addition to industry, transportation, storage and communications and construction sectors.

The occupational structure of the city also differs significantly to that of the surrounding municipalities. More particularly nine of the ten municipalities can be considered as predominantly industrial areas and the economic base as mono-functional and industrial in nature with the secondary sector contributing nearly 45 percent of total employment in the year 1991. Thus, the secondary sector employment in nine municipalities is nearly double that exists in the city. The industrial location policies that encouraged industrial activity outside Hyderabad

are responsible for this situation. Within Hyderabad city, there are no significant differences in occupational structure across the areas.

6.4 Contribution of Different Areas to Sectoral Employment

Differences in contribution of areas to total employment could throw light on differences in levels of development across different areas. For example, it can be seen from the data that the old city areas of the city have experienced a decline in their contribution to city's employment indicating low economic development. The increased contribution of extended areas indicates that the growth focus in Hyderabad is continually shifting towards northwest peripheral areas. Similarly, the data also indicates that Kukatpally and Qutbullapur municipalities have sizable industrial activity and these two municipalities contribute about 42 percent of industrial employment in nine municipalities.

6.5 SWOT Analysis of Hyderabad Economy

It is necessary to understand the strengths and weaknesses of different spatial areas within the city for location of economic activities. This has implication with regard to availability of land, transportation and infrastructure facilities.

Both demand side and supply side factors determine the competitive advantage of the city. These include population, income, education and skill base, raw materials, incentives and disincentives, technology, land, infrastructure and quality of life. Some of the factors differ from sector to sector.

6.5.1 Strengths

Being the capital city, enjoys high visibility and support from the state government.

The city is in the forefront of high-end economic activities such as information and communication technologies, R&D and knowledge industry.

Presence of large number of scientific and technical institutions of national and international repute.

Availability of skilled manpower and land.

Favourable policy and institutional framework.

Emergence of potential growth areas – super specialty hospitals, professional higher education institutions, hotels, departmental stores.

Better managed city and local government, improved power supply and improved access to open spaces

Stable and proactive political leadership at the state and city level.

6.5.2 Weaknesses

Fragmented growth of the city – functional, institutional and spatial fragmentation.

Inadequate infrastructure – particularly water supply and sewerage and transportation.

Polarized spatial development – decline of the old city, stagnation in east and west and maximum growth in north and south periphery.

Increased growth of slums and informal sector without appropriate livelihood strategies and support systems.

Generation of employment not being able to keep pace with the population growth.

6.5.3 Opportunities

Globalisation – leading to increased investments, income and employment

Expanding national economy – leading to expanding demand for economic activities

Growing donor community commitment for economic growth, good governance and poverty reduction leading to greater availability of resources

Strengthening of institutions through reforms in governance practices resulting in internal efficiency improvements, better service delivery, improved customer satisfaction and improved internal resources.

Coordinated planning, implementation and policy formulations across agencies involved in provision of infrastructure and services in what can be notified as Metropolitan Hyderabad towards ensuring a common Economic Agenda and Master Plan. This would include agencies such as HUDA, MCH, and APIIC to come under common platform alongwith representatives from corporate, academicians and NGOs possibly called Hyderabad One (Similar to BATF for B'lore).

6.5.4 Threats

Globalization – substitution of local employment and livelihoods leading to marginalisation of the poor. Increased land values and conversion of agricultural lands for nonagricultural purposes may push the poor to fringe areas.

Unplanned and uncoordinated spatial and economic development due to speculation and lack of regulation and enforcement.

Increased growth of population and economic activities resulting in deterioration of infrastructure and lowering the quality of life.

The city economic development strategy should reinforce its strengths and minimize the weaknesses so as to take advantage of the opportunities and mitigate the threats. At the same time, the city strategy should be situated within the overall framework of the state economic development strategy, particularly with reference to the city of Hyderabad.

6.6 Policies and Programmes for Economic Development

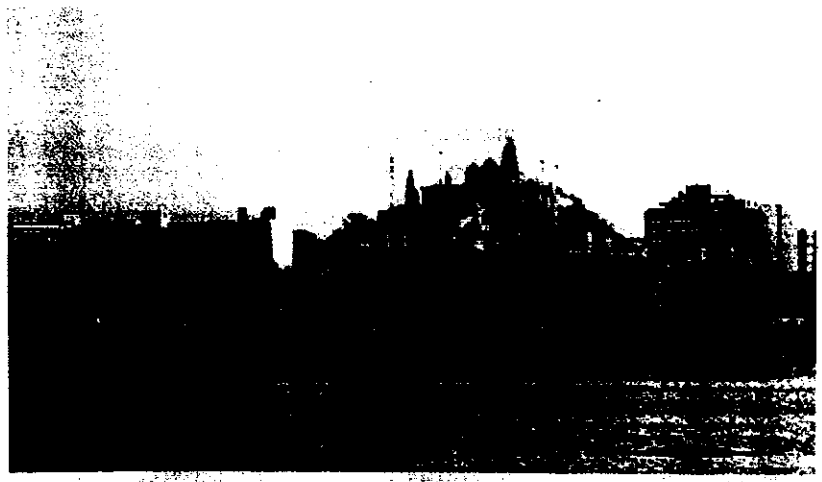
The state government has a significant role to play in economic development of the city. It is the state level policy and institutional framework, which is directly responsible for economic growth and city governments play indirect role. Being the capital city the state government has a stake in the development of the city and hence would like to guide and monitor economic growth in the city through various ways and means.

In this context, any economic development strategy for the city should be situated in the overall state economic development strategy, which is articulated in the Vision 2020 and the strategy paper on employment generation.

6.6.1 State Economic Development Strategy

Human resource development – poverty eradication, PDS, employment schemes, education and health, removing equitable development

Promoting high quality of life – providing basic services (water and sanitation, housing and transport), environmental conservation, low cost solutions, private sector participation and community participation



Promoting investment – creation of infrastructure (roads, ports, airports, power, telecom etc), rationalizing prices, and regulatory framework enabling private sector and autonomous bodies and restructuring government infrastructure agencies

Focusing on select growth engines – agro-industry, construction, mining based industries (leather and leather products), small scale industry, infrastructure industry, basic information technology services, knowledge based services, logistics, tourism, small scale services, health care and education

Raising financial resources – programme based funding from external sources, prioritize government spending, resource mobilization, revenue mobilization

6.6.2 Focusing on Select Growth Engines

Andhra Pradesh will focus on 19 primary growth engines: six in agriculture, six in industry and seven in services.

Agriculture: rice, poultry, dairy, horticulture, agro-industry and fisheries
Industry: construction, mining based industries, labour-intensive exports oriented industries (garments and leather products), pharmaceuticals, small-scale industry and infrastructure industry

Services: basic information technology services, knowledge-based services, logistics, tourism, small scale services, health care and education

There is a need for the Hyderabad Metropolitan area to agree to its 3-4 Focused Growth Sectors each in the short, medium and long term and catalyze these through policy and infrastructure interventions with adequate stakeholder participation

6.6.3 Strategy Paper on Employment Generation

The government will act as a facilitator
Identify and prioritize key sectors with employment potential and ensure successful implementation
Create favourable environment for private sector participation
Improving proficiency in English and computer education to benefit overseas employment opportunities
Increasing the skilled manpower through vocational training and technical education
Increased opportunities in primary education due to DPEP and other literacy programmes
Creation of technology centers of excellence and manufacturing hubs such as Hardware Park, Knowledge Corridor, Apparel Park, Leather Park, IT/ ITES corridor (through Hitec City and Software Layout, Raheja Complex at Madhapur), Financial District and tourism projects such as

International Convention Center and Hitex Exhibition Centre would provide employment opportunities to skilled and technical manpower in the near future

Large construction projects such as Hyderabad-Vijayawada Road Highway, Hyderabad Water Supply and Sewerage Treatment Project, Hyderabad International Airport would provide large scale employment opportunities in the short term and provide the continuing impetus for economic growth in the city in the medium, and long term through their high levels of infrastructure support.

Focus on growth engines like information technology, knowledge/ technology based service industries, tourism, logistics, small-scale services, health care and education over the short – medium term would generate added economic growth to the city. Such growth would be fueled through public private partnerships

Private investment is a major thrust on the advanced IT education, IT infrastructure including KU band digital connectivity, electronic governance applications, locating world class IT companies, etc

Small-scale services sector provides a large opportunity - local transportation, restaurants, retail outlets, travel agencies, packaging, publication, hair/beauty care, carpentry, laundry services, local advertising and promotional agencies are rapidly growing and offer scope for employment

6.6.4 Hyderabad Growth Engines

The state government has identified the following areas as the potential engines of growth in the context of Hyderabad city.

Information Technology

The following measures are implemented or in the process of implementation to promote information technology sector as the potential growth engine:

Setting up of Indian Institute of Information Technology (IIIT)

Setting up of training institutes by IBM, Microsoft, Oracle and Sun Micro Systems

Development of the Hi-Tech City

E-governance initiatives-e-Seva (TWINS), SWAN, SKIMS etc

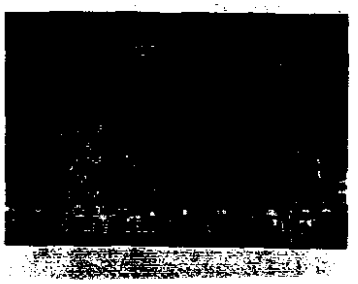
Presence of public sector companies such as CMC, ECIL

Strong private sector presence- 150 companies registered with Hyderabad's Software Technology Park

Over 100 professional training institutes producing between 12000-15000 IT personnel annually

Hi-Tech City

The Hyderabad Information Technology Engineering Consultancy (Hi-Tech) City project was developed by the state government in association with L&T as an integrated techno township to offer a one stop solution to the business



and social needs of the IT sector. Launched in the year 1997, the following are the important features of the project:

A sprawling 158 acres site just 14 kms from Hyderabad airport.
A capital investment of over Rs.15 billion.
Development in phases over 6 to 8 years.
Aesthetic landscape with natural rock formations nurtured into rock gardens, landscaped gardens and fountains.
Environmental friendly setting where noise making and polluting industries are barred.
Hitech infrastructural facilities - Power, Telecom, Earth Station, Roads, Water, Drainage Systems and more.
Stamp Duty & Registration Charge Waiver (13% of Purchase Value) for IT firms setting up software development centres in HITEC-CITY.
Clear Title to property and assistance from financial institutions.
Luxury Bus Services from HITEC-CITY to various points in the city, at frequent intervals.
Conveniences to international standards- Ultramod Buildings, Star Hotel, Convention Centre, Club House, Health Club and more.
Modern Multi-dimensional residential township proposed in an adjacent area of 87 acres.

Cyberabad

Under Andhra Pradesh Urban Areas (Development) Act 1975, as amended, the Govt. of Andhra Pradesh constituted the Cyberabad Development Authority (CDA) vide GO Ms no 21 dated 20-01-2001 with the jurisdiction of 51.70 square kilometers covering 17 villages.

The following are the main features of the Master Plan for Cyberabad

Cyberabad Enclave will become a model for other urban areas in the country by providing clean air and water, high quality of services such as sanitation and waste management, and the best standards of power, housing and transport.
The Cyberabad Development Authority will strive to achieve a high quality of life in the area in a sustainable manner, both in environmental and economic terms.
Resources for wider and better roads, parks, services and amenities will be raised internally from the area by way of appropriate user charges, contribution towards the development of capital infrastructure in the form of one time levies and a better structure and recovery of property taxes to raise adequate funds for maintenance of the service
The proposed road network will open up the Cyberabad area to other parts of the metropolis and will integrate with the future rail based mass transit system. An expressway will link the proposed International Airport with the Cyberabad area.
The plan makes sizeable land reservation for commercial and industrial areas including software units and institutional areas.
The Master Plan encourages a mixed land use allowing varying degrees of commercial use in Residential Zones when the plots are large and face wide roads.

Computer Software units are permitted in a wide variety of locations.

Hardware Park

Hyderabad is considered as best suited for setting up hardware manufacturing units keeping in view the abundant availability of quality manpower and the productive role being played by the Government. An area of approximately 3000 Acres of land has been earmarked in Mamidipalli near the proposed International Airport. An extent of 1565 acres has already been handed over to APIIC for this purpose. A pilot hardware park of about 100 Acres catering to about 10 units is to be created initially with an infrastructure of world-class standards. The hardware park is expected to attract major domestic and multinational hardware manufacturers to set up their operations and manufacture both conventional and futuristic hardware products. Such products could cover the gamut of computer, network and communication hardware, precision manufacturing and bio-medical devices. It is also expected to serve as a hub to cater to the increasing demand both in India as well as other markets in Europe, Africa and the Asia Pacific Region.

Knowledge Corridor Development

The state government has proposed to develop a knowledge corridor in the city by promoting a host of interrelated activities such as pharmaceuticals, biotechnology and research and development. The knowledge corridor would be developed by promoting a number of interlinked theme parks. The state has an ambitious plan of creating of hubs of new-generation industries and centres of excellence for carrying out cutting edge research in the areas of biotechnology, pharmaceutical technology and genome science. The government has specially earmarked areas such as Biotechnology Park, ICICI Knowledge Park and Genome Valley to take lead in developing the knowledge based industries.

Pharmaceutical Industry

Roughly one-third of the country's bulk drugs are produced in and around Hyderabad; the city is rightly considered as the bulk drug capital of India. Location of the following knowledge based research institutions in this sector in Hyderabad is the key reason for the growth of this sector:
Centre for Cellular and Molecular Biology (CCMB)
Indian Institute of Chemical Technology (IICT)
Indian Drugs and Pharmaceuticals Limited (IDPL)

A well developed drugs and pharmaceutical sector provides a conducive environment for the promotion of interlinked and diversified activities. The Bulk Drug Manufacturers Association is also implementing a Centre for Life Sciences as a center of excellence

Biotechnology Park

The biotechnology park will be set up with private sector participation and offer advantages in terms of state of the art infrastructure, one stop service, quality products and services at competitive prices and skilled professionals. It will also offer the benefits of synergy with other technology-based companies and public research organizations by creating opportunities for networking, collaborations and innovative technology exchange. The thrust areas identified by the biotechnology park are Health Care, Immunodiagnostics, DNA, Industrial Bio-technology – (Enzymes), and Agricultural Biotechnology – (Bio-pesticides and biofertilizers).

Located at Turkapally village at a distance of 18 kms from Hyderabad, the Park is being developed by a private developer and the state government as a Joint Venture. The state government has selected a private developer through a competitive bidding process to be part of the Joint Venture and the implementation of the project already commenced.

Corporate Hospitals

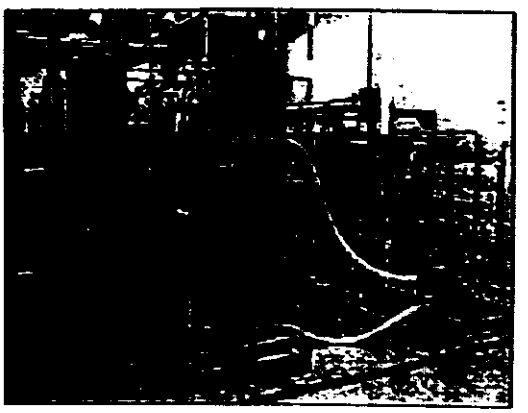
Hyderabad has the presence of a number of Corporate Hospitals such as Appollo, Medwin, CARE, L.V. Prasad Eye Institute etc. These Corporate Hospitals are expected to lead health care industrial development in the city including research and development. These hospitals provide opportunities for building synergies with biotechnology and related knowledge based activities. However, there is a need to facilitate a strategy for a larger Medical Hub in Hyderabad with spatial plans for hospital and common facilities for patients and relatives to cater to the opportunities of medical tourism, which are already evidenced

Genome Valley

The state government has declared an area of 600 square kilometers as Genome valley for encouraging the location of biotech and other knowledge based activities. The proposed valley is expected to build synergies between knowledge-based activities including information technology.

ICICI Knowledge Park

The Government of Andhra Pradesh has supported ICICI, to set up a Knowledge Park to provide ready to use laboratories and support services on lease basis for the purpose of undertaking research and developmental activities. The first module with 10,000 square feet of built up space is ready for occupation and already sixteen units have become operational. Seven more modules are being



planned and there is also provision to make available developed land to private companies on long-term lease basis to set up their own independent research facilities. The area of the Park comprises of 80 acres and provides ready to occupy research and development facilities and infrastructure to small and medium enterprises at affordable costs. It also houses a Biotech incubator with the state of the art library and communication technology. The park houses some of the leading biotech companies including Bijam Biosciences, Manya Biotech etc.

Apparel Export Park

Garments and leather products have been identified as one of the growth engines by the government of Andhra Pradesh in its Vision 2020 document. The government has proposed to set up an Apparel Export Park in Hyderabad. Hyderabad is considered as ideal location since it has the presence of related institutions such as Apparel Training Design Centre and National Institute of Fashion Technology. The following are the main features of this initiative.

Set up by APIIC –a layout plan for 174 acres of land, 117 plots- for exporters of apparels, made-ups and hosiery goods
Facility for uninterrupted power, roads, drinking water, drainage and effluent discharge by pipe a sewerage system-other supportive facilities like banks, post offices, etc planned
Declared as public utilities to prevent illegal strikes

Financial District

The state government of Andhra Pradesh has proposed to develop a sophisticated and state of the art financial district/centre to accelerate the speed of development and provide multiplier effect to the economy. The proposed financial district is expected to provide all the modern facilities such as elegant physical infrastructure, central location, easy communication, plush offices and advanced technology for reputed and large financial institutions. The Financial District will focus on insurance sector, financial research institutions, financial markets, commodities exchange, banking, law and secretarial firms, consulting firms, etc. The site for the project comprising of 130 acres has been earmarked at Khanamet Village, near Hitech City. A central feature of the proposed project is that the Government of India has approved the request of locating the Headquarters of Insurance Regulatory Development Authority (IRDA) in the Financial District. The APIIC is the nodal agency for the implementation of the project and it has entered into project development promotion partnership with Feedback Infrastructure Limited for the development of the project. Presently, the APIIC is in the process of identifying a private sector developer to undertake the project implementation.

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Tourism

A wide range of initiatives are being implemented in Hyderabad to promote tourism as potential engine of economic growth. Apart from attracting large-scale investments during the implementation stage, these initiatives will lead to opportunities for income and employment generation in the future. The list of these initiatives is quite impressive and reflects the commitment of the state government and the department of tourism at the highest level.

6. 7 Key Issues and Concerns

6.7.1 Development of Industrial Parks/Availability of Adequate Infrastructure

The state government has identified potential growth engines and is developing specific industrial projects in these potential areas by adopting a cluster-based approach. The government and APIIC are committed to providing the necessary infrastructure to the units located in these parks. However, there is a concern about the ability of the government to provide the necessary infrastructure within the stipulated time due to financial and institutional constraints. There is also a concern that even if the projects are developed with adequate infrastructure, they may become isolated islands due to the non-availability of infrastructure linking these projects with each other as well as with the rest of the city and satellite towns. This issues needs to be addressed by estimating the infrastructure requirements of the entire metropolitan area in an integrated manner and meeting these infrastructure requirements.

6.7.2 Haphazard and Unplanned Growth of City and Surrounding Areas

It is observed that the process of economic development in the metropolitan area is resulting in spatial and functional fragmentation. The growth is concentrated more towards northwest peripheral areas. There are a number of agencies functioning in the metropolitan area including the ten municipalities. At present there is no institutional mechanism that can address the issue of planning for the entire metropolitan area in a coordinated manner. Even the CDS process has focused mainly on the MCH area. The issue of planning for the entire metropolitan area should be addressed as part of the CDS framework.

6.7.3 Appropriate Policy Support

Policy support is critical for the promotion of economic activities including industry. The entrepreneurs require speedy clearances for setting up industry. Though the government of Andhra Pradesh has set up single window mechanism for speedy approvals, this mechanism is felt to be not as effective as the mechanisms in other states. Similarly, there is also no thinking on developing supportive backward and forward linkage activities while envisaging the promotion of certain industries as engines of economic growth. There is also need for changes in

policy measures related to labour laws, land use regulations and FSI for attracting industries. There is also no strategy on skill building related to the potential sector of growth.

6.7.4 Decline of the Old City

The old city once acted the economic core of the city and was responsible for sustaining the growth of the city for a number of decades. The old city, which is the center of culture and heritage, is experiencing decline in terms of economy and employment. The decline of the inner cities was a worldwide phenomenon but local governments have successfully responded and reversed the decline through appropriate economic regeneration and infrastructure policies. However, there is no strategy for the promotion of the old city economy and there is a need for the same. Processes required for Old City and Golkonda areas being recognized, as a World Heritage City by UNESCO would be steps in the right direction.

6.7.5 Risk of Exclusion of the Poor

The current approach to economic growth of the city has the risk of excluding the poor from the development process since it is highly capital intensive employing only the highly skilled and educated sections of the society. This could significantly affect the social fabric of the city, which has high proportion of poor, illiterate and slum population. The process of development triggered in the city has also resulted in acquisition of land in large parcels from villagers from neighbouring areas.

6.7.6 Lack of Strategies for Informal Sector

Job opportunities in the organized sector are shrinking and low skill and low education labour force cannot be absorbed in the well-paid organized sector even if jobs are available.

Hawking and informal sector employment has emerged as one of the important sources of livelihood for the urban poor who possess meager financial resources and low skills. This has also become an important source of livelihood for those who have lost their employment due to closure of formal sector avenues such as textile mills.

Strong linkages are found to exist between informal sector and small-scale industries and organized sector. Informal sector found to sustain certain industries by providing markets for them. A lot of goods sold by hawkers such as clothes and hosiery, leather and molded plastic goods and household goods are manufactured in small scale or home based industries

CHAPTER VII

ENVIRONMENT, TOURISM AND CULTURE

7.1 The Context

Hyderabad is the capital city of the state of Andhra Pradesh, which accounts for roughly one fourth of the urban population in the state. It is the sixth largest city in India with a population of 55.3 Lakhs in 2001, one of the fast growing cities with an annual growth rate of 5.34% during the year 1981-91.

The Hyderabad Urban Area comprises of Municipal Corporation of Hyderabad and ten surrounding municipalities in Ranga Reddy district and part of Medak district. The surrounding Municipalities are Kukatpally, L.B. Nagar, Malkajgiri, Qutubullapur, Kapra, Rajendranagar, Uppalkalan, Serilingampalli, Alwal and Gaddiannaram. Growth in the urban population and migration from rural areas are main reasons for the rapid growth of the city. This led to the expansion of urban frame.

The rapid urban development is leading to increasing land use changes and the measurement and monitoring of these land use changes are crucial to understand land use /land cover dynamics. The major Land use pattern in the Hyderabad area (MCH area) constitutes of 93% Urbanized area including the residential, industrial and commercial etc, 1.75% is Agricultural area and about 5.3% is water spread.

Since 1921 there has been a vast change in the land use pattern of the region. The percentage decrease in the areas under agricultural use and water bodies between 1973-91 is 12.7% and 5.0 % respectively. There is a vast increase of about 113.1% in the percentage area under settlement (built up area) from 1921 – 1991.

The sanitary sewage scheme for Hyderabad city was planned in the year 1921, and designed to serve a population of 4.68 lakhs for an area of about 87 sq.km by Sir.M.Visweshwaraiah. The system went into operation and the first house connections were made during the year 1931. A sewage system for Secunderabad was constructed separately and the twin cities systems were joined during 1964. The total length of the sewage in Hyderabad city at present is about 1629 km with about 63,960 manholes.

The water supply in the Hyderabad and Secunderabad Urban Areas is not sufficient for the citizens of all the income categories. The three sources of water as well as ground water

resources combined are not capable to address the increasing water demands. Water Supply for two hours every alternate day is not a desired level of service from the point of any norms.

The other important issue in Hyderabad is the depletion of ground water resources. Though sufficient data is not available for the ground water tables, it is sufficiently clear that the lack of water supply from the water board has led to the increase in the use of ground water as the source of continuous water supply by the residents.

Before 1921 there were only two mains intercepting sewers running on either side of river Musi that received sub-sewers from all-important places of the city. The present sewerage system covers about 70% of the jurisdiction of MCH and a small portion of the adjacent L.B.Nagar municipality. The ten municipalities, which form a major component of the Hyderabad U.A. do not have under ground sewage system except some parts of L.B.Nagar Municipality. Under the Mega city project, 9 STPs are proposed to be set up with a total capacity of 160 mld, costing Rs. 35.6 crores. 25% of the effluents of ten municipalities will be treated and recycled for industrial use etc.

The ground water is getting polluted in the surrounding areas of the city, which are closer to the industries. The untreated and hazardous effluent of the industries is reaching the surface water bodies and percolating to the ground. This has already caused a serious concern in the city. It is also observed that most of the industrial units dealing with pharmaceuticals, paints, pigments, metal treatment and steel rolling, use inorganic and organic chemicals as raw materials, which were reflected in appreciable amounts in the effluents.

Hyderabad and its surroundings get most of the rainfall during the Southwest monsoon period from June to September amounting to total annual average rainfall of about 85 cm. In Hyderabad Metropolitan Area (HMA), there are 169 lakes of 10 hectares and above to impound and store rainwater during monsoon months. Out of these, about 145 lakes are reported to be drying up during non-monsoon months and they are being allowed to be systematically and gradually encroached, filled-up and used for residential and other purposes.

River Musi emerges from Anantagiri hills, about 90 km to the west of Hyderabad and flows through Vikarabad, Pargi, Chevella, Kalvakul, Palankul and Golkonda Mandals and reaches Osmansagar reservoir at Gandipet which was built in 1920 to contain the flood waters. Lack of proper conservation of forests and green areas in Anantagiri and diversions of water for agricultural use has resulted in less water flow in Musi River. A high percentage of under-treated and untreated sewage enters the river from the Amberpet STP. About 120 million gallons of sewage is discharged into the river everyday.

The lakes and water bodies of Hyderabad are one of the most important natural assets of the city. It is quite evident that all the water bodies are facing serious environmental threat. Lakes being contaminated by industrial effluents, sewage, solid waste or encroachment has become the soar of the eye. HUDA is planning to develop all the water bodies as recreational areas. A careful approach is required to ensure no further deterioration takes place due to such activities. MCH has taken up lake conservation project to protect and conserve all the lakes in MCH limits.

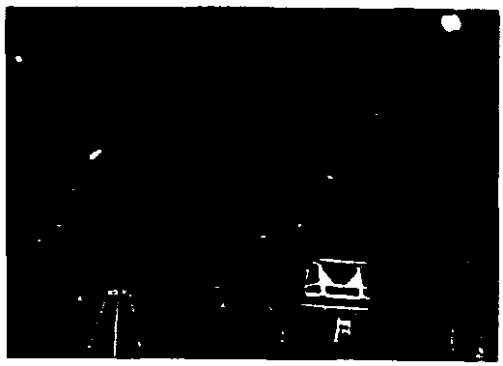
Stringent regulations are required to stop further encroachments of these water bodies. It must be ensured that untreated effluents/domestic sewage does not reach the water bodies. However, where it becomes absolutely essential small treatment plants could be set up. There is a need to make small treatment plants for the water bodies receiving industrial or domestic wastewater. Despite of all programmes for restoration and protection, an awareness drive is required to be brought in the communities living near the water bodies to consider them as assets and stop misusing and encroaching them.

The MCH area generates about 2300 tones of garbage every day. This includes about 500 T/day of biodegradable waste. The present per capita solid waste generation for the city stands at about 345 gm/day. The per capita daily generation of household garbage for the city is estimated at about 275 gm/day.

The total solid waste generated in Hyderabad is being disposed at the designated 4-landfill sites. There is very urgent need for a new landfill site for scientific disposal for the solid waste. The present area requirement for the MCH area is 1500 acres and almost 2000 acres for the HUDA area. The MCH is in the process of identifying site for disposal outside the HUDA area. The MCH should take into consideration the problems of the existing sites and address the same while selecting the new sites. These problems include strong resistance towards dumping by the nearby communities as result of air and ground water pollution from burning and leychate contamination.

The quality of ambient air in a city like Hyderabad is deteriorating over the past few years. Air pollution and noise pollution in urban areas of Hyderabad is mainly due to the rapid industrialization and a large increase in the number of automobiles.

The major source of the air and noise pollution in Hyderabad is the automobile pollution as is evident from the pollution data as well as the increase in number of vehicles. The total vehicular pollution load, in the twin cities of Hyderabad and Secunderabad urban areas is increasing with the population. It is evident that the sharp increase in the number of vehicles, and running of old and unfit vehicles on the road are



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the major culprits for this pollution. The variations in urban climate are also due to increased building and industrial activity.

Almost all the prominent areas of the city show alarmingly high noise levels, which is highest at places that have higher traffic count and traffic congestion.

The phenomenal increase in the number of vehicles should be checked. The major reason for this is lack of an efficient and comfortable mode of public transportation. The APSRTC should be made less expensive and more efficient. It is suggested that Motor Vehicle Tax on APSRTC should be reduced. Restricting the movement of private vehicles on certain routes during the peak hours is recommended to reduce congestion and pollution. The use of environment friendly fuels should be encourage through appropriate policy and incentive mechanisms. The city buses are over crowded and provide inefficient service, as there is a demand for almost 5000 buses on the roads as against 2000 at present.

The commuting needs of the public will have to be met by high volume and low polluting public transport system. The proposed Multi-Mode Transport System (MMTS) is hoped to bring a solace to the traffic situation in the city, at least in some sectors.

Hyderabad, once a city of gardens, is now left with only nine major and about 240 minor parks spread over various localities. The per capita recreational space available in MCH area works out to 0.50 square meters against the national standard of 3.00 square meters. The adjoining 10 Municipalities and other peripheral areas have no such parks.

The point of concern is the small community parks in MCH area, which needs to be taken care of by the local community after being developed by MCH. The existing parks, playgrounds, green belts and open areas should be guarded, protected and preserved by not permitting the change of their land use under any circumstances. A number of open spaces and community parks are being encroached upon and used for other building purposes. Necessary and immediate actions are required for such cases through out the city.

Hyderabad city, particularly the old city is a historical city and a center of culture and heritage for more than 400 years. The city has a number of palaces, mosques and heritage buildings and monuments, which need conservation and protection. Due to its historical, archeological and architectural importance the city has always attracted national and international tourists.

7.2 Programmes and Schemes

To cater to the immediate requirements of the twin cities and the neighboring 10 municipalities, Government of Andhra Pradesh has proposed to implement the KWSP project in a phased manner. In order to reduce the losses in transmission and improving overall efficiency of the distribution system, HMWSSB is undertaking the refurbishment of the water supply treatment and transmission systems. Refurbishment of the existing water supply treatment and

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transmission systems include energy audit, along with repairs and replacements to distribution net works etc., for optimum usage of the existing water supply systems.

The rainwater-harvesting program in Twin Cities was taken up initially during the year 1998 with co-ordination of various departments. During the year 2250 RWH structures were completed. The experience of the functioning of the rainwater harvesting structures indicates that they had limited impact on recharging the ground water table. It is suggested that an evaluation study may be conducted to assess their impact and bring out appropriate changes in the existing strategy. Emphasis should be on creating public awareness and making available technical expertise to people for installing rainwater-harvesting structures.

The lake conservation programme is taking shape slowly to restore and conserve the lakes in a phased manner. HUDA is responsible and accountable for activities related to protection of lakes which cannot be dealt with in isolation, as it is closely interlinked with proper treatment of catchment areas, urban forestry and green belt development, land use planning and management etc. The Indo-Dutch Green Hyderabad Project 2000-04 is trying to integrate a comprehensive lake restoration and protection strategy.

As a part of lake conservation measures, HUDA has taken up Green Hyderabad Environment Programme (GHEP) in a phased manner for conservation, development and treatment of selected lakes by way of fencing, bund formation, de-silting, foreshore plantation and construction of treatment plants. One of the main objectives of this Programme is to initiate integrated lake treatment and conservation. The project duration is for five years (2002-2006) and the jurisdiction limits to the HUDA area. The MCH also has taken up massive lake conservation work by developing all lakes in MCH limits.

It is recommended that lake protection regulations be strictly enforced. The HUDA/MCH/Ten Municipalities should not accord any permission for layouts in and around the lakes. It is also suggested that all the lakes should be declared as protected areas.

A project for Musi River Conservation costing Rs.350 Crore is sanctioned by the Government of India under National River Action Plan Assistance, which includes Sewage Treatment Plant at Amberpet at a cost of Rs.105 Crore. In this project it is proposed to intercept and divert the dry weather flows from 18 storm water drains and divert the same after preliminary treatment of screening and degritting to the various proposed Sewage Treatment Plants (STPs) for treatment. The dry weather flow would be transmitted through pipelines/sewers to the proposed STPs. The dry weather flows i.e. sewage after treatment in the respective STPs to

the river disposal standards would reach the River Musi back either directly or through land application.

APPCB with the assistance of Government of Australia is implementing "Hyderabad Waste Management Project" to improve industrial waste management procedures and provide disposal facilities for safe disposal of hazardous solid wastes generated by industries located in Hyderabad, Medak and Ranga Reddy and prevent haphazard and random disposals, likely to cause soil, ground water and surface water contamination. The site for the landfill is of about 200 acres and the project cost is around Rs 14 crores. The site was started in Oct 2001. Almost 50 to 60 thousand tons of waste is expected per annum from five districts.

HUDA has taken up development of greenery in 11 major government hospitals with a total expenditure of Rs.215.65 lakhs for civil works and Rs.63.90 lakhs for garden development works. The garden development works along with landscape development has been completed in all the 1-9 hospitals. The gardens and lawns developed in these hospitals were handed over to the hospital superintendents for subsequent maintenance. MCH is taking of plantation activity in all government offices, schools, hospitals, graveyards etc. since 1999.

7.3 Key Issues and Concerns

7.3.1 Population and Land Use

Hyderabad Metropolitan City including the Hyderabad city within the jurisdiction of the Municipal Corporation of Hyderabad and the ten surrounding municipalities has experienced rapid growth of urban population. This has resulted in the deterioration of infrastructure particularly water and sanitation. Rapid growth of population and densities also led to deterioration of the environment in the form of air and noise pollution, loss of water bodies and open spaces. High investments in the city in 60s and 70s have bought in intense economic activities and contributed to the growth of the city. The presence of large number of backward areas around the city, which are the potential sources of migration to the city, also contributed to the growth. There is a need for restricting the growth of the city by developing the backward areas and also there is a need for balanced development of the ten municipalities. It is felt that the HUDA Master Plan's provision 130 lakh population by 2020 is highly unsustainable and the population should be restricted to 75 to 80 lakhs.

The land use pattern shows the gradual decline or stagnation of green cover, open spaces, water bodies and agricultural use which have a favorable impact on the environment while the residential and commercial areas which have an unfavourable effect have increased rapidly. There is a need to ensure that the land use pattern develops as per the standard and norms prescribed.

The quality of environment in slums in Hyderabad is low due to non-availability of infrastructure. Rapid and unplanned urbanization is responsible for the growth of slums. Slums

are providing a number of services to the city and its high and middle-income population so they should be provided basic services through cross subsidization. Restricting urbanization and population growth can restrict the future growth of slums.

7.3.2 Air Pollution

The air and noise pollution in the city has increased mainly due to rapid and uncontrolled growth of private vehicles particularly two wheelers and four wheelers. Lack of efficient and effective mass public transport is responsible for this situation. There is also lack of effective enforcement of various regulations formulated to check air and noise pollution.

7.3.3 Water and Sanitation

For better environmental management availability of appropriate quantity and quality of water is essential. However, the present approaches always emphasize on quantity in terms of finding more and more new sources without giving adequate attention to proper utilization of existing sources, conservation and equitable distribution of water to the poor. The Osman Sagar, which supplies 45 MGD to the city, is neglected while a new source is being developed to supply the same 45 MGD at huge cost. More and more new colonies are coming up in the peripheries and the water is getting contaminated while reaching these tail ends due to old distribution systems. The decline of catchment area due to encroachments and decline of ground water table due to uncontrolled use is contributing to the overall decline of the environment.

The water bodies in Hyderabad including river Musi are getting contaminated due to indiscriminate dumping of industrial waste and domestic sewage. The Musi River Conservation Action Plan, which is supposed to address this issue, needs to be effectively implemented. There is a proposal to construct 18 k.m pipeline for disposing waste comprising organically rich nutrients after treatment to Musi. It does not allow technically or legally any inorganic wastage flow, but it is true that PETL generates inorganic salts with a high TDS of above 10,000 PPM. Presently no provision for the treatment of this is made and if the solid wastes are not segregated, the above proposal will contribute to greater pollution. The technologies adopted for treatment are also not specified. Moreover, the STPs treat the liquid waste from sewerage system and do not cover the vast households unconnected to sewerage system and use the septic tanks.

The community toilets facilities in Hyderabad are poor and are responsible for open defecation leading to environmental and health degradation.

7.3.4 Green Cover and Open Spaces

The open spaces and green cover available in the city needs to be increased to meet the prescribed norms and standards. The programmes and schemes towards tree plantation need to be strengthened. There is a need for developing the database, increasing the availability of land, better inter institutional coordination and peoples participation for this purpose.

7.3.5 Tourism, Culture and Heritage

The development of tourism is being encouraged without conducting proper environmental impact analysis. An example in this context is the Buddha Purnima Project around Hussain Sagar, where a number of tourism projects are being developed/constructed. These projects will have an adverse impact on the environment in the area. No EIA is being conducted on the pretext that EIA is required only for large projects. Some of the development is taking place in violation of HUDA notification for the protection of water bodies.

The historical and cultural heritage of the city is on the decline due to rapid urbanization and migration unleashing the forces of real estate and construction development resulting in the demolition and encroachments of many heritage sites and buildings. The government has failed in curtailing these forces. The recent approach to promote tourism by modernizing the heritage sites and monuments is likely to be detrimental to the conservation and protection of these monuments.

The erosion of culture and heritage has begun with the formation of the state of Andhra Pradesh with Hyderabad as its capital in 1956, which has brought in a new class of elite and rich class from several parts of the country who could not either understand or relate to its native culture. This new class was driven by profit and commercial motive, which has led to indiscriminate real estate development at the cost of culture and heritage. The new class also brought in a new and modern consumer culture, which does not respect the traditional customs and beliefs. The native of the city slowly adopted this culture and those who could not either got alienated or marginalized.

This process is more evident in the old city, which has got more and more alienated and marginalized due to the above processes. The old city has experienced physical decay, economic decline and social tensions mainly due to the above process, which did not respect its culture and heritage. The gradual decline of the city has resulted in the decline of the traditional values, customs, Urdu language, and other social relations. The old city will be further marginalized if it is not integrated spatially, economically and socially with the rest of the city.

A number of policies formulated for protection and conservation of culture and heritage remained mainly on paper without enforcement. Similarly, many of the institutions set up for culture and heritage became either defunct or non-effective.

CHAPTER VIII

KEY SECTORS OF DEVELOPMENT

8.1 Water Supply And Sanitation

8.1.1 Water Supply

The estimated current water demand is 250 Mgd (1136.5 Mld), against which the installed capacity is only 162 Mgd (735.48 Mld) as explained above. Further, due to prevailing drought conditions, two reservoirs have been dried up and the current water supply is limited to only 120 Mgd (545.52 Mld). The estimated groundwater abstraction is 25 Mgd (113.65 Mld). There is a huge gap between demand and supply at present. It is estimated that the future water demand will grow to 400 Mgd (1818.4 Mld) in the year 2021, assuming a projected population of approximately 10 Million with per capita supply of 150 lpcd at the consumer end and system losses of approximately 18%.

The salient features of the water distribution system are furnished below:

- Trunk Pipe network (200-1200 mm dia): 256 km
- Local Distribution Network (75-1000 mm dia): 1800 km
- Population coverage: 80%
- Households having access to individual connection: 71%
- No of connections: 4,11,598
  - Domestic : 62%
  - Non-domestic : 18%
  - Bulk Users : 13%
  - Public Stand Post : 7%
- Supply hours: 2 hrs every alternate day
- Average lpcd: 79

Groundwater is the main alternate and supplementary source of water for the twin cities. It is directly abstracted by the consumers in their premises or abstracted and supplied by the tankers.

There are 4857 hand borewells maintained by HMWSSB and there are about 300 tankers, which supply the water to various parts of the city. The estimated groundwater abstraction by

individuals is about 25 Mgd (113.65 Mld). The overall groundwater potential is estimated to be 30 Mgd (136.38 Mld). Since all the borewells have not been registered, the actual groundwater abstraction can only be known after registration of all the borewells and through a detailed study on the abstraction pattern by the individuals. Andhra Pradesh state Remote Sensing Application Centre (APSRAC) is presently mapping the hydro-geomorphology of Hyderabad to assess the ground water potential and to locate possible recharge zones.

The GoAP has legislated "APWALTA Act 2002", making it mandatory for every premises to have rainwater harvesting/conservation structure, trees and registration of borewells.

The groundwater sources are getting depleted at alarming rates. It is estimated that the groundwater table has dropped at places by more than 150 meters in the last two years and is a major concern. HMWSSB is monitoring the groundwater levels of 140 borewells spread throughout the city.

Efforts have been made by HMWSSB and MCH to recharge groundwater by rainwater harvesting since August 1998. HMWSSB has been nominated as the nodal agency to promote rainwater harvesting in Hyderabad area. HMWSSB has effectively made use of existing *Janma Bhoomi* and *Neeru-Meeru* Programmes of the GoAP in their efforts to motivate people for constructing rainwater-harvesting structures. HMWSSB has also been campaigning through electronic and print media, posters, brochures, etc. and has set up a special cell to advise on rainwater harvesting.

It is estimated that from 1998 till 2002, about 7,33,244 different types rain water harvesting structures have been constructed by HMWSSB, MCH, Hyderabad Urban Development Authority (HUDA), Roads and Building (R&B), Hyderabad and Ranga Reddy District Collector, etc. and individuals. A volume of 42.35 lakh cum is created with a financial outlay of Rs. 10.8 Crores.

Non Revenue Water due to commercial losses and physical losses in the system, lead to loss of revenue. Although a number of studies have been conducted by HMWSSB to quantify the Non Revenue Water, reliable estimates of the same and the exact amount of physical and commercial losses are not available. Preliminary estimates prepared by the Board indicate that the Non Revenue Water is about 40%.

The commercial losses are attributable to unregistered connections and inefficiencies in billing and recoveries. There are estimates of about 60,000 unregistered connections. In the past, HMWSSB attempted to regularize the unregistered connections. However this did not yield any significant results.

HMWSSB presently send bi-monthly bills to about 4 lakh registered consumers and the billing efficiency is 90%. The average collection efficiency is estimated to be 90% for the year 2002-2003. The main defaulters are the pollution-affected villages, sick industries and a host of "never-paid" consumers.

Leak detection studies conducted by HMWSSB between 1992 and 1994, revealed that a significant amount of leakage (about 51% of the total leakages) was present at the consumer service connection prior to the meter. The average leakage was found of the order of 140 litre/connection/hour, at 10 m pressure for 2,24,000 connections. The estimated leakage is 13.86 Mgd (63 Mld). The consumers are not billed for these losses. HMWSSB has now taken over the responsibility of maintenance of consumer connection up to the meter. HMWSSB conducted similar studies for the bulk flow meters in the year 2000, which also revealed similar results in addition to non-functioning of the meters. It is estimated that overall about 90% meters are not functioning.

HMWSSB executed a pilot project in 3 zones to replace all GI pipes with Medium Density Polyethylene (MDPE) pipes. Further, about 273 bulk meters were replaced with inferential single jet (B class – ISO 4064) meters. These interventions resulted in significant rise in the revenues.

As one of the components of the refurbishment project a leaking 27-km transmission pipeline was replaced during 2001-02 through financial assistance of Rs. 150 Crores from HUDCO.

8.1.2 Sewerage System

The sewerage system for Hyderabad city first came into operation during the year 1931. The sewerage system for Secunderabad was constructed separately and the twin cities systems were joined during 1964. With increase in the water supply, the sewage flows are estimated to be 320 Mgd (1454.72 Mld) in the year 2021.

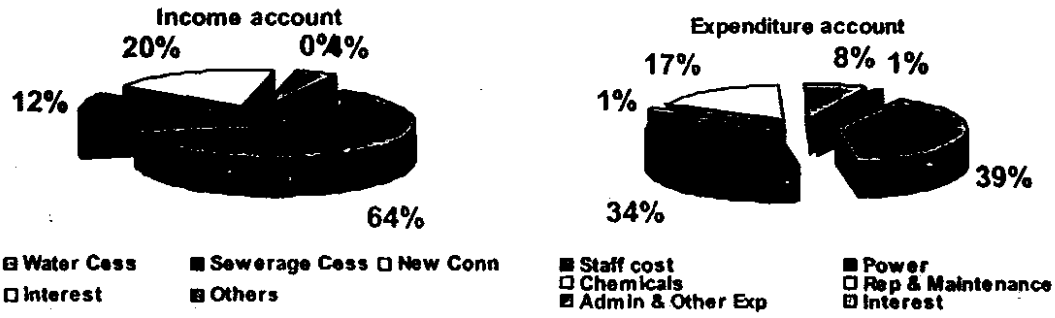
The salient features of the present sewerage system in twin cities are given below:

- Collection network length: 1900 km
- Population coverage: 54%
- Geographic area coverage: 62%
- The sewerage system does not exist in surrounding municipalities
- Sewage Collection at Sewage Treatment Plants (STP): 29.4 Mgd (15% of water supply)
- 25 Mgd sewage at Amberpet STP is not treated to the standards
- About 100 Mgd untreated sewage flows in Musi River

8.1.3 Financial Status

The financial performance of HMWSSB for the last 4 years indicates that the Board is a loss making entity. The unaudited financials for 2001-02 indicate that the gap between revenue and expenditure itself is over Rs. 10 Crores.

The Income and Expenditure Account for the financial years, 2000-01 (audited) and 2001-02 (un-audited) is depicted in the pie charts below:



In total revenue income of Rs. 137.36 Crores for the FY 2001-02, the main sources of income were water cess (Rs. 87.40 Crores), sewerage cess (Rs. 17.10 Crores) and new connection charges (Rs. 26.84 Crores). The total expenditure in the same financial year was of Rs. 146.88 Crores (excluding depreciation), of which about 39% (Rs 56.96 Crores) expenditure was on account of staff cost (estimated staff strength is about 5309) and 34% (Rs. 49.52 Crores) on power charges. Repairs and Maintenance including Chemicals account for 18% (Rs 27.38 Crores) other administrative expenses including interest 9% (Rs. 13 Crores).

8.1.4 Programmes And Schemes

HMWSSB commissioned comprehensive studies in 1990's: one on Water Supply and Leakage studies by M/s TCE and the other on Master plan for Sewerage by M/s AIC Watson, both with 2020 as horizon years. The Master plans for both Water Supply and Sewerage were ready by 1995. Depending on the availability of finances and as per need components of these plans are being taken up.

Krishna Water Supply Scheme (KWSS)

Krishna Water Supply Scheme is under implementation, which will bring in 45 Mgd water by March 2004. The Landed Project Cost (including interest during construction, project development expenses, insurance, etc.) is estimated to be Rs. 748.19 Crores. The KWSS involves pumping water from SLBC as source, a 45 Mgd (204.57 Mld) water treatment plant near source, a pumping main of 116-km capable to transmit 90 Mgd (409.14 Mld) water, six enroute reservoirs and three pumping stations. The Project is taken up with the financial assistance from HUDCO, which has sanctioned a loan of Rs.350 Crores. The government had given a grant of

Rs. 20 crores in 2002-03n and Rs. 100 Crores have been provided in the plan budget for the current financial year. The GoAP has permitted HMWSSB to go for term loans / bonds to obtain the balance funding requirements.

Abatement of Pollution of River Musi

HMWSSB, with the assistance of NRCAP has developed a detailed project report for the abatement of pollution in the Musi River through the construction of four new Sewage Treatment Plants (STPs) at Jiyaguda of 4.62 Mgd (21 Mld), at Nandi Musalaiguda of 6.6 Mgd (30 Mld), at Nagole of 37.84 Mgd (172 Mld) and at Nallacheruvu of 6.6 Mgd (30 Mld) and to upgrade the capacity of the Amberpet STP from 24.85 Mgd (113 Mld) to 74.57 Mgd (339 Mld). The Project also has the following main components:

Interception and diversion of dry weather flow from the existing 18 storm water drains joining River Musi in the city area;
Interception and diversion structures with screens and grid chambers;
Conveying mains of 33 km length to transmit the dry weather flow from the interception and diversion works to the proposed STPs.

The estimated cost of the Project is Rs 344 Crores, out of which the Government of India (GoI) would provide 70% of the assistance. The sewerage cess would require to be enhanced to meet the operating and maintenance costs of these new STPs. The Project has been approved by the GoI and the works likely to commence shortly are likely to be completed by 2006.

Slum Improvement Programme

The City has 811 notified and about 1000 unnotified slums. Out of 811 notified slums, the Slum Improvement Programme is aimed to cover 408 slums for provision of piped water supply and 352 slums for provision of sanitation facilities. HMWSSB has completed implementation of Phase-1 of the Programme in the year 2002 with assistance from MCH and now is in the process of implementing Phase-2. The total financial outlay of the Programme is Rs. 54 Crores.

The Recycling Project

Currently, water abstraction from the Singur dam constructed across the Manjira River located in the Godavari River basin, is constrained to 71.71 Mgd (326 Mld), due to water demand of the farmers for irrigation. In the long run, this source may prove to be more economical being at a distance of only 70 km with an added advantage of topography to reduce pumping costs. On the other hand, pumping water from Krishna River is more expensive as it is at a distance of 140-km with requirements for higher static head for pumping.

HMWSSB has proposed a plan called "Recycling Project" under which it is proposed to divert part of 66 Mgd (300 Mld) of sewage of Amberpet STP and then pump the treated sewage back

to Nakka vaagu (a tank near the Singur dam), so that the farmers are compensated for the additional water being taken from this source. The technical feasibility of this Project is at present being studied by U.S. Trade and Development Agency (USTDA). HMWSSB is evaluating the bids received from consulting firms and the study is expected to take 12 months for completion. USAID is helping in analyzing stakeholder interests and conflicts.

Lake Water Recycling

Under this Project, it is contemplated to use water from the surrounding lakes in Hyderabad for industrial use. Andhra Pradesh Industrial Infrastructure Corporation Limited (APIIC) and Feedback Ventures Private Limited are advising HMWSSB for development of this Project on a commercial format with public private partnership.

8.1.5 Key Issues And Concerns

Scarcity of Water Resources

The existing sources are getting dried up because of ineffective catchment management;
HMWSSB have to bring water from long distance sources requiring huge capital and pumping costs. For example, Krishna water is likely to cost Rs. 23/KL for 205 MLD (45 MGD) and will reduce for 410 MLD (90MGD)

Depletion of Groundwater

Unregulated abstraction;
Falling groundwater levels;
Contamination of aquifers due to inadequate sewage and industrial wastewater treatment and disposal;
Recharge strategies ineffective.

Non-Revenue Water

Results in wastage of precious water (~40% or more);
Need to either invest in higher physical capacity of components or poor service levels, or both;
Quantifying extent of physical and commercial losses necessary – target commercial losses first, plan simultaneously for physical losses assessment;
Need to regularize illegal connections;
Identifying sources of funding needed for controlling physical losses and enhancing organizations capacity for reducing commercial losses.

Extension of Sewerage System

About 38% of the City is unsewered;

Grossly inadequate sewage treatment capacity;
Large capital will be required for implementation;
Financially unviable, but required from public health perspective and also for conserving water resources through conjunctive uses.

Institutional Mechanism

The state of finances of HMWSSB and its ability to mobilize capital for implementation of the Projects;
The organization structure and systems of HMWSSB and the flexibilities available to perform its roles and its ability to deliver on the vision of the city;
The human resource capacity, the roles and desired competencies, compensation structure and motivation levels, etc.

Legislation

No regulatory mechanism to oversee the functioning of the sector and to fix service standards as well as tariff to meet capital and operating expenditure;
Legislation on plumbing devices to promote conservation;
An overarching body for bringing in all agencies implementing catchment area protection.

Private Sector Participation (PSP)

Efforts for PSP in water supply have failed in Hyderabad on more than one occasion;
The readiness of the decision-makers to formulate an appropriate strategy and road map for PSP;
Failure to adequately address the following issues increases the risk of finding an appropriate partner for a preferred form of private participation.
PSP was viewed only as a source of capital to augment the system without realizing the operational deficiencies of the existing system. This approach is unattractive for private investors since it does not generate the revenues needed to recover the investments.
Non-availability of accurate information about the system/data room for the prospective bidders to compete.
Lack of clarity in statement of administrative, financial and legal requirements for PPP.
Absence of guidelines or standard documentation to assist preparation of documentation inviting offers for PSP.
Difficulty in implementing tariff reforms to cover full cost, in the transition period on account of political unwillingness to pass on the internal inefficiencies of public sector utility to consumers.

Issues Concerning Poor

Urban Poor need to be recognized as an integral and important part of the city as they supply many of the goods and services that keep the city running. The city has 811 notified slums and

around 1000 non-notified slums with a population of nearly 13 lakhs, which is nearly 25% of total population. Added to this there are old city areas that resemble slums with their narrow lanes and by-lanes.

Limited access to affordable and reliable water supply and sanitation services leads to high rates of water borne diseases, loss of livelihood and loss of human dignity, all of which take an increasing toll on the economies of the cities.

Five factors that affect service to the poor are:

Poor suffer first from declining delivery system performance and are hurt more than others - The felt effects are shortages on one hand and lack of storage facilities on the other, time spent in queuing added to loss of earning through daily wages. Also, poorly performing systems are less likely to be able to respond to requests for services to which they are entitled and people having less political influence have to resort to illegal gratification;
Poor pay a high price for water – The price includes payments made to water vendors, illegal middlemen, and high fees for illegal connections to slumlords;

Alternative service providers are an important way for the poor to get services – They are compelled to rely on small operators who respond to their needs through kiosks, delivery services, packet/bottled water etc. at a higher price that reflects their true costs;

Cash flow is an issue in buying water –Utilities try to optimize their costs by adopting a billing cycle that is bi-monthly or quarterly or half yearly, while the poor subsisting on daily wages and low incomes cannot pay large infrequent bills;

Land tenure is a constraint in getting good services – As residents of unplanned or informal settlements, the poor lack legal status to demand or qualify for direct access to formal delivery systems under existing legal and regulatory frameworks.

8.2 Solid Waste Management

8.2.1 Context and Status

The Population of Hyderabad urban agglomeration was about 40 Lakhs as per 1991 census. The twin cities of Hyderabad and Secunderabad contribute about 30 Lakhs to this over an area of about 170 Sq.Km. Hyderabad city is part of HUDA area spread over an area of about 1,864 Sq.Km. It contains Municipal Corporation of Hyderabad area, 9 Municipalities and 106 Gram Panchayats. The Municipal Corporation of Hyderabad is the civic agency entrusted with the tasks of local planning, provision of civic amenities. The city generates 2200 Mts of Solid Waste per day. Residential sector contributes about 65% of the total Solid Waste. The balance is from commercial areas.

100

MCH has won the Clean City award instituted by the HUDCO for the past six consecutive years. This has been possible due to a proactive approach and well planned out systems & methods in implementation.

The 8000 strong Conservancy workers consisting of the corporation staff and the workers of the private contractors sweep all the roads, footpaths and open spaces during the day and the workers of private contractors sweep certain important stretches of main roads during the nights. Night sweeping has been an innovative approach when work can be carried out smoothly owing to less traffic though there are some concerns about the security aspects. The private contractors are now attending to 75% of the city's area during day and night. These include 14 self-help women group (DWCUA). Two Resident Welfare Associations have also taken up sanitation in their colonies under Citizens participation programme.

There are 3850 notified Garbage Collection Centers where garbage is collected in RCC bins, steel tubs, garbage houses or steel Dumper placer bins. Modern Dumper placer bins are provided at 1750 locations, Garbage houses are constructed at 150 locations, and in the balance 1950 locations RCC bins are provided. The total storage capacity of these bins is 4400 cubic meters (2200 Metric Tones). All the collection centers are attended to everyday.

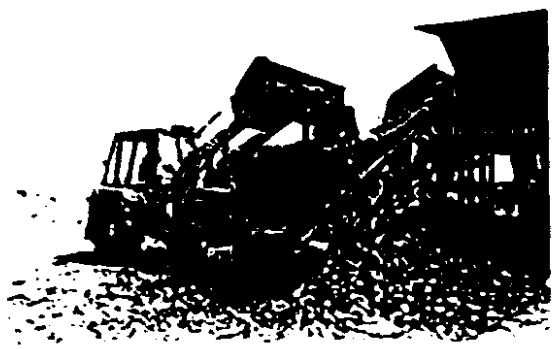
Under the principle of users pay, beneficiaries' pay, and polluters' pay, MCH has introduced the scheme of collection user charges from bulk garbage generators in the city. 1700 establishments like Hotels, Restaurants, Function Halls, Hospitals, Markets, and Commercial Complexes etc., generating bulk garbage have been identified and classified into 12 categories for levying user charges. During the year 2003-2004, 20 transport work packages are proposed to be launched for providing door step collection arrangement to these establishments and collecting user charges to the tune of Rs.2.Crores.

The garbage from RCC bins and workers manually transfer garbage houses into the tipper trucks or mini compactor trucks of the corporation, which transport the garbage to nearest transfer station. The dumber placer vehicles mechanically lift the steel bins with garbage after placing an empty bin at the notified centers and proceed to the nearest transfer station or landfill site. At Present 55% is handled manually and 45% mechanically.

The Biomedical waste generated in Hospitals and Nursing homes is covered under a special arrangement where the private agencies approved by the AP Pollution Control Board collect and transport the Bio-Medical waste to their Hydroclaving/ Autoclaving plants. The Biomedical waste is treated and finally disposed off at the plant sites. The firms collect the charges directly from the hospitals and Nursing Homes.

There are 102 Dumper placer trucks with a carrying capacity of 2.5 Mts each, 45 Big tipper (10 Mts), 79 Small Tipper trucks (3.5 Mts), 13 Small Compactors (2 Mts) and 21 Small tiller tractors in MCH.

The Transfer Station is a transit point in the movement of garbage to the landfill site or solid Waste Processing plant. Here the garbage is brought in small Dumper placer bins and Tipper. The contents are transferred directly into large 10 Tonner Big Tipper vehicles through a specially designed hopper. These big



Ensure community participation in waste segregation by arranging regular meetings at quarterly intervals with representatives of local resident welfare associations and non-governmental organizations

c) Storage of municipal solid wastes

The municipal authorities are required to establish and maintain storage facilities in a manner that they do not create unhygienic and unsanitary conditions by taking the following steps:

Creation of storage facilities in accordance with waste generation and population densities

Not exposing storage facilities to open atmosphere and maintaining them in an aesthetically acceptable and user friendly manner

Storage facilities top have easy to operate design for handling, transfer and transportation of waste

Manual handling of waste shall be prohibited

d) Transportation of municipal solid wastes

Vehicles used for transportation of wastes shall be covered and waste should not be visible to public or exposed to open environment to prevent their scattering.

Storage facilities set up shall be daily attended for clearing of wastes.

Transportation vehicles shall be so designed to avoid the multiple handling of wastes prior to final disposal.

e) Processing of municipal solid wastes

Adoption of suitable technologies for processing of wastes for minimizing burden on landfill.

Processing of biodegradable wastes by composting and ensuring that the end product meets the prescribed standards.

Recycling of mixed wastes containing recoverable resources through prescribed and state of the art technologies

f) Disposal of municipal solid wastes

Sanitary land filling of wastes after due processing through composting and recycling and recovery.

Privatisation Initiative Of MCH

Enormous growth of the city, increasing demands of cleanliness and inadequate infrastructure have necessitated privatization and modernization of Municipal solid Waste Management. Initially private contractors were entrusted with the sanitation contracts for cleaning the streets and clearing of garbage. These contracts were not uniform in size and works were of various magnitudes. This created an unhealthy competition among the contractors and there was difficulty in monitoring the works. During 1997 the system of private contracting was thoroughly examined and modified. The city was divided into uniform units i.e, 8 Kms stretch of road in the colonies and 4 Kms stretch of road on the main thoroughfares was formulated. Accordingly a unit rate based on minimum wages cost of Tools,

Tipper trucks in turn take the garbage to the landfill sites or MSW processing plant for final disposal. Presently 3 transfer stations are operational at Tank Bund, Imliban & Yousufguda. Another transfer station at Ziaguda is waiting commissioning. There are at present 2 landfill sites in operation at Autonagar (45 acres) and Gadhamguda (20 acres). Both these sites are equipped with the computerized weighbridges and other infrastructure like roads and high mast lighting etc.

Since the modern practice is processing of solid waste rather than distancing and disposal, Municipal Corporation of Hyderabad is encouraging enterprises to setup processing plants. One such plant setup by M/s. SELCO International was commissioned in December 1999. This plant is designed to utilize 700 Mts of garbage every day to generate 6.6 MW of electrical power.

A Memorandum of understanding is signed with another firm M/s. RDF Power Projects to process 700 Mts of MSW to generate 11 MW of Power. This plant is likely to commence construction soon.

A vermi composting plant on a small scale utilizing 7 Mts of MSW per day is under operation with the involvement of Resident Welfare Associations.

75% of the city sanitation is privatized covering 33 lakh population and 25% is still handled by MCH conservancy staff. Under privatization MCH introduced a scientifically designed and structured unit area and unit rate system for cleaning and transport works. MCH incurs a cost of Rs 20 crores per annum on the 75% privatized area and Rs 40 crores per annum on the 25% area, which MCH services.

8.2.2 Policies And Programmes

Municipal Solid Waste Rules 2000

The Government of India has brought out the Municipal Solid Waste (Management and Handling) Rules 2000 for the effective and scientific management of solid waste. The rules also stipulated time schedules for compliance. All the urban local bodies are required to set up waste processing and disposal facilities by December 2003 including identification of landfill sites for future use by December 2002. The ULBs are also required to monitor the performance of waste processing and disposal facilities once in six months.

The key features of the Municipal Solid Waste Rules 2000 are presented below.

a) Collection of municipal solid wastes

Prohibition of littering of solid wastes by taking, among others, the following steps:

Organizing collection of wastes from houses including those in slums and squatter settlements as well as from hotels, restaurants, office complexes and commercial areas

Management of biodegradable wastes from slaughter houses vegetable markets etc. by making use of them

Not mixing bio-medical wastes and industrial wastes with municipal solid wastes and complying with separate rules prescribed for them

b) Segregation of municipal solid wastes

Encourage citizens to segregate waste at source and promote recycling or reuse of segregated materials by organizing awareness progammes

Ensure community participation in waste segregation by arranging regular meetings at quarterly intervals with representatives of local resident welfare associations and non-governmental organizations

c) Storage of municipal solid wastes

The municipal authorities are required to establish and maintain storage facilities in a manner that they do not create unhygienic and unsanitary conditions by taking the following steps:

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implements, disinfectants and contractors profit was also formulated. For lifting and transportation of garbage a stretch of road generating 7 Mts of garbage was treated as one unit. The cost of transport unit was worked out based on the hire charges of the truck, minimum wages for labourers, cost of tools and implements, disinfectants, etc and contractors profit.

A day cleaning work unit covers 8 Km of road length to be swept by a work force of 15 women, 3 men and 1 Supervisor with prescribed number of tools and equipments. A night cleaning work unit covers 4 Kms of four-lane road (Main roads) to be swept by 18 workers during night followed with Day mopping by 8 workers.

A transport Work Unit (Day / Night) will have one truck with 4 workers for lifting and transporting 7 Mt of Municipal solid Waste in 2 trips from all the collection points in the cleaning area.

Significant Features of Privatization

A Scientifically designed and structured unit area and unit rate system for cleaning and transportation works has eliminated cutthroat competition among the contractors and promoted a standard work culture.

One work to one agency norm and the small size works have brought in a large number of contract agencies who can personally supervise and execute the works with optimum efficiency.

Independent monitoring and reporting system both from area and the landfill sites has improved the efficiency

A stringent fines regime is put in place to deal with shortage of workers attendance, quality of sweeping, shortfall in weighment of garbage and for terminating and black listing non performing contract agencies.

Monitoring and evaluation by resident welfare associations and neighbourhood committees of slums ensure proper execution of the works by the contractors.

Regular surprise inspections by independent external agencies also ensure proper attendance and improved work culture among the contract agencies.

Other Key Initiatives

a) Voluntary Garbage Disposal Scheme In Colonies And Slums

The scheme is a partnership between the Corporation and the resident welfare association in the colonies and the Neighbourhood Committees in Slums for door-to-door collection of garbage in their respective areas. The Corporation provides tricycle free of cost to colonies and slums and also meets the cost of operator for a period of three years. The scheme is operational in 600 colonies and 350 slums.

b) Area Cleaning with the Involvement of Resident Welfare Associations

Four resident welfare associations including one all women association has entered into an MOU with the Corporation for undertaking cleaning work and transportation of solid waste in their respective colonies. A Sanitation committee from the locality is responsible for day-to-day work. The Corporation will pay the cost of the work every month to the association.

8.2.3 Key Issues and Challenges

a) A comprehensive database and information including the map with regard to location of bins is not available. This is required for effective and scientific management of solid wastes particularly for route rationalization and minimizing the distance for transportation.

b) A key issue is conforming and complying with the Municipal Solid Waste Rules 2000 by December 2003. The Corporation is making all the efforts to meet the compliance criteria. However, there are certain challenges, which need to be overcome for achieving this.

(i) The first challenge is to create awareness at the household level for waste segregation at source. This calls for creation of new institutional processes and awareness campaign since source segregation is not being done at present.

(ii) The second challenge is to collect biodegradable wastes from sources such as slaughterhouses and vegetable markets for composting. Though the waste is presently collected from these sources, it is combined with other wastes. Under the new law the waste from these sources need to be collected separately which calls for a separate mechanism.

(iii) The third challenge is separation of bio-medical and hazardous waste from municipal solid waste. Though separate mechanisms are institutionalized and operationalized for collection and disposal of bio-medical wastes with the involvement of private operators, it was observed that some of the generators of these wastes are dumping along with the municipal wastes. There is need for strict enforcement of these rules.

c) The processing of waste is being undertaken presently through composting. However, this is not up to the scale and needs to be increased. But a major constraint in expanding the scale is lack of market for the end product. An institutional mechanism could be evolved for creating markets for composting.

d) Two of the innovative projects for converting waste to energy are advanced stage but are facing a number of problems in grounding and operationalizing the units. There is a need to address the problems and create workable solutions.

e) The Corporation is making all efforts for developing a sanitary landfill site and has already allocated an annual budget of Rs 8 crores. However, there are a number of problems in acquiring and developing the land, which needs to be addressed.

f) The Corporation is experiencing resistance from the resident communities for disposing waste in the current landfill sites. In some cases court has given stay against disposing in designated landfill sites based on petitions from the residents. The same problems are likely to emerge in developing sanitary landfill sites. Thus community resistance is a major issue, which needs to be addressed at the highest level.

g) A number of institutions are involved in solid waste collection and disposal of solid wastes in the metropolitan area including MCH, ten municipalities, cantonment board, Osmania University, Airport Authority and Railways. Some private operators are involved in collecting and disposing waste from major markets. There is no comprehensive and coordinated understanding of these activities. There is potential to learn from the best practices from each other.

8.3 Traffic and Transportation

8.3.1 City Growth

The urban agglomeration area of Hyderabad has grown substantially during the previous decade, and is poised for accelerated growth.

There is clear tendency of growth towards northwest due to the establishment of Cyberabad Development Area, towards southwest due to the proposed International Airport, Hardware Park, and towards Northeast due to the establishment of Apparel Park, Biotech Park etc. These new activities are likely to create large volumes of traffic flows across already dense city core, which can further aggravate already existing transportation problem. This urban dynamics clearly indicates the potential for increasing transportation interactions within and among the various parts in the city region.

8.3.2 Population growth

The past growth of population for the Hyderabad Urban Agglomeration has indicated that the average decadal growth around 32 percent. Further studies have indicated that the population levels are likely to be any where between 12.24 million to 17.3 million by the end of 2021.

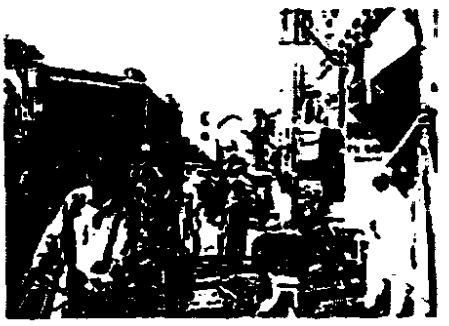
The present trend indicates that while rapid development is taking place along the transportation corridors in the form of ribbon development, considerable amount of growth is taking in the form of gradual increase in the interior areas of the municipalities and areas of urban agglomeration. Given that population of Hyderabad Urban Area will be more than doubled in two decades, the types of problems likely to arise in the area transportation can well be imagined.

8.3.3 Vehicular Growth

It can be observed that during the last decade there has been a phenomenal increase in registration of 2 wheeler vehicles followed by 4 wheeler automobiles. Number of vehicles registered up to the year 2000-01, and the average compounded annual growth rate of these vehicles are as follows.

Two wheelers		13.9 %
Four wheelers		11.9%
Three wheelers	10.4%	
Buses		9.8%

While private and Para transit modes have grown substantially the growth of commutation by buses has not kept pace with the growth rate of population. Similarly no alternative public transportation system has been developed. This has resulted in proliferation of Para transit modes such as 3 wheeled auto rickshaws with seating capacity of 4 and 7 passengers. All these vehicles are plying on a near static road length of 235 km in MCH area and about 365 km in the HUDA area resulting enormous strain on the road network and leading a situation of endless transportation gridlocks.



One major change that is observed is the fast declining trend in the use of bicycles. Perhaps they are moving towards Scooters and motor cycles, while some of the scooter/Motor cyclists shifting to cars. The major commuting mode for regular work and education trips is still with State run buses. Unfortunately the patronage remained static over the years though the bus fleet is continually augmented from time to time. The patronage of buses has remained stable over the years even as the urban area and its population is increasing rapidly. There may be several reasons for this trend, including improved per capita incomes, availability of affordable two wheelers, deteriorating public transportation services in peak hours.

Major transportation issues facing the urban area is the number of commuters getting into the narrow road system in the central core, from its hinterland though a high capacity radial network. The core area is therefore unable to accept the influx of these flows. Mixed traffic presents additional problems in maintaining lane discipline and as such the lane capacities are further reduced. Following are the characteristics of traffic problems in the city.

Congestion, and very low average journey speeds, as low as 10 kmph
Enormous delays at intersections due to non-standard configurations, and increased conflicts.
Indiscriminate parking and general shortage of parking spaces
Increasing volumes of three wheeled auto rickshaws creating additional problems due to their maneuverability, and indiscriminate stoppages to serve passengers.
Increasing volumes of highly flexible two wheeled scooters and motorcycles
Weaving and stoppage of buses in middle of the lanes
Frequent overtaking maneuvers leading to reduction in capacity
Varying carriageway widths creating turbulence in traffic flows.

And above all, the problem of environmental pollution and noise levels due to vehicle exhausts and interrupted flows has reached dangerous levels.

8.3.4 Environmental problems

The Andhra Pradesh Pollution Control Board is monitoring the air quality at four major locations in Hyderabad on a continuous basis. The key parameters that are being monitored include

Total Suspended Particulate Matter
Respirable Suspended Particulate Matter
Oxides of Nitrogen
Sulphur Dioxide

The observations based on the analysis of survey results indicate that the ambient air quality levels for Total Suspended Particulate Matter presently exceed the prescribed limits of 140 $\mu g/m^3$ at all the stations except at the Zoo Park location. RSPM concentrations also exceeded the standards at all the locations. The concentrations of other pollutants such as Hydro Carbons, Carbon Monoxide are not available for comparison with the standards.

8.3.5 Noise Quality

The sources of noise disturbance are from industrial activities, vehicular population and domestic activities. However, the impairment to noise quality is caused primarily from the vehicular traffic on the roads. Andhra Pradesh Pollution Control Board (APPCB) carries out the assessment by monitoring the noise levels at major junctions of twin cities on a continuous basis.

8.4 Education and Health

8.4.1 Health Status

The infant mortality rate in Hyderabad is 26 per 1000 live births, which is comparatively high but very less when compared to that of India, which is 80 per 100 live births. The Vision 2020 document aims at bringing down the infant mortality rate to 10 per 1000 live births and this calls for concerted effort.

The Maternal Mortality Rate in Hyderabad has reached almost zero due to the development of health services.

The still birth rate is increasing due to the increased environmental degradation resulting in deterioration of health of the people during pregnancy.

Hyderabad has 14 hospitals for every 1 lakh population, which is higher than the national average of about 2 hospitals for every 1 lakh population. However, the number of hospitals is not adequate in view of rapidly growing population and health problems. The total hospital bed strength is 16106, which includes 6984 government hospital beds and 9122 private hospital beds.

Hyderabad city has 62 Urban Health Posts, 5 Maternity Centres and 5 Dispensaries. In addition there are 3 Area Hospitals, 21 Civil Dispensaries, one Community Health Centre and one Maternal and Child Care Centre. There are 13 Central Government Health Services located in the surrounding municipalities.

Cities like Hyderabad are struggling to manage the impact of infectious diseases simultaneously with the growing burden on society and health systems caused by non-communicable diseases. Two prominent diseases in the city are Malaria and Diarrhea. Availability of safe drinking water, pollution-free air, dirt-free surroundings, personal hygiene and primary health facilities determine the incidence and spread of diseases.

There is also increase in the diseases like cardiovascular, diabetics and hypertension. Some of the reported statistics for India are as follows:

Current projections suggest that by the year 2020 India will have the largest cardiovascular disease burden in the world. One fifth of the deaths in India are from coronary heart disease. By the year 2020, it will account for one third of all deaths. Sadly, many of these Indians will be dying young.

There are at least 20 million diabetics in India, which is the highest ever reported number from anywhere in the world. The prevalence of diabetes varies between 6-8% in urban and 2-3% in rural adults.

There appears to be a steady increase in hypertension prevalence over the last 50 years, more in urban than in rural areas. Hypertension is 25-30% in urban and 10-15% in rural subjects.

The above trends are broadly applicable to the city of Hyderabad and the health policies and programmes should address the above issues.

8.4.2 Education

The literacy in the Hyderabad district as per 2001 census is 79 percent, which has gone up from 72 percent in 1991, and the district stands first among all the districts in the state in terms of literacy. Though the literacy in the district has gone up, there are wide variations across different areas within the district and this needs to be addressed. There are about 1450 schools in the district including primary, upper primary, middle and high schools.

As per the data, the number of boys and girls in the age group of 0-14 in the district who are supposed to be in the school stood at 8,67,081 of which only 7,78,127 are attending the school. Thus about 10 percent

of the boys and girls within the age group of 0-14 need to be brought into the school.

A survey was conducted in the slums of the district in 2002 to identify the number of child workers in the district and the survey identified 3156 child workers. Efforts are being made to bring these workers into Balajyoti schools to provide them with education. A provision is made to pay Rs 100 per month to the parents of each student during the year 2002-2003 and a total of Rs 42 lakhs is allocated for this purpose. However, there is a view that giving Rs 100 per month to the parents is not appropriate and instead enough schools with adequate facilities should be provided as the long-term solutions and in Hyderabad this approach is being followed.

The Balajyoti officials have identified six thousand drop outs and readmitted them to government schools. In 2001-2002 5322 students completed 5th standard from Balajyoti schools and joined government schools for further studies. 90 school dropouts who became street children were also identified and brought to the Balajyoti schools.

The student pupil ratio is 46 as against the set norm of 45.

It has been recognized that many of the school lack minimum facilities such as electricity, water and toilets. In recognition of this the district government has paid the electricity dues to the tune of Rs 10 lakhs and restored electricity in the schools.

8.4.3 Health Policies and Programmes

During the last three decades there has been a considerable progress in improving the health status in urban areas. Through various policies and programmes the government has developed extensive network of dispensaries, hospitals and institutions. The government has also developed specific and project based health programmes targeting the urban poor residing in slums and other low-income settlements. The urban poor have become high risk and vulnerable group for various diseases mainly due to deteriorating environmental conditions. Poor often lack access to potable water and sanitation facilities, which are mainly responsible for spreading contamination diseases such as diarrhea and malaria.

Department of Health

The Department of Health undertakes the following activities:

Implementation of various health programme

Supervision of various hospitals, community health centers, mobile medical units

Supervision of various blood banks in Govt. institutions to prevent spread of diseases

Manufacturing antigens and anti serum for various diseases like Rabies, Cholera, typhoid, tetanus, etc. through the Institute of Preventive Medicine (IPM)

Issuing checking and monitoring of drug licenses and maintenance of drug quality control in the state

To administer supervise and develop other branches of Indian medicine like ayurveda, unani, naturopathy, and homeopathy.

Women And Child Welfare Department

The district women and child welfare department came into existence in 1947 and it provides a wide range of services for the benefit of economically backward women by training them in different trades and wherever necessary they are provided food shelter and other basic facilities. The District Women and Child Development Agency provides the following services to women.

State homes are provided for women discharged from correctional institutions. Here they are imparted skills/training during their period of stay to earn their livelihood when they leave the home.

Service homes are meant for destitute women, widows etc. Children below the age of 5 years are permitted to stay with their mothers. The inmates undergo various training programmes.

In home for the aged, women who are above the age of 60 years are permitted to stay rest of the life. The home provides peaceful and comfortable living for the old destitute women. The Govt. provides free food, shelter, and clothing..

Working women hostel provides accommodation and boarding at minimum cost to working women, who are away from their homes.

The rescue homes objective is to rehabilitate the inmates those who are remanded by the court through institutional treatment, the home also takes care of their food clothing and shelter.

In home for collegiate girls, inmates of children home who have passed 10th and intend to pursue further education are permitted to stay for a period of 5 years. They are provided free food shelter clothing and are given a stipend of Rs 330 per month.

In children home for SC girls, girls belonging to SC community between 6-12 years are admitted and provided free food, shelter, books, clothing etc. These girls are admitted in local schools and they can stay in the home till they attain 18 years of age or pass 10th standard which ever is earlier.

Shishu Vihars are started to provide care and shelter to abandoned children i.e. newly born found unclaimed in hospitals or any were in the city. The children are kept in Shishu Vihar until they attain 6 years of age; they are provided free food, shelter and clothing.

ICDS is a centrally sponsored scheme implemented through state govt. for the over all development of poor children. There are 649 anganwadi centers through which the services are rendered.

The objectives of ICDS are:

To improve the nutritional and health status of children between the age group of 0-6 years

To lay foundation for proper psychological physical and social development of children
To reduce mortality morbidity and mal nutrition among children

To fulfill the above objectives, the following services are provided under the ICDS project:

Immunization
Health check up
Referral services
Supplementary nutritional programme (SNP)
Pre school education
Health nutrition and education

Urban Health Posts

In the slum communities of the city of Hyderabad, a partnership has been established between the local government, medical workers and the communities for improved delivery of health services. These groups have joined together to work toward improving the health and well being of women and children in some of the poorest neighborhoods of the city.
Link volunteers are appointed from the community to create awareness about health issues and programmes and also enable utilization of the services by the poor. Link Volunteers do not receive individual payment for their work. Instead, their communities are given a financial incentive through women's health groups and community revolving funds. This money has enabled the women of the slums—perhaps for the first time—to finance improvements in their neighborhoods. They have used these seedling funds to improve civic amenities, such as sanitation systems, wells, and toilets, and to establish income generation schemes, such as tailoring centers. NGOs help the women identify and carry out these initiatives.

Thousands of other community members have joined the project's innovative schemes, such as workshops for first-time mothers, nutrition education programs for girls, and nursery schools for children. Since the start of the project in 1994, outpatient registration has increased from about 615,000 to 908,000, the rate of institutional deliveries from 70 percent to 84 percent, and prenatal care coverage from 91 percent to 95 percent.

8.4.4 Education Policies and Programmes

Bal Jyothi (Bringing Child Labour into Schools)

Hyderabad District Child Labour Society (known as Bal Jyothi) was launched in December 1995 under the Chairmanship of District Collector. The expected year of completion is 2003 and its area of coverage is Hyderabad District. The total cost of the project is Rs 8 crores and Rs 1,47,46,000/- was sanctioned in the year 2002-2003 with an expected number of 3500 beneficiaries.

The main aim of Bal Jyothi project is prevention and rehabilitation of child labour. The principal focus of the project is to make schools accessible to children between 5-8 years of age. UNICEF, Dept of Women and Child Welfare, Adult Education and non-formal education schemes of the State Govt. supports Bal Jyothi project. Bal Jyothi runs 257 schools in 150 basties and has 675 teachers.

Strategies for the future

Sustainability of the schools already opened

Providing quality education to child labour, disadvantaged and poor children.

Problems faced by Bal Jyothi (in implementation of schooling program)

Migration of slum dwellers, Lack of Govt. Schools, Drift of children from education into work.

Hyderabad Akshara Jyothi Samithi (Adult Education Scheme)

Hyderabad Akshara Jyothi Samithi was registered on 8th Sep 1990 with the aim to eradicate illiteracy in Hyderabad District. The Chairman of the Committee is the C.M. and Secretary is the Collector and District Magistrate Hyderabad District. An executive Committee is also formed with the Collector and District Magistrate Hyderabad District as its Chairman. The target group constitutes Illiterates between 15-35 years. The Scheme provides teaching and learning materials to learners and teachers free of cost. The implementation of the scheme requires appointment of one volunteer to teach a batch of 10 learners.

The following are the programmes implemented under the scheme:

Continuing Education Program

This program is conducted to help the illiterates to continue education after completion of the Aakshara Jyothi Program. There are 621 continuing education program centres in Hyderabad.

Akshara Sanskriti Program

This is a recent program launched in October 2000 and is divided into two phases. The first phase aims to provide literacy to 2.5 lakh illiterates. About 2.42 lakh illiterates enrolled for the programme of which 1.52 lakh completed the programme by January 2001. The phase two programme also aims to provide literacy to 2to 2.5 lakh illiterates. A key feature of the phase two programme is that it specifically targets illiterate members of self-help groups and their families.

8.4.5 Key Issues and Challenges

Key Issues in Health

There is no clear understanding and assessment of the health status of the city and its population particularly the poor. A large quantum of raw data is collected by number of agencies without analyzing the health status implications and trends. As a result monitoring of programmes becomes a number game and target oriented ignoring the outcomes of the programmes.

The primary health care system in the city needs improvement. It is mainly the public health care system, which is trying to meet the primary health care needs, and its quality is much below the desired level. It is observed that the private sector is not playing much role in the delivery of primary health care system. However, it is also noted that there is no clear understanding of the existing roles of the public and private sectors in primary health care and there should be a comprehensive study for mapping the extent of provision and utilization of primary health care services by and from both public and private sector. The key issue is improving the quality of primary health care system.

Urban Health Posts are underutilized especially mother and child centers. The medical officials of the UHP are burdened with administrative services and are not able to spare more time for health services. Hence there should be a separation of both the functions. The UHPs are providing basic minimum services while there is a demand for higher level of services.

The government hospitals lack adequate infrastructure and advanced technology. Most of the government hospitals do not have adequate staff as a result of which proper care is not delivered. It is essential that the staff strength in hospitals should be increased. One of the constraints in improving quality is lack of financial resources.

The utilization of health services is often low even when quality health services are available due to lack of information and awareness.

Multiple institutions are involved in the health sector. Sub-centres are under the authority of Family Welfare Department while the PHCs are under the authority of the Health Department. Both central and state government programmes operate at various levels leading to duplication of work and inefficient use of resources. Though in Hyderabad all these institutions are required to function under the Municipal Corporation of Hyderabad how far this is happening merits a detailed study.

There are no proper mechanisms for monitoring and evaluation of the performance of the government officials.

Hyderabad is one of the 15 cities identified as endemic for malaria. All favourable conditions exist in the city for the transmission of not only Malaria but also Dengue fever and Japanese

Encephalitis and there is a possibility of transmission of these diseases unless concerted efforts are made for prevention and control of these diseases.

Due to large-scale development activities going on in the city people particularly labourers are migrating from different parts of the State as well as from other States. Some often are coming from known endemic areas of near the construction sites. The inter-mixing of population with different levels of immunity creates favourable mosquito-genic conditions in the localities. They are also deprived of any medical aid and they become a source of infection to their neighbours.

The other sources of communicable diseases include food handlers, chicken mutton shops, open defecation sites and solid waste dumping areas. There is a need for regular monitoring of these sites to ensure clean and hygienic practices and surroundings. Lack of good quality of drinking water and sanitation facilities is also a source of diseases.

Certain innovative measures to increase access to affordable health services should be implemented. An example in this regard is supplying of a medical kit for controlling blood pressure, which costs only Rs 10 per month. The kit is already available in the market and there should be a clear mechanism to make it accessible to all including awareness campaign. A similar kit is being developed for diabetics, which should be in market in six months to one year.

Key Issues in Education

A key issue in primary education is poor retention. Though a number of students enrol in the schools but are unable to continue and end up as drop outs mainly due to the inability of the schools to retain them due to a number of reasons. The schools do not have adequate infrastructure facilities particularly water and toilets. The teaching quality and methods are also poor since there are no mechanisms to ensure minimum learning by the students. Many students do not learn the basic skills, which they are supposed to and as a result the parents are not sufficiently motivated to send them to schools.

Accessibility of schools is also an issue in Hyderabad. Though there are norms for providing schools, they are often difficult to meet due to lack of buildings and vacant land.

There were no schooling facilities in the slums till the Balajyoti schools were started mainly due to absence of provision of schooling facilities by the Municipal Corporation of Hyderabad. The MCH plays an important role in the development of slums by providing infrastructure and health but not primary schools.

There is also the problem of inter institutional coordination with a large number of institutions and programmes involved in primary education. There is a need for an umbrella organization for convergence of these programmes. The approach to education is project based and it has implications for sustainability.

The schools lack open spaces and play grounds. There is a need to identify open spaces and allot to different schools for overall development of students.

The teachers and students are involved in activities not linked to education, which affects the learning process.

8.5 Urban Finance

8.5.1 Revenue Income

The total revenue receipts of the Corporation have increased from Rs 124.93 crores in the year 1996-97 to 257.14 crores in the year 2000-01 at a compound growth rate of 19 percent per annum. The dominant sources of revenue receipts comprise of property tax (28.81%), assigned revenues (28.54%), town planning (19.86%), government grants (9.73%) and other receipts (5.63%). Thus the Corporation is able to generate more than 54% of total income through property tax and other receipts, which is a good indicator of the efficiency of collection efforts. The tax collection efficiency has increased from 66 percent in 1994-95 to 86 percent in 2000-01.

8.5.2 Revenue Expenditure

The total revenue expenditure has increased from 82.40 crores in 1996-97 to 202.42 crores in 2000-01 at a compound growth rate of 25 percent per annum. The composition of revenue expenditure shows that 78 percent of expenditure was on salaries and the remaining 22 percent was on operation and maintenance in the year 1996-97. There is a remarkable change in the revenue expenditure composition by the year 2000-01 where the share of expenditure on salaries was declined to 35 percent while the remaining 65 percent was spent on operation and maintenance. This was made possible because of improved collection of taxes and better deployment of resources on the operation and maintenance of municipal assets.

8.5.3 Operating Surplus

The ratio of total expenditure to total revenue indicates revenue surplus and is a measure of financial performance. This ratio was 0.66 in 1996-97 and has increased to 0.80 in 2000-01. As

long as this ratio is below 1, it indicates that the Corporation is able to meet its revenue expenditure from its revenue income.

8.5.4 Financial Reforms and Innovations

The MCH has initiated the process of developing the complete data base with full details of assessments including names and addresses of tax payers, arrears of tax, current tax, penal interest if any, tax paid and balance tax to be paid etc. The entire database is proposed to be computerized. Information related to property tax such as procedures for tax assessment and collection and penal action against defaulters is kept on the Municipal Corporation web site for increasing transparency and access to information.

A Self Assessment Scheme was introduced in the year 1999-2000 which enables the citizens to decide their own taxes and voluntarily pay the taxes subject to prescribed criteria. The scheme has become quite successful and 1,30,000 assessees filed the self-assessment returns within 4 months of the introduction of the scheme.

The MCH has introduced collection of property taxes through e-Seva centers, which are the computerized integrated citizen service centers. This has increased transparency and efficiency.

The MCH has also taken measures for strict enforcement of action against defaulters by issuing demand notices.

Monthly targets were fixed for the employees for each of the 254 localities and the performance is reviewed against the achievement of the targets. Action plan will be prepared to tackle big properties and defaulters by way of conducting special drives.

A number of innovative mechanisms were introduced to mobilize the resources. These include bulk garbage collection charges, betterment charges, use of FSI resource, open space contributions, pre paid parking fee etc.

The MCH has also adopted the principles of polluter pays, user pays and beneficiary pays while fixing the tariffs and user charges for various services.

8.5.5 Key Issues and Challenges

High Growth in Finances and Revenue Surplus

Municipal Corporation of Hyderabad has staged spectacular financial turn around during the period past five years (1998 - 99 to 20002 – 03). During last decade various municipal bodies have staged financial turn around but hardly any municipal corporation has sustained its financial uphill for continuous period of five years.

The revenue surplus, which is the real acid test for evaluating financial position of any municipal body, barring year 1999-00 has continued to surge every year to higher order clearly indicating that turnaround is real and substantive. The revenue receipts of MCH exactly doubled from Rs. 18663.55 lakhs to Rs. 37362.92 lakhs during the five-year period from 1998-99 to 2002-03. Against this though its revenue expenditure almost doubled during the same period from Rs. 12311.74 lakhs in 1998-99 to Rs. 24413.17 in 2002-03, it has remained much less as there was healthy gap between revenue income and expenditure in the base year. As a result the revenue surplus of MCH stood at Rs. 12949 lakhs for the year 2002-03. As the sizeable revenue surplus become available, MCH has gone for city infrastructure development. In past five year it has carried out infrastructure development (capital) works of Rs. 54273 lakhs that is almost Rs. 10854 lakhs per annum compare to earlier average of under Rs. 3000 lakhs per annum. The result is obvious in last five years the identity of the Hyderabad has undergone a change. It has become one of the cleanest, very well illuminated and greener cities of India. The delivery of results (infrastructure development) has enhanced credibility of MCH.

There is no denying fact about the financial turnaround of and improved delivery of services and infrastructure development by the MCH. But one needs to analyze the financial trends in greater details to know and to project sustainability of financial growth in future. The detailed analysis of financial trends of past five years reveals following picture.

The growth of MCH revenue income is propelled by two sources, one property tax collection and two government grants including revenue grants, shared taxes and capital grant. MCH's property tax increased from mere Rs. 5529.84 lakhs to Rs. 15324.56 lakhs in last five years thus registering almost three times growth. (177 per cent in five years, 35.4 per cent per annum). The growth in the property tax revenue is the real strength of the MCH financial turnaround and MCH is due for all the credit.

However it is important to note here that though the ratio of total expenditure to total revenue is a good indicator of solvency in the long run, it might not be a very good indicator of the cost efficiency of service delivery. Revenue expenditure should be looked at based on comparative benchmarking and target figures for various revenue expenditure segments could be made over a period of time. In other words, if a ULB has witnessed quantum growth in property tax collection due to increase in tax rates, it should not be a license for the ULB to operate in a relatively inefficient manner.

Dependency on Government Grants

But the most surprising and unprecedented factor of MCH revenue growth is growth of government grants. All types of government grants taken together increased from the amount of Rs. 7227.21 lakhs to Rs. 23237.10 lakhs in the same period. This source has registered total growth of 221 per cent or more than 44 per cent per annum. The growth of this source has really propelled MCH financial position. In case of financial turnaround of other cities, this phenomenon is missing as a result their turnaround was not as spectacular as MCH. The

stupendous growth of this source is also evident from increase in the share of government grants in the total receipts and revenue receipts of MCH. In revenue receipts of MCH share of government grants increased from 34.61 per cent to 38.77 per cent, while in total receipts of MCH it increased from 36 per cent to almost 50 per cent in last five years' period.

The phenomenon of government grants receipts growing more than the MCH's own source receipts (PT and other receipts) could be construed as a strength as well as weakness of MCH. It is strength in a sense MCH is able to get sizeable amount from the State Government for financing development. It is a weakness because it shows growing dependency and vulnerability of an organization on outside sources while planning for the future development. Given the deteriorating financial situation of state government one cannot take it for granted that in future also receipts from government grants will increase at such an unbelievable rate.

In this context, the views of the senior officials of the Finance Department were invited on the above possibilities. According to them, the dependency of the Corporation on the government grants is actually on the decline, particularly the revenue grants. For example, revenue grants in the financial years 2000-01 and 2001-02 were zero and 1.29 crores respectively which constitute less than one percent of total revenue receipts and revenue expenditure. Most of the government grants are project specific and for creation of assets. Lots of new large-scale projects have been taken up and the government is extending project specific financial support for the creation of infrastructure.

Expenditure Bubble

The series of expenditure data reveals another story also. The revenue expenditure has also increased at a same high rate. As there was in the beginning a sizeable revenue surplus and as revenue income has also increased at a slightly higher rate (due unprecedented increase in government grants) than the revenue expenditure growth rate, MCH has revenue surplus today. But in future if revenue income fails to sustain such a high growth rate (which is most likely) and revenue expenditure continue to have such a high growth rate then MCH can very well enter into revenue deficit. Revenue receipt's growth can come down suddenly but it is always difficult to reduce revenue expenditure and its growth rate. This is the potential danger MCH is likely to face in future. Its revenue growth is likely to become moderate, but in future its revenue expenditure growth rate likely to remain high.

Over Projected Budget

Another fact we observe when we compare budgeted and actual data. MCH's budget has become more and more unrealistic over the years. In fact when its turnaround started in 1998 – 99 it registered positive variance against budgeted figures that is its actual revenue turn out to be more than budgeted one. After that gradually negative variance between budgeted and actual figures have increased and 2002-03 actual receipts have failed short by almost 22 per cent than the budgeted one. 5 to 10 per cent variance is usual but MCH will have to save itself from

unrealistic budgeting practices, which are setting in its budgetary process due unprecedented growth and rising expectations.

Beside the observation about the financial trend of the MCH in past five years, following are the highlights of this turnaround period.

The Budget document of MCH has improved every year but still it requires various improvements. Budget Structure of MCH also needs redrafting.

Capital nature receipts from own sources of MCH are not separated in the budget and accounts of the MCH. Capital nature receipts at present are shown as part of revenue receipts, which is not correct. It unnecessary inflates revenue receipt figure and transfer of revenue surplus to capital account figure.

Last year in March 2002 MCH raised tax-free bond, a sinking fund for its repayment is not created and provision is not made for the same. Thus to this extent revenue expenditure of the year completed and budget year is under reported.

The budget does not provide information about the opening and closing balances of the loan capital and capital grants. It provides information about receipt and utilization of the loan and capital grant amount, but it does not provide information about unspent grant and loan amount. Such money should be earmarked separately and should be reduced from the total opening and closing balance with the MCH.

Similarly budget does not show opening and closing balance of deposit account that is MCH receives various types deposits from people and refund them back when demanded but how much deposit remained non-refunded is not shown in the budget.

However, the MCH has already initiated measures to address these problems. The balances of capital grants are being maintained in the watch registers and they are taken into consideration while according sanctions. These balances will be brought into the books and exhibited in the next year budget onwards. It is also proposed/projected to transfer an amount of Rs 100 crores to Hyderabad City Development Fund. This includes the balance required for the Sinking Fund, which will be shown separately in the future.

Gradual Erosion of Favourable Factors

MCH has carved out a financial turnaround success story in last five years and it is due for the credit. Such an unprecedented growth becomes possible because of hard work and certain special circumstances, which existed with MCH.

It has huge untapped saving or revenue potential, which in earlier years it has not recovered adequately due to inefficiency.

It is not having water supply and sewerage service, which requires perennial cross subsidization.

In earlier year not much city development works were carried out by borrowing the money, as a result MCH has almost nil financial costs and loan repayment burden.

As not much assets stock was created even the operation and maintenance expenditure was moderate.

CHAPTER IX

STRATEGIC ACTION PLAN

9.1 Vision Statement for Hyderabad

The city consultation has resulted in preparation of draft vision statements. The groups have agreed to further work and refine the vision statements.

Vision 1:
Telugu version:
Hyderabad - prakruti, sanskruti and bhavishyat praja nagaram

English version:
Hyderabad - a citizen's city of nature, culture and future.

Vision 2:
Telugu version:

Vignana nagari mana Bhagyanagaram
Sundara nagaram mana mutyala nagaram
Nandanavanamla tirchi diddudam manamandaram

English version:
Our Bhagyanagaram (Hyderabad) is a knowledge city
Our pearl city is a beautiful city
Let us together build/make Hyderabad as a Garden City of Happiness

The working group on governance has suggested that Hyderabad should become an inclusive city. Keeping this in view, the following vision statement is adopted for the city:

"Hyderabad – An Inclusive Citizen City Of Nature, Culture And Progress"

The nine working groups have recommended the following strategies for achieving the above vision for the city.

9.2 Governance

9.2.1 Inclusive City

The city should aim at becoming an inclusive city as envisaged by the national action plan on good urban governance. This theme should be adopted in the vision for the city and focused prominently in the citizen charters and in all the decision-making forums of the service providing agencies. It must be recognized that such a city provides space and voice to all its stakeholders through inclusive decision-making, since such decision-making is at the heart of good governance.

9.2.2 Decentralisation

The concept of inclusiveness has the innate ability to promoting democracy by taking decision making close to the scene of action. Three clear tiers of decentralization are involved in traversing the goal of the inclusive city. The first comprises functional and financial decentralization from the State to the City. Our State has yet to transfer all the 18 functions to the City. The second is the decentralization within the Council from the City to its wards. Our Ward Committees as constituted to day do not seem to have any functions and financial powers transferred to them. But inclusiveness demands a third level of decentralization that goes beyond the four walls of the Council to embrace community groups and civil society stakeholders, women and the marginalized to share in decision making and implementation. This level is totally missing in our current set up.

If this needs to be achieved, it is essential that we at least adopt one Ward Committee per ward and the elected Corporator chairing the Ward Committee. It must be consulted in drawing priorities for its annual budget. Certain local functions should be transferred to these Committees along with some functionaries. This is a precondition before the cities can experience the freedom and the potential of true, decentralized functioning. These functionaries should preferably handle grievances of the Wards.

Simultaneously, it is necessary to strengthen the existing Ward Committees to encourage greater public participation, accountability and decentralization. The following are the key recommendations in this regard:

It is essential to include, say 20 representatives of civil society in each Ward Committee. These may be selected on the basis of certain previously laid down criteria. e.g. some to represent slums, some to represent Residents Welfare Associations. Selection could be based on largest size, or on draw of lots etc.

These selected representatives will have same powers and rights as the Corporators who are to-day members of the Ward Committees.

Ward Committees can express their priorities for annual works and the Corporation would consider these in their annual plans.

Ward Committees can draw the attention of MCH to the progress of works in their areas.

9.2.3 Mechanism for Institutional Coordination

It is recommended to have an umbrella organization representing all the agencies at one place. The MCH has the potential to act as an umbrella organization. There should be a formal and administrative mechanism/structure for ensuring inter agency coordination from macro level to micro level, i.e., from the level of heads of the agencies to ward level.

The ward is identified as a micro unit and ward committee as an umbrella organization for ensuring interagency coordination at the micro level. It was suggested that the officials of various service providing agencies should be co-opted as the members of the ward committee for convergence and coordination of issues.

The ward committee was also identified as a suitable platform for ensuring civil society representation and participation by co-opting members of the civil society. Though the ward committee at present does not have the powers to take decisions, it has the power to pass resolutions, which will be considered while making decisions.

It is felt that defining a formal mechanism and structures at all levels including regulatory and operational mechanism are a prerequisite for ensuring inter agency coordination.

9.2.4 Spatial and Functional Integration

A high level task force can be constituted for the entire metropolitan area for planning and coordinated implementation of development activities. The MCH should provide leadership in this regard. The best practices being implemented by the MCH should be replicated in the ten municipalities. Being the largest municipal system, MCH should help the ten municipalities to access funds from external sources apart from improving the internal sources. This partnership can be initiated under the CDS programme.

9.2.5 E-Governance for Grievance Redressal

Application of Information and Communication Technologies or e-Governance is identified as key mechanism for ensuring inter-institutional coordination. The role of Integrated Citizen Service Centers

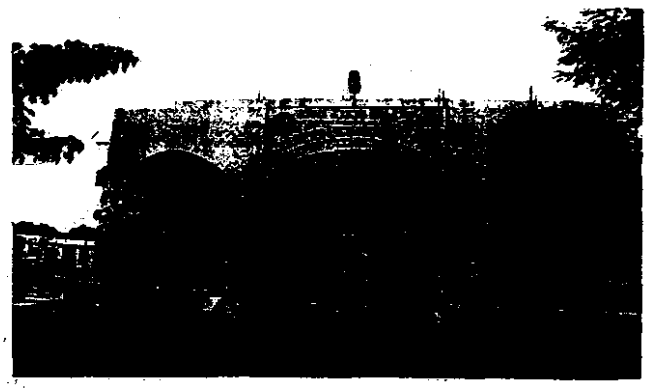
of the e-Seva Department, which provides a number of citizen services cutting across a number of agencies under one umbrella is well appreciated by the public. Hence it is suggested that there should be an integrated approach to grievance redressal through e-Seva centers. In this context, it was noted that there is already a proposal to establish the Call Centers at e-Seva centers that can effectively collect the citizen grievances covering a number of agencies at one place and channelise them to concerned agencies for redressal. However, it was observed that Call Centers would be effective only if there are proper internal mechanisms within the departments for grievance redressal. It was suggested to have proper monitoring mechanisms to track the status on the complaints.

9.2.6 E-Kiosks for Information on Services

It is recommended that e-Kiosks should be set up at various popular locations in the city for accessing information on various civic services such as payment of bills, tourism, recreation, education etc.

9.2.7 Transparency and Civic Engagement

Regarding Citizen's Charter it was agreed that the earlier version might be suitably modified, if required, to make it more implementable. But it must be widely circulated and adhered to. This was the only tool in the hands of the citizens to extract timely and effective service delivery from the Officers concerned. This is an essential tool for Good Governance.



It was also suggested to strengthen the website and other innovative approaches for resource mobilization by involving the citizen and the resident welfare associations.

The report card system was identified as one of the tools for improving the accountability by collecting the feed back on citizen satisfaction levels with regard to various services.

9.2.8 Other Action Plans for Implementation

The relationship between the para-statal bodies and the local bodies should be clearly defined with proper demarcation of respective areas of activities and inter authority coordination

The recommendations of the State Finance Commissions must be made mandatory and should be implemented as a matter of course

Law enforcements powers should be given to local bodies to compel payment of taxes and other charges levied by them

MCH and other agencies must develop proper indicators for evaluating their performance

City wide poverty situational analysis to promote a better understanding of poverty

Institutionalization of service delivery to the poor

Participatory budgeting for allocation of works at the ward level

Involving the private sector and industry for the provision of infrastructure as a social responsibility

The issue of speed money should be addressed to gain citizen confidence and ensure better accountability of employees

Measures to promote right to information to the citizen must be implemented.

A specific action plan would be to conduct a report card on the awareness, application and benefits of the citizen charters of the MCH and other service providing agencies.

Training on a large scale should be implemented to the cutting edge employees of the MCH and other agencies to bring changes in the attitudes and the mindset. Training is also need to be imparted to the Councilors to ensure better public and employee interface.

The staff should be oriented to adhere to the defined standards of service delivery as per the citizen charter.

A communication policy needs to be devised to inform the citizen about the programmes and systems to ensure better access to information.

Sustainability of cities depends in no small measure upon their ability to provide basic environmental sanitation services- potable water, safe wastewater disposal and effective solid waste management. In the light of this recommendation, it is essential that a study may be conducted for establishing appropriate institutional framework for the delivery of water and sanitation services.

9.3 Poverty Alleviation

9.3.1 Need for Clear Policy Framework

The goal of poverty alleviation is to provide a living environment for the urban poor and that includes land, housing and infrastructure, education, health, livelihoods, etc. This requires political will and administrative commitment. Absence of clear policy/strategy to address the problem of poverty and the poor, inadequate allocations for poverty related programmes, weak administrative structures at the corporation level, weak community based organizations, absence of network and linkages with the private, NGO sectors, etc., characterize the implementation of urban poverty reduction programmes in Hyderabad.

White Paper

There is need for a white paper clearly explaining the vision, nature and magnitude of urban poverty, past policies and programmes and their impact and proposed policies programmes and expected outcomes. This paper should also indicate the implementation strategy, administrative arrangements, clear timeframe, sources of funding, milestones for monitoring, etc. The white paper should be published on the Corporation's website to encourage transparency and accountability.

Policy Framework

The policy framework for the slums and the poor should address the following components:

Component 1: Supporting and promoting municipal governance as strategic institutions -A "UCD" type of multi departmental team with the municipal corporation as the nodal agency. It should have direct and explicit link with the municipal councilors and "wards" as an organizing unit. Designate specific platforms for civic participation on a ward basis. Define financial arrangements in the context of local economies.

Component 2: Promoting "flexible" land settings by land regulation and regularization that:

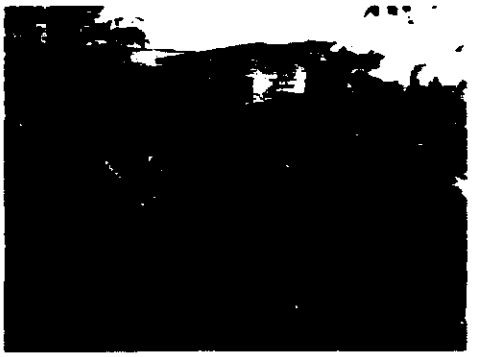
Maintains diverse tenure situations
Allows for incremental development within a wide range of infrastructure settings
Allows for a loose regulatory environment specifically towards mixed land use
Recognizes the diversity of land sub-systems instead of lumping them as "slums"

Component 3: Building and supporting livelihood opportunities based on existing local economies -rather than reinventing economic support systems. The policy could be to build on existing clustering economies.

Component 4: Upgrading infrastructure and civic amenities according to the particular needs of local economies - concept of "infrastructure packages" relating to varying conditions in different neighborhoods reflecting in part to the particular local economies.

9.3.2 Slum Survey

A complete and comprehensive understanding of the poverty situation in the city and metropolitan area including the notified and non-notified slums and other poor settlements is imperative to articulate policies and programmes. A survey of slums, therefore, should be undertaken. The survey should include status on housing, services like water and sanitation, education, health, livelihoods, etc. The UCDS of MCH has collected comprehensive information on the notified slums. This needs to be updated and the coverage of information should be extended to non-notified slums. The survey should cover the metropolitan area including the MCH and the ten municipalities.



9.3.3 Denotification Policy

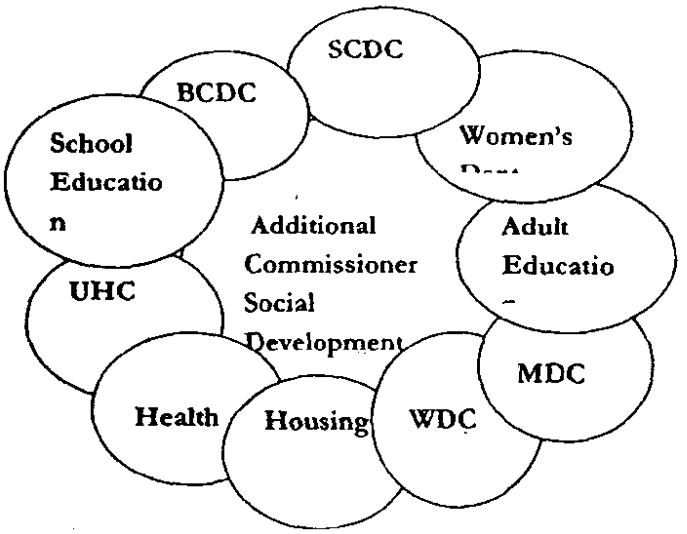
There is a need to formulate and implement a policy on denotification of developed slums to facilitate better targeting of resources on poor settlements and the poor. This will also be a mechanism to mainstream the poor.

9.3.4 Strengthening Governing Institutions

There is a need to have an umbrella organization for the implementation of programmes and schemes for the poor. The UCD of the MCH should be identified as the umbrella organization.

For effective implementation of income generation and economic development programmes all the administrative agencies and institutions should be integrated. For this purpose the district level SC, ST, BC, Physically Handicapped, Women and Minority Development Corporations should be transferred to the MCH and brought under the purview of the Additional Commissioner (UCDS). This will facilitate better targeting of programmes, effective identification of beneficiaries, facilitates participation of community based organizations, better institutional coordination, etc. Similarly, district level officers relating to education, health, housing, etc., should be transferred to the MCH along with state budgetary support.

As the Hyderabad district and MCH have more or less overlapping jurisdictions, the arrangement will not have any problems. The following diagram explains the proposed institutional arrangements.



Linkages should be established between the UCD and civil society and their role in p... reduction should be explained for their contributions. In the metropolitan area eff... coordination between the Corporation and the ten municipalities will benefit both. Similarly, coordination between CD staff and UHC staff will contribute for better delivery of services.

The key programmes that require convergence are:
Urban Community Development Programmes
SJSRY – Employment generation and capacity building of thrift and credit groups
NSDP – Provision of infrastructure in poor settlements
Janmabhumi
ICDS
CMEY

The following is the indicative list of institutions involved in poverty alleviation:

S.No	Institutions	Responsibilities
1	MCH	Implementation of poverty programmes Notification and denotification UCD Health and Sanitation Town Planning Infrastructure
2	District Collector	Issue of Pattas

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S.No	Institutions	Responsibilities
3	Scheduled Caste Corporation	Provision of loans and subsidy for livelihoods
4	Minorities Development Corporation	Provision of loans and subsidy for livelihoods
5	Women Welfare Development Corporation	Provision of loans and subsidy for livelihoods
6	Housing Corporation/Board	House Development
7	Education Department	School education
8	Health Department	Health care and ICDS
9	Social Welfare Department	Welfare of backward sections
10	HUDA, QQSUDA	Planning and development
11	Urban Health Posts/Centers	Primary health care
12	NGOs	Livelihoods and services
13	Academic Institutions	Studies and surveys Training Impact assessment Policy advice and support
14	CBOs	Strengthening as per SJSRY guidelines

In addition to ensuring better coordination across the public agencies, private sector and the civil society, it is recommended that a high level task force at the metropolitan city level should be set up with representatives of public sector, private sector and the civil society as the members. The high level task force will also provide support for implementation of the action plans.

9.3.5 Resource Generation

Part of the resources generated through economic development should be made available for infrastructure provision and upgradation. This can be done through collection of external betterment charges: a system already under implementation in Haryana, Kolkata, Bangalore, etc.

Institutionalization of service delivery to the poor requires making UCD financially self-sufficient. The present approach of allocating 20% of property tax collections to the UCDS should be continued and strengthened. UCDS should be empowered to collect taxes such as property tax, D&O licenses, and building permission fee from the slum. This revenue should be spent exclusively in slums and 10% of it can be allocated to the Community Challenge Fund.

A sustainable approach should be evolved for meeting the O&M expenditure in poor settlements. The capital funds allocated for slums should be deposited in banks and utilized in a prudent manner. This was not done in the project based approaches to slum development in the past.

9.3.6 Community Challenge Fund

A community challenge fund should be set up with 10 percent of taxes collected from slums. In the long run 10 percent of the property tax collections should be earmarked for the fund. The fund should be used for encouraging best practices and competition. The community challenge fund will provide performance-linked grants for innovative community projects in the areas of service delivery and livelihood.

9.3.7 Urban Health Center as Focal Point of Convergence

UHC should be the center of development activity in the poor settlements. Linkage should be established between UHC and poor settlements by demarcating the jurisdiction of UHCs. The Link Volunteers have evolved as key resource persons for dissemination of information and educating the poor in the areas of health, hygiene and various developmental programmes for the poor. Their role should be strengthened. UHC may be seen as a focal point for the integration of all poverty and social development programmes. All poor settlements – notified, non-notified, squatters, etc., – should be attached to the UHCs. Each UHC may have 10-15 settlements. It is essential to ensure coordination and convergence of activities of CD staff, UHC staff, CBOs, LVs, etc.

9.3.8 Strengthening CBOs

There is a need to strengthen the community based institutional structures. The CBOs – NHGs, NHCs and CDSs constituted under the national programme of SJSRY needs to be reorganized and strengthened as per the guidelines. They should be oriented periodically for better performance.

At the ward level, a Ward Advisory Committee under the chairpersonship of Councilor consisting of presidents of CDSs and conveners of NHCs should be constituted to provide for greater interaction, guidance and support. The other members may be representatives of UHC, DWCUA groups, etc. This will bring various community representatives on to one platform.

Networking with CBOs and CSOs including colony welfare associations, collaboration with NGOs working for the poor, strengthening SHGs, should be the other areas of focus. A study of organization and working of CBOs should be undertaken to facilitate better planning and implementation of the poverty programmes. The Community Development Society should be empowered to implement and coordinate the development programmes at the slum level.

9.3.9 Focus on Development and Welfare

Focus of poverty reduction programmes should be on development including livelihoods, education, health, etc. The other focus should be on welfare of the vulnerable groups like aged, disabled, widows, single women, sex workers, etc.

9.3.10 Livelihoods and Employment

The employment and livelihood strategies should be formulated based on a sound understanding of the dynamics of the local economy and the linkages between formal and informal sectors. For this purpose, a comprehensive survey of the local economy may be undertaken. There should also be a demand survey to identify potential economic activities, the skill base required and the existing education and skill levels of slum population. Potential training strategies should be devised to bridge the gap between them.

This will facilitate identification of livelihood/employment opportunities in the city for the poor. Based on the survey skill training, institutional and financial support programmes should be articulated. Employment programmes should be articulated based on survey in collaboration with corporate sector, which is the likely absorber of skilled and trained manpower.

The MCH itself has the potential to provide employment to the poor through solid waste management contracts, slum level sanitation and other self-help group activities.

Adequate infrastructure such as cheaper telecommunications, in the form of party line connections to a group of households, should be made available to the poor for creating self-employment or micro enterprises. This will help improve trade and market links, provide better access to health services in emergencies saving time and money for customers.

9.3.11 Setting Up of Employment Resource Centres

It is recommended that Employment Resource Centers for both males and females should be set up for improving livelihood opportunities. The Resource Centers will provide information of possible placements, register candidates needing employment and interface with the prospective employers.

The Resource Centers should be set up for a group of 10 contiguous slums with approximate population of five to six thousands. The Resource Centers will provide information on household services like domestic work, nursing care for patients and old people, cooks, catering etc.; maintenance services like plumbing, electrical work, mechanical repairs, gardening, payment of bills etc.; driving of mini taxis and autos; computers, typing and secretarial work, call centers, ayahs and office help; helpers to enroll children in schools, obtain birth and death certificates, driving licenses, ration cards etc.; community kitchens to provide cheap and good quality food

9.3.12 Land and Shelter

Slum redevelopment strategies such as ground plus one and comprehensive multistoried housing for a group of slums within five to six kilometer radius should be planned and implemented for improving the housing conditions for the poor. This will free space for common services including leisure time activities. There should be a ban on resale of houses.

The policy should include reservation of 10-25 per cent plots of smaller sizes in all residential colonies, which will facilitate the economically weak, to afford. Similarly about 10% of developed layout land should be allocated to the poorer sections to be handed over to the MCH, HUDA or other agencies for providing housing to the poor.

The government should make every effort to implement the GOs No. 515, 508, 454, 455, 456, etc., which allows for regularization of government lands to the poor and the weaker sections. This enables the poor to have tenure rights to build their own houses.

9.3.13 Gender Issues

Poverty has a visible gender dimension. The gender differences within the incidence of poverty in urban areas are more intense than those in the rural areas. Increased female labor force participation, particularly among the lowest income households, is the single most important coping strategy, making female-headed households and poor women in general, a distinct poverty group.

Specific strategies are required to promote the economic status and reduce vulnerability among women. The following are some of the recommendations:

Childcare centers to be provided for slum women (workers in household industries, construction workers, crafts women, housewives, etc.)

Counseling centers and short stay homes for battered women

Provision of drinking water and private latrines

Ensure implementation of Minimum Wages Act for women contract workers and workers in the unorganized sector

9.3.14 Communication Strategy

This is important to inform the poor about the programmes, to mobilize them and to involve them actively and effectively. This provides the necessary interface between the UCDS of MCH and the urban poor.

A compendium of all development programmes should be prepared and circulated to the CBOs for dissemination of information in the language of the people -Telugu and Urdu.

9.4 Economic Development

9.4.1 Appropriate Policy and Institutional Framework

There is a need for benchmark analysis for the city to identify the appropriate policy and institutional mechanisms by comparing with the national and international best practices. The analysis should include the advantages and modalities of setting up a separate Economic Development Board, known as AP Capital Economic Development Board, to create uniformity of policies and balanced development across the areas of the Metropolitan city by comparing with existing institutional mechanisms like Singapore Economic Development Board. The analysis should also focus on the best practices for setting up Single Window Cell for the speedy approvals.

The government and other concerned agencies have done significant work in developing an appropriate policy and institutional framework and this needs to be strengthened by learning and implementing best practices from other cities.

In Singapore, a C.D containing all the relevant application forms are supplied to the applicant/prospective entrepreneur and he/she is expected to submit the filled in C.D to the Single Window Cell, which in turn will process the application and award the necessary clearances and approvals.

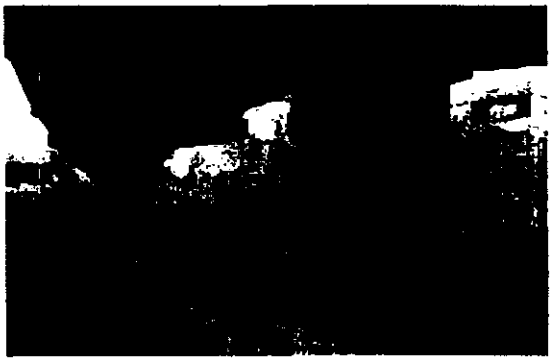
Gujarat is also paying attention to giving quick clearances by appointing an Escort Officer who will accompany the applicant till he or she finishes all the formalities. Goa also has mechanisms in place for the speedy clearances for setting up industrial units.

9.4.2 Relocation of Industries

The relocation of industries in the city requires incentives. There should be an exit policy particularly with regard to labour laws. There should be a comprehensive survey of industries that need to be relocated and appropriate sites for relocation. This should be followed by a relocation plan providing incentives and framework for relocation prepared in a consultative manner. In this context the experience of National Capital Region Planning Board in preparing

plan for relocation of industries from Delhi could be useful. In future residential development should not be permitted in and around the industrial areas.

9.4.3 Infrastructure Development



Infrastructure is a key requirement for promoting development. Sanitation facilities play an important role in creating a positive image of the city. Therefore, good sanitation facilities should be provided not only in the main parts of the city but also in the interior areas. Community toilets should be provided in public areas to prevent open defecation in some interior parts of the city.

Excellent transportation infrastructure and national and international connectivity is required to promote economic development. There should be an open sky policy at the national level to allow direct international flights to Hyderabad.

Economic development requires strong forward and backward linkages, which need to be developed in a planned manner. Presently this is not done in Hyderabad. For example, the food industry has good potential but it requires refrigeration facilities, which are not available.

9.4.4 Potential Growth Engines

There has to be convergence and synchronization between sectors of growth and the skill base required for each of them. At present not much attention is paid to this aspect. Two industries that merit attention in this regard are I.T industry and the gems and jewellery industry. This calls for training and skill building through better interface between government and corporate sector. To begin with there could be Training of the Trainers Programmes in the identified potential areas.

The present strategy of developing industrial parks as clusters of economic activities is observed to be appropriate. However, they should be integrated with appropriate infrastructure. This is not being done. For example, Hi-Tech City does not have parking facilities and also food joints. There is also a feeling that the projects do not have acceptance from all political quarters since they have not been formulated within a consultative framework. It is suggested that a new industrial park for hardware, sanitary ware and plumbing activities should be proposed since they have local demand and skills available.

The tourism, hospitality and restaurants sector should be treated in an integrated manner. Promoting tourism without proper development of hotel industry is not possible. Promoting these sectors call for City Branding and Marketing on the lines of Paris or London. This also

calls for integrated policies in the areas of airports, hotels, FSI and master plans, infrastructure and fire safety.

The experience of Hyderabad in the past few years shows that the city is able to market itself well thanks to the dynamic political leadership in the initial phase of hosting foreign delegations but it has become difficult to leverage this initial interest and channelise into investments. For example, FICCI could host 15 foreign delegations in the city but there was no follow up activity after the visit by these delegations.

Outsourcing of non-core activities must be encouraged. This can be implemented in the areas of billing and collection, street/public lighting, garbage collection.

Potential sectors of growth: construction, logistics, aviation tourism, hospitality and hotel industry, health care, pharma/life sciences, metal and non-metal processes, international/business outsourcing, defense production, furniture, garments and furnishings, gems, jewellery and horology and head offices of international companies and organizations and education.

On a broad canvas, the SME sector must be identified as a key growth driver for the city of Hyderabad. Only the non-polluting or green home based industries should be encouraged. Ancillary business activities such as upholstery, fashion furniture, florists and hospitality sectors need attention. There is good potential to develop a hierarchy of tertiary industries to cater to all sections of the society particularly middle income and lower income groups particularly in the areas of hotels and recreational activities. Presently, only the demands of the higher income groups are being met. This would also result in improved quality of life.

Government programmes and institutions for self-employment and training have played a key role in generating employment particularly for the poor. Institutions such as SETWIN and programmes such as urban community development were quite instrumental in creating small-scale enterprises and self-employment in the twin cities. The women groups have also played an important role. There is a need to strengthen these ongoing activities through a package of support including training, micro credit and marketing support.

Tourism in the twin cities is an important growth engine. While considerable effort in this sector has been put in and the results are visible, a sustained effort is still needed. With several MNCs coming up in the city, sufficient social recreational facilities must be provided.

9.4.5 Informal Sector

The informal sector including the hawkers play an important role in creating incomes and employment particularly to the poor. They should be provided with adequate support systems in the form of allocation of land, micro credit and friendly policy and institutional mechanisms. The wholesale and retail traders may be permitted to conduct business during the night.

The existing infrastructure such as schools, health centers and community halls should be utilized to the fullest extent.

The self-help groups like Development of Women and Children in Urban Areas (DWCUA) must be given greater encouragement and their performance thus far has been laudable.

9.4.6 Integrated Metropolitan Planning

There should be an integrated development of the entire metropolitan area in terms of land uses, infrastructure, population distribution and economic activities. The ten municipalities should be developed as satellite towns. There is a need to strengthen municipal revenues for providing better services. The metropolitan area should provide the comprehensive spatial framework for infrastructure planning, land use planning and economic development. Setting up of Metropolitan Planning Committee under the 74th CAA is a right step in this direction.

The CDS must be a comprehensive programme and must encompass the skirting municipalities of the twin cities. The CDS must be applicable for the entire Hyderabad Urban Agglomeration (HUA).

There must be a clear recognition of the fact that economic development will have to be a concerted and collective effort. Public Private Partnership is essential in as much as this provides for the combining of all view points on any issue and in the long run leads to greater synergies.

Satellite townships in the adjoining areas of the twin cities to be developed on a massive footing. These must be self-contained and complete with all required infrastructure. The examples of Noida and Gurgaon around New Delhi are worthy of emulation.

Residential colonies are to be developed along side Hyderabad Outer Ring Road and these may be integrated with the city by means of an efficient transport system. The MRTS must be utilized to the optimum thus making it a viable and convenient mode of transport resulting in significant savings in travel time.

Wholesale trade must be relocated along the Hyderabad Outer Ring Road with complete facilities like warehousing, cold-storage facilities, banks and other social infrastructure. This will help reduce travel time and ease traffic congestion.

The above activities will also provide a boost to the construction industry and provide employment.

9.4.7 Old City Regeneration

Old city has experienced economic decline with shifting of central business district to Secunderabad and its peripheral areas. The decline is reinforced by lack of infrastructure investments. Hence there is a need for appropriate economic regeneration policies and infrastructure investments to attract economic activities and generate employment. There is also need for poverty reduction, education and skill building strategies to create and sustain the economic regeneration.

9.5 Environment, Tourism and Culture

9.5.1 Population Growth and Land Use

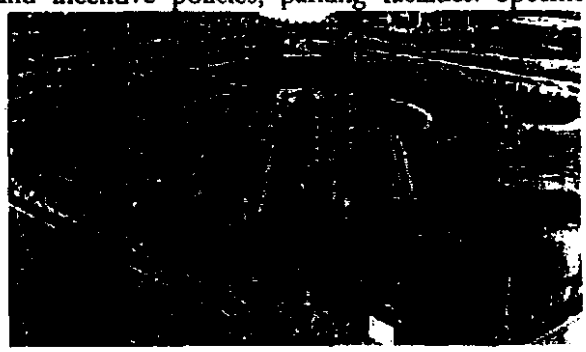
There should be a policy on developing the backward areas around the city to restrict its further growth. The CDS should emphasize the balanced growth in the entire metropolitan area by developing the ten surrounding municipalities as satellite towns. The growth in the surrounding municipalities can be triggered by shifting the government and private offices from the city, which would also help in decongesting the city. The municipalities should be provided with adequate infrastructure to encourage relocation of offices and also for locating the residences of the employees. Incentives should be created to encourage people to move out of Hyderabad.

The development of land uses should take place as per standards and norms. There is no dearth of norms and standards for allocation of land for different purposes but they should be enforced effectively. There should be proper mechanism for reporting and developing information base for different land uses; violations coupled with penal systems should be in place. The concerned agencies and officials should be made accountable for violations.

Slums contribute to the economy of the city by providing various services. Slum upgradation projects should be implemented to provide infrastructure and livelihoods to the poor there by improving the overall environment and quality of life in the city. Land tenureship and housing should be recognized as basic rights and the poor should be considered as the integral part of the city. Newly developing colonies and townships should provide certain percentage of the area for the service workers/people.

9.5.2 Air and Noise Pollution

A city level transport policy should be in place for ensuring effective traffic and transportation and reduce air and noise pollution. Projects such as road widening will not have desired and long-term impact unless such a policy is in place. The policy should focus on designing effective mass public transport, appropriate taxing and incentive policies, parking facilities. Specific policies for checking vehicle pollution such as pollution control certificates, noise levels, fuels require proper regulatory and enforcement mechanisms. Training should be imparted to the involved stakeholders.



The present system of issuing PUC certificates by the petrol pumps observed to have not yielded the desired results probably due to the fact that the petrol pumps are interested in retaining the customer than checking the pollution. Therefore, an alternative system could be evolved based on a systematic study of the existing system and the context. One of the alternatives could be permitting the authorized service stations to issue the PUC certificates. Strict measures should be taken to restrict the noise levels within the permissible norms. The feasibility of addressing this at the stage of manufacturing of the horns by prescribing standards should be explored.

Though industrial pollution has not increased significantly in the past few years it has a significant impact on health particularly in the peripheral areas. In spite of elaborative policing role by the APPCB, the evasion of norms and standards is quite high resulting high pollution. However, stringent monitoring and controls is an important approach to check industrial pollution and the communities should play an important role in it.

9.5.3 Water and Sanitation

Efforts should be made to protect and conserve the existing sources. A plan for protecting the catchment area of the existing sources, Osman Sagar and Himayat Sagar, should be prepared and implemented. Alternative approaches such as different water sources for potable and non-potable water, recycling of wastewater and rainwater harvesting should be adopted. There should be mechanism for community monitoring of the quality of potable water at the neighborhood level. For example, each ward or municipal school should have a kit for testing the potable water quality.

Mechanism for preventing the flow of liquid or solid domestic and industrial wastes into water bodies including Musi River is absolutely essential. In the absence of such mechanism it is necessary to provide for the treatment of the liquid and solid wastes before discharging into the river. The Musi River

Conservation Action Plan, which is currently under implementation, proposes for the same by setting up five sewage treatment plants along river Musi. One of the components of the scheme is to treat the industrial waste. However, the scheme requires segregation of TDS at source before transporting the liquid wastes to the sewage treatment plants. There are apprehensions that no provision is made for segregating the solid wastes at source and in the absence of which the treatment will not be effective and will have an adverse impact on the water bodies. A second issue is that the treatment would be effective only if it adopts Reverse Osmosis Technology and it is not clear which technology is being adopted in the project. Therefore it is necessary to specify the nature of technology and it should be Reverse Osmosis technology. Reputed research institutions associated with river conservation projects such as NEERI should be appropriately involved in the implementation of the Musi Project to bring in their experience in similar projects across India.

In this context, it is also recommended that the report of the Musi River Conservation Action Plan be made public and widely discussed.

Provision of community/public toilets should be ensured in all the public places as well as in areas where there is open defecation particularly for the women. At present even the toilets that are available, are meant only for men. This bias in sanitation policy should be corrected and universal coverage of sanitation facilities should be ensured. The Sulabh model with the involvement of the community should be adopted.

9.5.4 Green Cover and Open Spaces

The green cover in the city should be increased by setting up appropriate targets and one of them could be doubling of area under green cover in the next three years or meeting certain per capita norms. However, achieving these goals require a series of interventions. Firstly, there is a need to undertake mapping and inventory of the green cover including tree cover, open spaces and parks, availability of vacant spaces and government lands etc. Similarly inventorisation of all the parks and mapping of available infrastructure in them with the help of a minimum index should be done. For increased tree plantation several measures including mandatory tree plantation in private premises by enforcing the current legislations, incentive to households, setting up a green brigade and public awareness through campaigns should be implemented.

The existing approach of partnership between the MCH and the Resident Welfare Association is a positive one and needs to be encouraged but there should also be involvement of the private

sector/NGO for effective operation and maintenance to make the initiative more effective. The corporate sector should also be encouraged to adopt the operation and maintenance of parks. The concept of Smritivanam, which encourages adoption of trees by households in memory of their beloved ones, should be promoted. There should be mechanisms for dealing with inter-institutional coordination and related issues.

9.5.5 Tourism, Culture and Heritage

It is recommended that a comprehensive EIA be conducted for all the tourism projects particularly for the projects around the Hussain Sagar to assess their impact on its environment. It is also necessary to assess the extent of violation of existing rules in the development of these projects and should be reviewed by the appropriate authorities and the civil society. The EIAs should have mandatory public hearing and consultations.

It is suggested that the Metropolitan Planning Committee and the Ward Committees should be constituted as per the 74 th CAA and all the projects having environmental impact should be debated and approved by these bodies.

There are strong linkages between tourism, culture and heritage and the strategies should aim at an integrated and holistic approach. Tourism should be promoted only by protecting and preserving the culture and heritage. The natives of Hyderabad particularly the residents of the old city should be consulted and involved in the matters of culture and heritage. Though there are enough laws which aim at protecting culture and heritage they are not enforced effectively and hence there should be a strong political will to implement these laws. There should be a comprehensive documentation including listing and mapping of heritage buildings and incentives to citizens/residents for conservation.

The true stakeholders of the city particularly the old city residents having concern and commitment to heritage should be the members of the heritage committees. The functioning of the institutions for protecting culture and heritage needs to be strengthened. One of the effective means of strengthening the institutional mechanism for culture and heritage is to revive the Urban Arts Commission and ensure its effective functioning. Like many inner cities of the large cities, the old city of Hyderabad has experienced physical, social and economic decay. There is an urgent need to formulate and implement a comprehensive regeneration plan for the old city with protection of language, culture, heritage and economic development as central component.

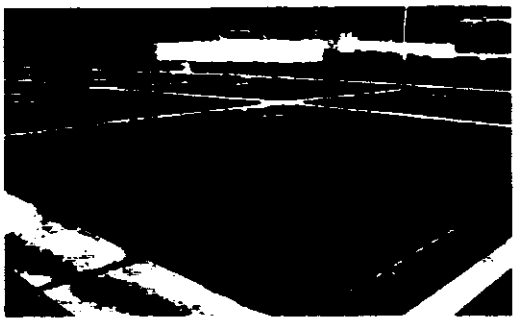
9.5.6 Framework for Environmental Risk Assessment

An environmental risk assessment framework should be developed for implementation by all the public and private sector agencies. Each and every project proposal should be assessed against these norms for its adverse environmental impact and only those, which qualify the criteria, should be approved for implementation. A suitable agency should be identified and empowered to enforce the risk assessment framework. The Metropolitan Planning Committee, proposed to

be set up under 74th CAA, should be empowered to nominate the above agency and facilitate and monitor its functioning. It is also recommended that training and capacity building should be imparted to the staff of the agencies in incorporating and adhering to the environmental risk assessment framework.

9.6 Water Supply and Sanitation

9.6.1 Micro-Planning Approach



The Strategic Action Plans shall aim to improve the delivery of services up to grass root level of urban poor, through reforms and identification and prioritization of environmental friendly projects followed by their implementation in a time bound manner.

The action plans should be developed through a participatory process of planning and development prioritization. The multi stakeholder participation should involve Corporators, Members of Legislative Assembly, community development societies, governmental staff, civil society organisations, non-government organisations and other town representatives. The participation shall allow poor communities equal voice in the planning and budgeting of pro-poor development at slum and city level.

During preparation of the action plans, convergence with other poverty and development programmes are also identified and effectively merged. The existing coverage of water and sanitation services in all the slums need to be assessed and the strategy for improving service levels need to be integrated.

9.6.2 Conjunctive Use of Water Resources

While planning for the future needs of the growing population, all the water resources need to be looked in holistic manner. The available water resources need to be deployed in conjunctive manner to satisfy the water demand on one hand and to protect environment on the other hand.

The various water resources in a category of preferences shall be looked at in the following manner:

(a) Protection of Current Surface Water Sources: The current surface water sources need to be protected by legislation from depletion. The increasing conflicting future demands of the same resources also need to be looked at from a conjunctive use perspective.

(b) Increase Water Supply by Reducing Physical losses: The reduction in physical leakages will not only lead to increased water supply but also there is possibility of planning for increased hours of supply with adequate residual pressures in the distribution system.

(c) Groundwater: Groundwater is likely to continue as the supplementary source of water in the years to come. Currently, this source is utilized in an unplanned/unregulated manner on need basis. There is a need to assess the present abstraction of the groundwater after registration of the bore wells. The potential for conjunctive uses needs to be planned considering the availability of water after recharge and reuse strategies are in place. Effective regulation of groundwater coupled with effective implementation of groundwater recharge is therefore the key. APWALTA needs to be implemented effectively. The information about conservation, reuse and recycle options should be disseminated effectively. A levy should also be charged for groundwater abstraction, which can vary with the seasons so that conservation practice is incentivised.

(d) Sewage Reclamation: The city generates a large quantity of sewage, which flows into the river in haphazard manner. A provision of proper sewage collection and treatment can lead to effective utilization of treated sewage water for non-consumptive uses and groundwater recharge. An appropriate technology for sewage recycling, commensurate with the reuse quality would need to be adopted e.g. treatment for reuse for gardening purposes would be far less stringent compared to treatment for reuse in industries. The potential for private sector investments on BOT for lakes and operation and maintenance contract for Sewage Treatment Plants is being explored by HMWSSB. A policy shall be formulated to incentivise the sewage offtakers for recycle purpose. An option for use of treated sewage for recharging groundwater may also be explored.

With the foregoing, an integrated strategy for improving the water supply shall be adopted through cheapest alternative, conservation through management of catchment area, recharging ground water through protection of lakes and water bodies and rain water harvesting, recycling of wastewater through tertiary treatment for non-potable purposes and prevention of unaccounted water including physical and commercial losses.

9.6.3 Decentralized Planning

An option for decentralized water supply and sewerage system may be considered and could suitably be adopted considering the limitations of the existing system. The economic viability of decentralized water treatment and distribution and sewage collection, treatment and disposal may be studied, particularly for the new areas.

9.6.4 Institutional Strengthening

The restructuring of HMWSSB is necessary to make it an accountable and responsible entity by addressing issues related to governance, performance, processes, training, HRD practices. Also issues related to strengthening of the finances of the HMWSSB need to be looked at critically as

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the organization need to shoulder responsibility of not only implementing high capital intensive projects in time bound manner but also to maintain the systems in good condition to improve overall service levels to the community.

9.6.5 Private Sector Participation

Private sector participation is desirable in a Public Private Partnership (PPP) format in water and sanitation so that there is a balance between the risks and responsibilities between government agencies and the private sector.

The Private Sector participation can be sought for the following benefits:

(a) Introducing greater technical and managerial expertise such as detailed facility design by adopting new technologies, operational expertise with complex processes, expertise in a particular computer model etc.

(b) Cutting the cost of public subsidies or redirecting them to the poor

(c) Making the services more responsive to customers especially to the needs of the poor.

(d) Sourcing of capital to augment the existing system or implement new schemes: since the private sector can serve as a source of long term capital for needed public sector projects where public funds are unavailable.

PPP's can be designed to achieve all or some of the benefits however the same depends on which PPP option is chosen and whether the government can create the appropriate enabling and regulatory environment for the same. At the very minimum all forms of Public Private Partnership (PPP) guarantee improvements in technical and managerial efficiency.

The priority should be to determine which private sector options are feasible – or what must be done to make a preferred option possible.

The choice of the type of PPP arrangement to be employed, if any, should therefore depend on an evaluation of the current system and needs of HMWSSB/MCH. Also to build a climate of trust among various parties, the process of engaging the private sector should be done in a transparent way. All the parties should understand the criteria for selection as well as the mechanism for evaluation. A transparent process will go a long way in diffusing tensions around issues like non-payment and substandard service delivery.

In such a scenario, the most appropriate approach would be through an initial period of a Management Contract for system for operation & maintenance. This would introduce professional management in systems operation & maintenance and also develop thorough system knowledge, system database, asset quality information, future investment requirements,

confidence amongst the consumers & investors etc. All these will be a critical input in attracting the private sector for achieving the long-term system O&M, rehabilitation and augmentation requirements.

HMWSSB/government can make limited investments during this period. Since the management contractor would not be required to make any investments, the contract per se need not be linked with tariff increase. The necessary O&M expenditure recovery could be met from the current revenues, reduction in losses or/and intervention by state government/ individual grants. But in the mean while the decision-makers should actively consider increasing tariffs to meet the costs so that at the termination on the management contract, they will be in a position to consider all the long term options.

This period of management contract can be also used to answer all the concerns and information gaps and lay the foundation for a joint venture on the lines of GDANSK of Poland wherein the joint venture is shared equally by the local authority and the private operator. As the GDANSK model is in operation for the past three years and has been successful so far. This kind of a joint venture of equal partners will give the benefit of bringing in private sector efficiencies at the same time local government not loosing control over the sector.

9.6.6 Creation Watershed Development Authority

The GoAP should create a Watershed Development Authority with representatives from all stake holders for monitoring and controlling conjunctive water uses, strict implementation of catchment area protection orders issued by the government and issuing any other orders as may deem fit.

Such an authority should decide mechanism for compensation payable to the local *panchayats* for any loss of development in the area.

The authority should also be responsible to carry out environmental impact assessment and analysis of the catchment area and the water bodies on a regular basis and take necessary corrective steps to protect the watershed.

9.6.7 Restructuring of HMWSSB

HMWSSB needs to be restructured to make it more representative and accountable to the citizens of the service area. The restructuring of the Board may include eminent personalities/public representatives and specialists/professionals, which will make the Board a truly professional body. The restructuring shall inter alia include:

Maintaining highly qualified/trained motivated manpower;
Maintaining desirable staff/1000 connection ratio;

Developing a good tamper proof recruitment policy so that most eligible candidates get recruited to critical posts;
Developing an appropriate transfer policy so that there will not be any pressures from any quarter for retention or focal postings;
Objective performance indicators for each and every staff along with rewards and punishments to improve internal efficiencies.

It is recommended that a Management Consultancy firm shall be appointed to review and advise on the above aspects.

9.7 Solid Waste Management

There should be a comprehensive GIS based study to map the location of garbage bins and transport routes. The study should cover all the stages starting from collection to disposal and document various practices related to composting. Such a study should cover the entire metropolitan area and cover all the institutions involved in solid waste management.

The Corporation is reported to have adequate fleet and manpower to provide 100 percent coverage. The existing method of solid waste management which includes a combination of approaches such as privatization, involvement of Resident Welfare Associations (RWA) and DWCUA groups and MCH own staff is considered to be effective and suggested to be continued. The involvement of DWCUA groups should be increased and they should be provided training in technical and administrative aspects.

It is observed that the solid waste has the potential generate resources by charging the bulk users and also by sale of recyclables and the end product of composting. A study should be undertaken to assess the resource mobilizing potential. The study should also focus on expenditure control and rationalization. This is necessary in view of the fact that the proposed future sanitary landfill sites are located 70 kms away from the city, which could impose huge transportation costs in the future.

The monitoring and enforcement mechanisms with regard to disposal of bio-medical and hazardous waste should be strictly implemented and those who found to violate the rules should be penalized.

A cell may be set up in the Corporation to coordinate and oversee all the activities related to solid waste management. A hotline facility should be set up for registering complaints.

A massive awareness campaign should be launched for educating and informing the citizens about the method and purpose of waste segregation at source. The Corporation should aim at zero waste management implying all the waste generated should be recycled and should not reach the landfill as the long-term goal. Role of NGOs and Welfare Associations is marginal and

there is a need to involve them in the decision making process to make the system more transparent and efficient.

There are few partnership arrangements in place, which have enabled create a better environment and also ensuring a fair system of wages to the labour employed such as partnerships with colonies and neighbourhood committees, which needs to be strengthened. There should be a multi pronged approach to processing waste including waste to energy, neighbourhood composting plants, and household composting. Training and capacity building of all the stakeholders including the MCH staff, community, NGOs, resident welfare associations and private sector is essential for effective and scientific management of solid waste.

9.8 Traffic and Transportation

Given the complexity of the problem, it is evident that isolated solutions directed at one or two facets such as building flyovers, road widening etc., will at best assuage the problem temporarily but will not be able tackle the problem comprehensively. Only a multifaceted approach duly integrating land use with transportation at the planning stage as a long-term measure to structurally integrate this sector with the overall growth of the urban area will be able to give best benefits at least possible cost. It is felt that a concerted and sustained campaign duly addressing issues as under will be able to address transportation related problems comprehensively.

9.8.1 Short Term Strategy

Short term measures including immediate trouble shooting actions and TSM (Transportation system Management) actions such as intersection improvements, signalization, lane markings, delineators, signs etc., to be taken up regularly. These measures should be taken up on a continuous basis as the travel characteristics and loading of different links, intersections etc., change very frequently owing to natural growth and changes in land use. Further, planning development of access areas to public transportation systems and IPTs (Intermediate Public Transport) need to be looked at under this head. Creation of lane discipline, obeying traffic rules will be addressed.

9.8.2 Medium Term Strategy

Medium term action plan aimed at development of transport infrastructure over a perspective plan period of 5-10 years to bring about coordinated development among different components and enhance carrying capacity of entire system. These measures typically will include various infrastructure projects, which will be directed at network improvements such as parallel roads, link roads, slip roads, and bridges. Grade separations, alternate transportation systems such as MRTS (Mass Rapid Transit System), restructuring of bus based transportation systems to a direction based strategy in the place of multiple destination based approach, assignment of complementary roles to MRTS, BRT (Bus Rapid Transit) and IPTs etc.

9.8.3 Long Term Strategy

Long-term action plan aimed at development of structure plan for the Urban Area with Transit as one of the lead components, which will direct the Urban Growth so as to bring about a structural fit between transit infrastructure and Urban Growth. This will also examine a comprehensive multi-modal public transit system to bring about the most optimal mix of commuting within the Urban Area and thus providing a sustainable transit solution. New facilities will be created to improve level of service and to cater to the increased population growth.

9.8.4 Intersection Geometry Improvements

One of the major contributors for reducing the efficiency of free flow of traffic is the performance of intersections. This is an area of immediate intervention that can be implemented with marginal investments and where improvement in the performance can be felt. Hyderabad has about 386 junctions, out of which 224 are manned and 162 unmanned. There a quite a large number of staggered junctions which are difficult to be treated. It is observed several intersections in the city do not have channelisers to direct merging, crossing and diverging flows into specific channels. At these locations considerable delays are occurring due to in disciplined behavior of 2- wheeler and 3-wheeler traffic not obeying the yield principle.

9.8.5 Isolated Traffic Signals

While channelization of intersections reduces the conflict area, they function only when the flows are low in nature and allow sufficient gaps for crossing flows to accept them. These gaps decrease s the volumes of flows increase thereby necessitating physical stoppage of one of the conflicting flows to facilitate movement of the other. Under this 30 intersections have been identified based on the IRC warrants and observed delays out of which 18 have already been installed. Besides, there are a number of signalised intersections where in old technology controllers and signal aspects are found to be ineffective, hence they will be replaced with better LED controlled signal system.

9.8.6 Signal System Optimisation and Area Traffic Control

While there are 86 signalized intersections, with the addition of new signals the total number will reach about 100 in number in the MCH area. The traffic police have now realized that unless all these signals are linked with suitable area traffic management system, the overall delays may not come down. Besides they have also realized that these signals are to be integrated with

surrounding municipal areas, management of traffic is becoming increasingly difficult in the core area. Efforts are now being initiated, on experimental basis, to install appropriate system with traffic detectors on the approaches, assisted by Video Cameras for incidence detection and management. It is hoped that efforts will bear fruit, and traffic management will be much more organized and efficient.

9.8.7 Traffic Signs and Markings

The traffic in Hyderabad City being mixed in nature and carriageway being a non-standard format, all the carriageways need extensive traffic signs and road markings to provide guidance for disciplined and safe driving.

It is observed that on many important corridors traffic guidance in the form of traffic signs and lane markings are not up to the standards. It is necessary to standardize the lane markings, edge markings, median markings, pedestrian crossings, parking zones, traffic delineators, and traffic signs and implement on all important travel corridors extending over a length of 200 km.

9.8.8 Bus Bays

Frequent weaving movements of buses in busy corridors have a significant effect on the speed of traffic. Further, stopping buses in the face of traffic at bus stops tends to block the traffic moving on the left lane. Since most of the roads in the city are four lanes with an un -mountable central divider, the problem traffic blockade becomes even more acute on such occasions. 252 bus bays have been identified for provision of convenient stoppages for buses without inconveniencing the traffic following them.

9.8.9 Pedestrian Crossings

As a significant proportion of the trips of up to 2 km in length are performed on foot and since pedestrians are more vulnerable in being involved in accidents, it is necessary to protect them through provision of Guard Rails, Zebra Crossings, Pelican signals or through Grade separations.

9.8.10 Parking Management

Hyderabad, like other cities is confronted with a downtown-parking problem. This problem is aggravated by excessive population densities, large number of pavement hawkers, side walk encroachments and heterogeneous nature of traffic and commercial area development along all the major roads.

A proper parking policy, which looks at users–pay principle is imperative. Off street parking complexes for private vehicles at 22 important nodal points in the city are required to ease traffic congestion by releasing precious carriage way. Besides there is urgent need to stream line the

Intermediate Public Transit vehicles at major trip attraction centers by provision of suitably designed IPT hubs. As many as 23 locations have been identified to implement this scheme and more have to be done. Similarly there is a need for providing parking spaces for private bus operators. 10 such locations, on all major arterial roads are identified for this purpose.

It is seen that the parking norms prescribed for new buildings is not in consonance with the existing externalities in terms of affordability levels of private vehicles. This leads to a situation of grossly inadequate parking spaces further leading to encroachment on to the carriageway leading to reduction on carrying capacities. Need for revision of parking norms for private and public buildings, which are in tune with western countries, be formulated and implemented.

Grade Separators on Heavily Loaded Intersections

There are situations where even signalized intersections fail because of excessive queue lengths building up on all arms. In this situation choice of solution is limited to bypassing the traffic on one or more directions by grade separation. Typically this situation occurs when the total traffic volume of all the arms of the intersection is in excess of 10,000 vehicles per hour.

It is not suggested to build flyovers at these locations in isolation, but to integrate and build on a corridor basis to enhance the corridor capacity. These elevated corridors should try to bypass the core areas and not terminate at highly congested locations. It is also necessary to examine whether other plans are made to develop mass transit systems along these corridors before any decision is made.

Road Widening

Given that the percentage area covered by roads in the city is a mere 6 % of the total area, road-widening programme improves channel capacity by adding more area to the circulation channels. Hyderabad is the only city, which has been able to implement road-widening programme with the participation of building owners, successfully.145 congested links have been identified for widening with 85 of them being already implemented. Many a bottlenecks have been removed on all arterials such as 4 National Highway segments, and seven State Highway segments leading to the central core. These actions have improved the carrying capacities substantially and efforts should be made to continue this exercise.

One such credit worthy program has been Charminar pedestrianisation scheme, where in it is proposed to divert the heavy flows of traffic passing through historical monument of Charminar by upgrading parallel roads through road widening.

Link Roads

Mere treatment of isolated intersections etc will not give the required relief beyond certain volumes of traffic. At this stage it becomes inevitable to look for critical links, which can form alternate paths and thus distribute the traffic. Nine such link roads have been identified.

Railway Barrier and Musi River Crossings

Important barriers for free flow of traffic in the urban area are the River Musi and the Railway lines. It is essential that these barriers be punctured and crossed at as many points as possible to improve connectivity on either side of the barrier. Such connections develop grid movements and reduce circuitry between the areas. For instance, a study of time lost due to railway gate closure at Jamai Osmnaia has shown that more than 5500 vehicles are delayed amounting to 5 hours of vehicle delay in just 12 hours of daytime resulting productivity loss to the commuters apart from increased consumption of fuel and increased levels of pollution. To alleviate the problem at railway crossings ROB/RUBs are identified at 8 locations.

Historically Hyderabad city has grown along two National Highways, NH7 and NH 9. These highways intersect river Musi between Puranaphul and Chaderghat. CBD core has developed in the vicinity of these intersections and on the both sides of the river leading to heavy commuter flows on two important bridges over the river. To relieve this funneling effect, and facilitate direct north - south flows at least four new bridges are needed to redistribute the traffic and to relieve congestion on the existing bridges.

Parallel Roads

There are situations when alternative roads have to be developed to reduce the load on overburdened links. Finding space for such development is difficult in densely built up areas of the Urban Area. Only possible open areas for such purpose can be created from the vacant space along the river Musi and the Railway Track. Such a plan will have dual benefits of providing alternate routes and also help in non-encroachment of important lands.

9.8.16 Public Transit System

Encouraging Public transit would help to a great extent in assuaging the road congestion by reducing dependency on private modes and also in reducing vehicular pollution. This will contribute a great deal to the economy, and helps weaker sections of society to live at affordable locations and commute to work centers at reasonable costs. In order achieve good accessibility. Public transit system could be organized through;

Bus Rapid Transit (BRT)
Rail based mass rapid transportation system (MRTS)

Designing the road based Mass Rapid Transportation System (BRT) can be in two stages:

Rationalization and optimization of bus services.
Developing dedicated lanes for bus routes.

The average speeds of buses has to be improved and this can be done only when the bus running is restricted to main corridors of the city at a high frequency and narrow lanes could be assigned to the IPT. This way, both the buses and IPT would work in complementary manner as against a competing manner as on date. This will also cut down the turning movements of buses and improve the traffic conditions. Such a structuring will also help the design of dedicated spaces for the buses in the carriageway. Such a structuring will also facilitate relocation of terminals at the ends, which will further decongest the central core areas.

Best benefits from any transportation solution in terms of actual costs, environmental implications and social costs, can be realized only when the modal split, i.e., road vs. rail is optimized. Fortunately existing rail infrastructure in Hyderabad passes trough densely populated areas of the urban agglomeration, but the rail nodes are not connected properly to the main production/attraction centers.

By developing proper feeder network from major production/attraction centers to the nearest rail nodes and by creation of a few additional service stations on the rail network, it is felt that the transportation problems can be addressed more comprehensively.
In order to exploit the capability of the Hyderabad MRTS, it is proposed to integrate road based public transportation system through a powerful bus feeder network. This integration will not only act as a catalyst to the proposed system but also will work towards optimal use rail and bus systems. Realizing this, it is proposed to develop feeder bus routes and services to improve access to the stations and thus encourage people to use the proposed MRTS.

9.8.17 Transit Oriented Development

Rather than a residual component of development planning, it is believed that if transit is taken as a key driver of the planning process, best possible solutions at the least cost would emerge. Transit oriented development is a concept where transit policy is assigned lead role in the urban planning exercise to arrive at an organic evolution model for the city. Such a transit plan will act as a tool for directed urban growth and since the balancing capacities of land use and transit infrastructure are coordinated, there would be no transit contradictions

9.8.18 Structure Plan for the City

Cities in developing countries and more specifically India are characterized by haphazard growth and Hyderabad is no exception. It is essential that a proper structure plan for the urban area is prepared and notified at an early stage if Hyderabad has to be a city of a different class. Various activity centers such as Apparel Park, Hardware Park, are being promoted subject to availability of land but organic coordination between various activity centers and their connectivity with other relevant functional areas of the city is underplayed. It becomes essential a proper structure plan for the urban area is evolved around a concept and vision for the city over perspective plan period of at least 20-25 years with transit network being one of the key factors to facilitate a

sustainable growth for the city as access to employment would be one of the key issues when viability of urban areas is discussed.

9.8.19 Financing Options

The following financing options are recommended for implementing the suggested projects:

•Build Operate Transfer: Financially remunerative projects can be developed through private partners on BOT basis

•Development Bonds: Financially non remunerative but economically viable projects can be taken up through development bond route where the agglomeration benefits accruing through incremental economic growth can be tapped to pay off the cost incurred

•Through tax increment financing: where a portion of incremental gain in taxes is used to set off the cost of these projects.

9.8.20 Designated Authority for Unified Administration of Transportation

Multiplicity of agencies involved in the design, development, implementation and enforcement of various transportation related works creates a very difficult situation in this sector. It is strongly recommended that single agency guides the progress of transportation related works at all the above mentioned stages. This greatly helps in congruent transportation projects and also in the maintenance of common standards, which today is conspicuously absent. This agency should have all stakeholder representation, supported by strong professional expertise. Adequate budget can be pooled up form respective agencies for unified administration. Further, rationalization of duties between various departments in the City should be taken up to sponsor unified approach.

9.8.21 Safety Policy

Safe travel is to be ensured as a matter right to all citizens and road users. Accident recording, analysis and undertaking remedial measures is the primary responsibility of all concerned. The driver licensing authority, the enforcement authority and road building authorities are responsible, and should provide Engineering solutions, Enforcement of rules, and Education for good driving habits. A policy document needed to develop integrated approach for rectification of defects. Safety audit is compulsory each year and respective agencies should be made responsible to set right the defects.

9.8.22 Environmental Policy

Pollution monitoring and strict enforcement of vehicle pollution levels is mandatory to prevent any further deterioration of environment. The designated authority may consider suggesting

vehicle technology, and fuel policy. Development of a proper Rail based MRTS will bring down the vehicular pollution levels drastically as has been seen in most of the developed countries.

In the long term environmental policy should be directed at promoting a structured growth of city where the balancing capacities transit requirement and growth of developmental activity are taken into consideration. This would avoid any mismatch between transit infrastructure and development and thereby preempt excessive road congestion, which is potent cause for vehicular pollution.

9.8.23 Transport and Urban Poor

A cheap and efficient public transportation system will help in provision of affordable accessibility to the poor and also would enable a higher economic order for the City. A proper policy aimed at structuring the IPT in a complementary role to the existing Public Transit system would enhance employment opportunities for the poor and also improve the accessibility options. This will also lead to a situation of improved inter modal efficiency.

9.9 Health and Education

9.9.1 Health

Government needs to consider change of its role from a service-provider to also being a service regulator.

There is no database or information base on health providers in the city. There is a need to develop a data bank through survey and mapping exercise.

Starting with strengthening primary healthcare, the secondary and tertiary levels of medical care also need to be strategically addressed to cater to the poor.

A basic profile of the PHCs based on the level of usage, the type of usage and services provided should be prepared and made available to the public.

The private sector is playing a significant role to play in the health sector particularly in the tertiary sector and it needs to build a strong social commitment. However the quality and pricing require regulation and monitoring. Accreditation/ audition of private health care organizations should be made a mandatory process. 30% of infrastructure allocation in private hospitals to cater for the poor has to be strictly enforced. The Corporate hospitals should adopt Primary Health Care Centres.

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There is a need for detailed study on inter-institutional coordination. A metropolitan level coordination committee should be established to address inter institutional and spatial issues. There is also need for performance monitoring indicators.

There is a need to strengthen the Urban Health Posts by equipping them with laboratory facilities, ambulance, telephone facility and interlinking them with referral hospitals to make them functional round the clock for attending deliveries, emergencies etc. Patients referred from these hospitals to be given due preference in referral hospitals. The Link Volunteers have evolved an important resource and their role needs to be nurtured and sustained. There should be convergence between UHPs and ICDS for better utilisation of services. In addition one community organiser for a population of 2000-3000 should be there to create awareness on health issues in the slums.

There should be a well-designed communication policy to create awareness and disseminate information.

Medical Insurance premium of BPL population has to be taken care of by the Government and all the employers.

Drinking water and sanitation have a significant impact on the public health. The service providers should aim at supplying good quality and quantity of water and ensure basic sanitation facilities to all.

Sanitation in slums and public places is a pressing issue. The problem lies in the operation and maintenance of the toilet blocks. Sulabh model can be replicated. Similarly sanitation and other public health measures should be taken up along the railway lines to prevent open defecation and prevent spread of diseases.

There is a need to implement rodent control activities in the city particularly in the garbage dumping places, in and around the godowns, markets, slum areas along the railway tracks etc.

Committees comprising of government, private and municipal corporations to administer and create solutions for problems enclosed. To also involve NGO's in the process.

Care at Government hospitals to improve drastically. Telemedicine facilities between government and private hospitals should increase in number.

Preventive measures such as setting up of mobile clinics to check for malaria, scabies etc due to increased number of slum areas in and around the city. The migrant workers should be regularly checked to identify the presence of communicable diseases and prevent spread. The strategies to control HIV-AIDS and T.B. should be addressed as part of the broader strategy to prevent/control communicable diseases.

The respiratory disorders on account of oxides from automobile exhausts among hawkers and pavement dwellers who are more exposed air pollution need to be addressed. The corporate hospitals should take care of hawkers working in the vicinity of the respective hospitals by providing health care at free of cost.

In the periphery of city there are municipalities. There has to be more coordination between the corporation in the city and these municipalities to ensure control of epidemics.

A citizen's health watch forum should be set up with citizens as members to monitor the health care issues and the performance of public and private sector agencies.

A Best practice programme titled Makati Health Programme from Manila Metro, Philippines could be adopted where inhabitants of a particular locality contribute a percentage of their revenue to run free medical service for the poor, in all the hospitals of that locality. Similar approach in Hyderabad may be worked out. Similarly, other best practices in the area of health can also be implemented on a pilot basis.

About 5% of cities income can be earmarked for providing primary health care.

There is a need to address the pollution and health aspects – how to make the polluter pay for the treatment of victims.

Ever-escalating cost of Healthcare to be addressed by developing cost cutting and expenditure control measures.

9.9.2 Education

Access to education should be considered as a fundamental right and all efforts must be made to provide accessible and quality universal education to all. Access should include both physical and social access. It should be inclusive by covering various vulnerable groups including the differently abled.

There should be a clear approach to retention of students focusing on providing infrastructure and good quality education particularly in government schools. A complete survey of all the schools should be undertaken to identify the existing level of infrastructure and an action plan for provision of infrastructure should be drawn based on the analysis of the survey. The strategy should build linkage and synergy with existing programmes for infrastructure such as Bharat Nirmal Abhiyan for sanitation. Similarly a minimum learning guarantee index should be developed to ensure that the student is ensured with minimum learning at the end of each year of schooling. Appropriate monitoring and regulation mechanism should be in place to ensure quality education. Regular training programmes should be conducted for the teachers and curriculum should be strengthened from time to time. Accountability of schooling system should be ensured with the involvement of community and parents in monitoring process.

Mainstreaming and bridging is critical to bring back a sizable number of children who are out of the school system. This calls for a deeper analysis of the profile of this group and the underlying factors for their current situation. A comprehensive rather than a piece meal approach should be evolved based on this understanding.

The Municipal Corporation of Hyderabad should play greater role in primary education. It should be responsible for inter institutional coordination and should act as an umbrella organization for various programmes.

There should be better linkages between education and other sectors. The health institutions should conduct regular health check ups. Parks and playgrounds should be made accessible for regular use. Anganwadi centres should be located within the premises of primary schools and the timings should be synchronized. A G.O. to this effect already exists but needs to be implemented effectively. Adequate upper primary and high schools should be provided in the slums.

The private and corporate sector should play greater role in primary education. To begin with all the private sector units that employ youth should conduct special classes every day for imparting minimum education to their employees. For example, bridge education for workers of hospitals and hotels should be the responsibility of their employers.

Skill acquisition is one of the reasons for dropping out from school and becoming a child worker. Hence vocational and skill development courses can be included in the curriculum at upper primary and middle level education.

9.10 Urban Finance

9.10.1 Prudent and Realistic Financial Management

The progress that has been achieved by the MCH is substantial but the future is not easy. MCH should not get carried away by what it has achieved and should not plan on the basis of high growth rate in revenues it has experienced. It will have to be realistic and should plan its future growth keeping following aspects in to consideration.

Due to substantial increase in asset base, operation and maintenance costs are increasing and they are likely to go up in the future. The MCH is aware of this and initiated cost cutting

measures such as outsourcing to private sector, computerization etc. The MCH is making efforts at controlling the increase in revenue expenditure growth.

MCH is also addressing the issue of budget becoming more and more unrealistic in view of the rising expectations.

However, these efforts need to be part of a well-defined ad realistic financial strategy.

It is suggested that MCH lays down a timeframe for revenue expenditure reduction and define milestones for each of the various sub-segments over a definitive timeframe.

According to the senior officials of the Finance Department of MCH, the property tax collections, which constitute 42 percent of total revenue receipts, are sustainable due to continuous expansion of the city and uniform growth in new assessments. MCH is continuously striving to find new ways to improve the revenue income sources.

However, in spite of the above the MCH needs a cautious and realistic strategy since it might have used up some of the untapped sources. Its future revenue growth might have to depend on hard political decisions of increasing rate of taxes.

9.10.2 Financial Information System and Database Management

The urban local bodies in India do not have proper database and information system. Many ULBs do not know the number of assessments, demand, and collections etc from time to time. Building proper information base would also enable the agencies to fix targets for resource mobilization and track the progress. Though the MCH is developing a good database it needs to be continuously updated and made accessible and usable to all the departments.

9.10.3 Benchmarking and Best Practices Sharing

The urban local bodies are required to benchmark their performance in key areas with the best institutions at the national and international level. They need to develop performance indicators and benchmark after reviewing the national and international best practices. However, not many ULBs are aware of the best practices available and hence there is a need for the institutions that can collect information on best practices and disseminate to the ULBs. It was pointed out that one of the ULBs in India, which is the Pimpri-Chinchwad Municipal Corporation is considered as the richest Municipal Corporation in Asia but not many ULBs are aware of it. Similarly, the Indore Municipal Corporation is currently getting an additional Rs 5 lakhs by discovering a minor procedural constraint and rectifying it. So best practices sharing, developing performance indicators are quite essential. In this context it is felt that it is the incremental innovations that are more important and the credit rating methodology of CRISIL gives due recognition to the same.

So far the MCH has been able to tap the unrealized revenue potential through innovations and best practices. It will increasingly become difficult for the MCH to sustain this process unless it continuously innovates and widens its revenue base by learning from other cities.

9.10.4 Policies Related to Devolution of Funds

It is felt that the present approach related to devolution of funds is adhoc and most of the time funds are allocated in the name of the agency but are appropriated and transferred to elsewhere. As a result it is not possible for the agencies to have either long term or short term planning. Therefore, it was suggested to have a clear and well-defined policy with respect to devolution and transfer of resources. State should also ensure that wherever there are provisions for resource allocation to cities, they are adhered to. An example cited in this context was that the APPPCB is required to spend part of the water cess collected towards sewerage but it is not doing so.

The state government should reimburse the property tax exempted amount, with respect to government properties, to the MCH based on a systematic formula and not on adhoc basis.

State government or the beneficiary agencies should also provide compensatory or matching amount for all the non-revenue community obligated discharges. For example, the HMWSSB is required to provide water to eight villages due to a court order, which are not within its jurisdiction. A compensatory amount for this responsibility could be provided to the Board by either the state government or the Panchayat, which is the beneficiary agency in this case.

9.10.5 Decentralization and Autonomy

Lack of autonomy and decentralization were identified as the reasons for ineffective resource mobilization, particularly in case of the HMWSSB. It was suggested that the composition of the Board should be changed to enable broad based local representation and there should be a regulatory body to ensure rational, reasonable and acceptable increases in tariffs.

9.10.6 Revenue Enhancement Measures

A number of initiatives were identified for enhancing the revenues of local bodies. These include systematic and periodical increases in user charges, plugging the leakages, removing the inequities in property taxation, bringing the unassessed and underassessed properties in tax net, out sourcing of works, incentivising performance, increasing transparency etc. Outsourcing should be strengthened so as to reduce cost and increase quality and efficiency. CRISIL has come out with awards for ULB's for the initiatives they take. This is one of the ways to encourage the activities. Internally in the organization itself there should be such incentives/awards of recognition so that the people feel motivated and work better. There is a great limitation on the external source of funding and hence as far as possible internal source of funds should be generated. More ULB's should issue bonds and raise money.

9.10.7 Expenditure Control and Cost Reduction

Prudent financial management requires not only resource mobilization but also optimal allocation of resources to control expenditure and reduce costs. This calls for strict measures to monitor the expenditures of the urban local bodies and other service providing agencies. Expenditure control and cost reduction would result in additional resources without entailing additional costs and the agencies have discretion in exercising them.

Voluntary Retirement Scheme or Compulsory Retirement Scheme should be introduced by allocating regular budget or as part of a major project as a long-term measure to control expenditure.

9.10.8 Credit Rating

Credit rating is considered as a prerequisite for improving the financial performance of the ULBs. This is the best way to drive them to perform better and also to compare themselves with others to know where they stand and hence improve themselves.

9.10.9 Organisational Restructuring

Proper planning and implementation is a must and they agencies should undertake zero-based budgeting in true spirit. For the purpose of planning, work groups should be made and they should make the agendas. As for the implementation part, performance evaluation system should be developed and their performance should be monitored on a regular basis. Also budgets should be prepared and monitored for effective utilization. There is a need for effective asset management. The HMWSSB already has effective asset management system and the MCH is in the process of developing the same. There should be reengineering process for effective staff utilization and redeployment. Management Information Systems and Geographical Information Systems should be implemented for improving the overall and financial performance. Human resource development and training for the staff in a systematic manner in the relevant areas is required.

9.10.10 Budget Restructuring and Accounting Reforms

MCH has undertaken accounting reforms with the help of A.F. Ferguson but still they are incomplete. It should get them completed at earliest. After having achieved conversion to double entry accrual accounting system it should move towards fund accounting from present consolidated fund accounting.

Accounting reforms should be backed by the budget reforms. MCH in last five years has carried out several budget document improvement and streamlining of presentation of its budgets. It still needs to work on its budget structure and processes to keep pace with accounting reforms

All the agencies should have definite accounting policies and asset management policies as per the standard approaches such as the Schedule 6 of the Companies Act and the guidelines of the Institute of Chartered Accounts of India.

9.10.11 SWOT Analysis of Agencies

All the service delivery agencies should conduct a SWOT analysis of their respective agencies, which would be a prerequisite for formulating appropriate strategies including the financial strategy. Based on the strategy, the agencies should develop a vision and also ensure that such a vision supports the overall vision for the state in the area of urban development. Every organization should have a vision and mission statement.

An example in this case is citizen charters. Though the agencies have introduced customer/citizen charters, no systematic assessment is made to understand and ensure whether the agencies have the necessary capacities to fulfill the obligations of the citizen charter. A SWOT analysis could enable to understand this and formulate the necessary strategy for capacity building.

9.10.12 Activity Based Costing

The agencies should adopt the concept of activity based costing or cost centre concept. This would enable the agency to identify the costs and benefits of internal provision vis-a -vis outsourcing of activities there by resulting in cutting down the losses.

9.10.13 Surplus Investment Policies

The agencies should develop sound and prudent policies for investing the surplus funds to maximize the return or yield. An example in this regard is the Sweep in Investment, which automatically converts the surplus funds into Fixed Deposits.

9.10.14 Tariff Fixation

Tariff fixation should be done on regular basis based on a systematic formula and principle. The urban local bodies and other agencies must address the issue of unwillingness to charge by the policy makers through training programmes and seminars/workshops.

CHAPTER X

CITY ASSISTANCE PROGRAMME

10.1 Key Project Areas

The following are the key project areas in which the majority of the working groups have suggested action projects.

10.1.1 Institutional co-ordination and strengthening

This was an important issues across all the working groups particularly governance, poverty alleviation, economic development, environment, water and sanitation, transportation and health and education.

10.1.2 Metropolitan approach

The integrated and planned development of MCH and the ten municipalities emerged as the critical requirement across governance, economic development, environment, water and sanitation and transportation working groups.

10.1.3 Pro-poor Issues

The Poverty Alleviation working group has recommended few projects for the overall development of the poorer sections of the city including land tenureship, infrastructure and housing and livelihoods.

The water and sanitation working group has also discussed and highlighted the need for participatory and micro planning approaches. It was suggested to use it in all the future projects for the poor.

The health and education working group was also quite sensitive about the pro-poor issues. There was also great concern for providing adequate health and education services to the poor. The working group members also proposed to implement action plans such as mobile clinics and free health check ups for hawkers on their own without waiting for the CDS to commence.

Governance working group has adopted inclusiveness as the major theme.

10.1.4 Emphasis on civil society, community and the citizen/customer.

Governance working group has emphasized to a great extent on citizen centric approach by focusing on inclusiveness, e-governance and transparency and civic engagement.

Poverty working group discussed about the community institutions and suggested for empowering Convener of Neighbourhood Group.

Environment working group suggested for community monitoring and public consultations
Water and sanitation working group and solid waste management group highlighted the need to work with the resident welfare associations.

10.1.5 Old city regeneration

The old city has experienced decline and underlined the need to regenerate the old city and integrate with the rest of the city. Action projects have been suggested in various sectoral areas by the working groups for the regeneration of the old city.

10.1.6 Improved water supply

Improving the existing water supply is identified as the priority area by majority of the working groups. These include health and education, environment, economic development and water and sanitation working groups.

10.1.7 Community toilets

Lack of adequate community toilets and the resulting open defecation has emerged as major issue of concern in various working groups including environment, economic development and health and education groups.

10.1.8 Need for specific studies and surveys

Almost all the working groups suggested for specific surveys and studies for building better information and database and also for enabling formulation of informed and appropriate strategies and action plans in their respective areas.

10.1.9 Participatory planning and processes

Involving the communities particularly the poor in planning and decision-making was suggested by majority of the working groups. For example, the governance working group recommended setting up of ward level consultative committee to represent the felt needs of the communities to respective service providing agencies. The poverty-working group has suggested for ward committees while water and sanitation, environment and solid waste management working groups suggested for the involvement of resident welfare associations for effective delivery of the services.

10.1.10 Communication policy

In many of the working groups it was observed that a number of policies/schemes/regulations are in force for the welfare of the citizen particularly the poor but they are not aware of it. Therefore it was suggested to evolve a communication policy for effective dissemination of information.

10.1.11 Training and capacity building

There is also an agreement on strengthening the communities and the employees for improving the internal efficiencies.

10.1.12 Action Projects for Immediate Implementation

A summary of the prioritized projects, which do not require external resources and which require external resources, is presented in the tables below.

The working group members identified the following as the projects that can be taken up for immediate implementation since they do not require external resources and are very much in the purview of the local government:

Hyderabad as Inclusive City
Enlarging the Present Ward Level Committees by Co-opting Civil Society Members to 20
Decentralised Governance by Setting Up Ward Level Consultative Committees
High Level Task Force for Inter-Institutional Coordination – This is already set up but needs to be strengthened by co-opting the Commissioners of surrounding municipalities to represent the Metropolitan Area
Strengthening Transparency and Civic Engagement – revising citizen charters based on citizen feedback, extending the web site etc.
Security of Tenure – notifying the non-notified slums
Strategy for Prudent and Realistic Financial Management

10.2 Classification and Prioritization of Action Projects

The action projects identified by the working groups were classified into those, which require external resources, and those, which do not require external resources. Further these action projects were prioritized in order of importance for implementation. Tables 1 and 2 provide the details.

Table 1: Prioritized Action Projects Not Requiring External Resources

S.no	Action Projects	Key Features	Project Cost (Rs)
I. Governance			
1	Hyderabad as Inclusive City	Promoting the concept of inclusiveness; incorporating it in the vision statement; incorporating in citizen charters; incorporating in decision-making process	1,00,000*
2	Decentralization by Setting Up Ward Level Consultative Committees	Ward level consultative committees could be set up with enlightened citizen as the members. The members to be decided based on an objective criteria; the committee will represent the felt needs and priorities of the local communities to the relevant authorities; the committee could be entrusted with some operational tasks like monitoring and supervision of service delivery activities	1,00,000*
3	High Level Task Force for Inter Institutional Coordination	Setting up high level Task Force with MCH as umbrella organization; all the service providing agencies in the Metropolitan Area, including ten municipalities will be the members; the task force will address the metropolitan coordination issues	1,00,000*
II. Poverty Alleviation			
4	Security of Tenure	Notifying all the eligible non-notified slums, denotification of developed slums, issuing of Pattas and implementation of G.O 508, and also the G.Os related to the Urban Land Ceiling Act (G.O.515)	1,00,000*
5	Strengthening the Institutions for poverty	UCDS of MCH as umbrella organization for all the programmes, identifying Convener of NHC as the nodal point for programme implementation, ward level committees for	2,00,000*

S.no	Action Projects	Key Features	Project Cost (Rs)
	alleviation	coordination and convergence	
6	Communication Strategy	To inform the poor about the programmes and mobilize them and involve them effectively	2,00,000*
III. Economic Development			
7	Integrated metropolitan planning	Setting up of Metropolitan Planning Committee as per 74th CAA; setting up of Hyderabad Development Task Force	
IV. Environment, Tourism and Culture			
8	A policy for decentralized and balanced population growth in the Metropolitan Area	Development of ten municipalities as satellite towns, relocation of economic activities from MCH-wholesale trade, industry and government offices	
9	Land use development as per norms and standards	Study on zonal violations and preventive measures, use of incentives (TDRs) and enforcement measures to ensure better land use allocations-Metropolitan Planning Committee should be set up as the nodal agency for the purpose	
10	Project on prevention of air and noise pollution	City transport policy, effective mass transportation, pollution control measures and monitoring and enforcement, community awareness and involvement – issuing PUC certificate by authorized service stations, controlling of noise level at the stage of manufacturing of horns.	2,00,000*
V. Urban Finance			
11	Strategy for Prudent and Realistic Financial Management	Tapping the untapped potential revenue sources, increase in taxes and tariffs, providing for increases in O&M, compensating for any decline in government grants, moderating the high growth in budgetary expenditures – revenue improvement and expenditure control measures	2,00,000*
VI. Solid Waste Management----------Nil----------			
VII. Traffic and Transportation			
12	Safety Policy	A policy document to develop an integrated	

S.no	Action Projects	Key Features	Project Cost (Rs)
		approach for rectification of defects.	
13	Environmen t Policy	Strict enforcement of pollution levels, appropriate vehicle technology and fuel policy	
14	Unified Administrati on	Designating a single authority for design ,development implementation ,enforcement and other activities.	
VIII. Health and Education----------Nil----------			
IX. Water and Sanitation			
15	Creation of Watershed Developmen t Authority	Monitoring and controlling conjunctive uses, strict implementation of catchment area protection orders issued by the government and issuing any other orders as may deem fit.	
16	Assessment of groundwater abstraction	List all the bore wells and develop data base of groundwater abstraction and regulate the same	3,00,000*
17	Study for evolving policies, mechanism for self sustainable system	Address issues related to tariff, non-revenue water, financial strengthening and funding transition costs	

*** Rough estimations by ASCI**

Table 2: Prioritized Action Projects Requiring External Resources

S.no	Action Projects	Key Features	Project Cost (Rs)
I. Governance			
1	Study for Establishing Appropriate Institutional Framework for the Delivery of Water and Sanitation Services	Examine the legal issues related to the 74th CAA recommendation of entrusting the water supply function to the urban local body in the context of Hyderabad; examine the possible linkage between MCH and HMWSSB; recommend the appropriate and efficient institutional framework for water and sanitation	5,00,000*

		services reflecting the spirit of 74th CAA	
2	Strengthening Transparency and Civic Engagement	Revising citizen charters based on citizen feedback through report card system; sharing best practices, progress of works and other information on the website including the annual budget; communication policy to inform the citizen on various programmes and activities	7,50,000*
II. Poverty Alleviation			
3	Census Survey of Slums	Survey and updation of all the notified and non-notified slums and profiling of access to tenure, infrastructure and livelihoods. The survey should also cover the poor living in non-slum areas. The focus should be on the metropolitan area	12,50,000*
4	Housing for the Poor	Allocation of 10% of developed layout, providing housing finance, slum redevelopment scheme on the lines of Mumbai by constructing ground plus one and multi-storied buildings	
5	Comprehensive Slum Upgradation	Provision of basic services in all the slums on the lines of APUSP-MAPP, micro planning and infrastructure provision	
6	Livelihood Strategies and Employment	Study on understanding the dynamics of local economy, formal sector and informal sector linkages, skill building and livelihood strategies	7,50,000*
III. Economic Development			
7	Study, Policy and Support Systems for Informal sector	Self employment programmes; hawkers; micro credit; training and capacity building	5,00,000*
8	Infrastructure Development	Physical Infrastructure – roads, water, power, transport etc; economic infrastructure – forward and backward linkage activities	
9	Old City Regeneration	Physical infrastructure; appropriate economic activities, education, health	

		and training	
10	Integrated Economic Modeling Study for the Metropolitan Region	Identification of required nature and scale of employment and economic activities, required infrastructure, policy and institutions to support them; potential impact; key risks and mitigation measures	5,00,000*
IV. Environment, Tourism and Culture			
11	Provision of sanitation facilities	Community toilets in public places and places of open defecation	
12	Tourism, culture and heritage	Plan for the regeneration of the old city, EIA of tourism projects, reviving Urban Arts Commission by nominating new members for promotion of local culture and heritage, community involvement and monitoring	
V. Urban Finance			
13	GIS based and computerized data base	Developing a comprehensive data base through GIS and computerization on all revenue sources including property taxes and updation of records, proper municipal asset management	10,00,000*
VI. Solid Waste Management			
14	Extension of VGDS	Eco-friendly specially designed tricycles to collect door to door segregated waste; removal / reduction of dust bins / Garbage collection points	2,00,000**
15	Community Zero Waste Centres	Localised resource recovery centers; reduced transportation costs; less pressure on landfill; community involvement.	50,000,00**
16	Pilot Study on Segregation of Waste at Source for 3 areas	Creating awareness at the household level regarding segregation at source, training staff / garbage collectors, recycling, composting of bio-medical waste.	4,50,000**
VII. Traffic and Transportation			
17	Improving riding quality of existing	TSM measures Etc. – 151 Km	2940,000,000**

	roads		
18	Up gradation of important Roads	66 Km	2380,000,000**
19	Street Lighting	230200 Number of Street Lights	2403,000,000**
VIII. Health and Education			
20	Strengthening UHPs	Better infrastructure and upgraded services. Linking with ICDS. Strengthening Link Volunteers and Community Organisers	
21	Infrastructure Mapping of Schools and Provision of Minimum Infrastructure	Survey and Mapping of all the schools to identify the existing infrastructure, development of an index for minimum required infrastructure and provision of the same	
22	Mainstreaming and Bridging	All the private sector units including corporate hospitals and hotels to provide two hour education to its youth employees, strengthening Balajyoti schools to increase enrolment and retention of the school drop outs	
23	Provision of education by MCH as part of 74th CAA	A perspective plan by MCH to start schools particularly in slums and other backward areas	
IX. Water and Sanitation			
24	Krishna Water Supply: Phase-I, Stage-I&II, Phase – II and Phase III	205 MLD (45 Mgd) Water Supply; Additional 205 MLD (45 Mgd) Water Supply; 410 MLD (90 Mgd) Water Supply; 205 MLD (45 Mgd) Water Supply	Minimum of 1000,000,00,00**
25	System Mapping and Assessment	Create data base on GIS with preparation of Business plan for system rehabilitation	
26	Total Extension of sewerage system in uncovered area	Extension of sewerage coverage to 100% as per master plan	4000,000,00,00**
27	Management Contract or JV with Local Government and operator sharing 50% each	Improve O&M practices, improve billing and collection, target loss reduction and rehabilitation of the assets in a phased manner	

28	Restructuring and strengthening of HMWSSB	Study issues related to improve accountability, training, HRD practices, Governance, Processes and Performance	

*Rough estimations by ASCI

** Rough estimations by working groups

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Annexure I

City Development Strategy – Hyderabad

Action Projects Not Requiring External Resources

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
I. Governance					
1	Hyderabad as Inclusive City	Promoting the concept of inclusiveness; incorporating it in the vision statement; incorporating in citizen charters; incorporating in decision-making process	MCH/State government/HMWSSB /HUDA/Ten Municipalities/NGOs/ CBOs	Six Months to One Year	The concept may become rhetoric due to the indifference of some of the institutions or employees
2	Decentralisation by Setting Up Ward Level Consultative Committees	Ward level consultative committees could be set up with enlightened citizen as the members. The members to be decided based on an objective criteria; the committee will represent the felt needs and priorities of the local communities to the relevant authorities; the committee could be entrusted with some operational tasks like monitoring and supervision of service delivery activities	MCH/State Government/Ten Municipalities/NGOs/ CBOs/	One Year to Two Years	Requires political will and there could be resistance from political functionaries
3	High Level Task Force for Inter Institutional	Setting up high level Task Force with MCH as umbrella organization; all the service providing agencies in the Metropolitan Area, including ten	MCH/State Government/ HMWSSB/	Six months to One Year	The task force may not be effective due to

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Coordination	municipalities will be the members; the task force will address the metropolitan coordination issues	HUDA/ Ten Municipalities/ APTRANSCO		lack of decision making power to prevail over the individual agencies which exist by law.
II. Poverty Alleviation					
4	Security of Tenure	Notifying all the eligible non-notified slums, denotification of developed slums, issuing of Pattas and implementation of G.O 508, and also the G.Os related to the Urban Land Ceiling Act (G.O.515)	State Government/MCH/Collectorate	One year-two years	Lack of support from agencies/ lack of financial resources
5	Strengthening the Institutions for poverty alleviation	UCDS of MCH as umbrella organization for all the programmes, identifying Convener of NHC as the nodal point for programme implementation, ward level committees for coordination and convergence	MCH/State government/Collectorate/NGOs/CBOs	1-3 years	Lack of support from agencies
6	Communication Strategy	To inform the poor about the programmes and mobilize them and involve them effectively	State government/MCH/Collectorate	One year	Lack of state government support
III. Economic Development					
7	Integrated metropolitan	Setting up of Metropolitan Planning Committee as per 74th CAA; setting up of Hyderabad	State government/HUDA	6 months –one year	Lack of support from agencies/

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Planning	Development Task Force			lack of financial resources
IV. Environment, Tourism and Culture					
8	A policy for decentralized and balanced population growth in the Metropolitan Area	Development of ten municipalities as satellite towns, relocation of economic activities from MCH-wholesale trade, industry and government offices	State government/MCH/HUDA/ten municipalities	One year-three years	Lack of support from agencies/ employees
9	Land use development as per norms and standards	Study on zonal violations and preventive measures, use of incentives (TDRs) and enforcement measures to ensure better land use allocations-Metropolitan Planning Committee should be set up as the nodal agency for the purpose	State government/MCH/HUDA/ten municipalities	One year-three years	opposition and resistance from vested interests
10	Project on prevention of air and noise pollution	City transport policy, effective mass transportation, pollution control measures and monitoring and enforcement, community awareness and involvement – issuing PUC certificate by authorized service stations, controlling of noise level at the stage of manufacturing of horns	RTA/APSRTC/MCH/HUDA/APPCB/Corporate Hospitals/NGOs and Civil Society	One year	lack of inter institutional coordination
11	Sewage treatment	Effective implementation of the existing Musi River Conservation Action Plan in terms of	HUDA/APPCB/HMWSSB	1-3 years	Lack of support from agencies

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		transparency and accountability, involving the NGOs in monitoring, adopting appropriate technologies and approaches for treatment – The Musi Action Plan should be made public and widely discussed			
12	Framework for Environmental Risk Assessment	Development and enforcement of environmental risk assessment framework in all the projects	Ministry of Environment and Forest/Donor agencies	One year	Lack of support from agencies
V. Urban Finance					
13	Strategy for Prudent and Realistic Financial Management	Tapping the untapped potential revenue sources, increase in taxes and tariffs, providing for increases in O&M, compensating for any decline in government grants, moderating the high growth in budgetary expenditures –revenue improvement and expenditure control measures	MCH	6 months –one year	Lack of support from political representatives
14	Organisational restructuring and reengineering	For better deployment of staff and other resources	MCH	One year	Lack of support from agencies
15	Budget restructuring and accounting reforms	Accounting reforms initiated but needs to be completed at the earliest, they should be backed by budgeting and accounting reforms	MCH	One year-two years	Lack of support from agencies
VI. Solid Waste Management		Nil			
VII Traffic and Transportation					
16	Unified	Designating a single authority for design,	State Government	1-3 Years	Lack of Political

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Administration	development, implementation, enforcement and other activities			will/ Resistance fro Agencies.
17	Safety Policy	A policy document to develop an integrated approach for rectification of defects.	State Government	1 Year	Lack of support from Agencies.
18	Environment Policy	Strict enforcement of pollution levels, appropriate vehicle technology and fuel policy	State Government /RTA/Ministry of Environment and forests/APPCB	1 Year	Lack of support from Agencies.
8 Health and Education -- NIL					
9 Water and Sanitation					
19	Creation of Watershed Development Authority	Monitoring and controlling conjunctive uses, strict implementation of catchment area protection orders issued by the government and issuing any other orders as may deem fit.	Water Conservation Mission/ GoAP	One-Two Years	
20	Policy related to integrated use of the water resources	Effective implementation of WALTA with amendments, if required	GoAP and district authorities	One-Three Years	
21	Devise payment mechanism (EMI) for improving connections slum and low/medium	To arrest unauthorized connections and to enlarge the connection base	HMWSSB/State Government	One year	

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	income areas				
22	Recycle of treated sewage	To use treated sewage as a resource for non-potable use (e.g. industries) recharge groundwater or swap it for agriculture use in lieu of fresh water	HMWSSB	3-7 years	Lack of finances, acceptability of treated water by proposed users
23	Identify source of groundwater pollution	Identify and create data base for all the sources of pollution	GWD/ PCB/ HMWSSB	One Year	
24	Assessment of groundwater abstraction	List all the bore wells and develop data base of groundwater abstraction and regulate the same	GWD/ Hyd & RR Collector Office/ HMWSSB	One-Two Years	Difficulty in obtaining correct data of ground water use
25	Rain water harvesting	To improve groundwater recharge and recommend area specific designs for implementation	MCH/ Surrounding Local bodies and HMWSSB	Under implementation	Lack of unanimity in the approach by the experts
26	Maintenance of Rainwater harvesting structures	To maintain the assets developed for rain water harvesting and conservation and to periodically replace the media for optimum conservation.	HMWSSB /MCH/HUDA	Periodical and Continuous	Maintaining motivational levels of all concerned
27	Individual Performance Assessment	To record performance of individuals objectively	HMWSSB	One year	Unwillingness, sabotage

S.No	Action Projects	Key Features	Agencies	Time Frame	Key Risks
28	Study for evolving policies, mechanism for self sustainable system	Address issues related to tariff, non-revenue water, financial strengthening and funding transition costs	HMWSSB	One-Two Years	

Annexure II

City Development Strategy – Hyderabad

Action Projects Requiring External Resources

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
I. Governance					
1	Study for Establishing Appropriate Institutional Framework for the Delivery of Water and Sanitation Services	Examine the legal issues related to the 74th CAA recommendation of entrusting the water supply function to the urban local body in the context of Hyderabad; examine the possible linkage between MCH and HMWSSB; recommend the appropriate and efficient institutional framework for water and sanitation services reflecting the spirit of 74th CAA	MCH/State Government/ HMWSSB/ Ten Municipalities/ External consultant organization	Six months to One Year	The study may not be initiated due to lack of financial resources and/or lack of support of the agencies

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
2	E-Governance for Grievance Redressal	Application of information and communication technology for grievance redressal; single window call center to address the citizen grievances related to all the service providing agencies as part of e-Seva centers; creating transparency, reducing speed money and effective monitoring of staff and institutions	MCH/Department of e-Seva/All the service providing agencies	One Year	Data base development and institutionalization of grievance redressal mechanisms across the agencies may not be in place.
3	E-Kiosks for Information	Setting up information kiosks in popular locations; information on various civic services including payment of bills, institutions and contact details; installing GIS for providing	MCH/State Government/National Informatics Centre/NRSA/Tourism	One Year	Lack of financial resources and/or lack of support of the agencies

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		maps, route and travel information and tourism related information			
4	Strengthening Transparency and Civic Engagement	Revising citizen charters based on citizen feedback through report card system; sharing best practices, progress of works and other information on the website including the annual budget; communication policy to inform the citizen on various programmes and activities	MCH/State Government/HMWSSB/HUDA/Ten Municipalities/ other agencies/External consultant organisation	One Year to Two Years	Lack of financial resources and/or lack of support of the agencies
5	Training and Capacity Building	Training and capacity building of the staff at all levels for improved efficiency and performance; better customer relations; to bring attitudinal	State Government/HMWSSB/HUDA/Ten Municipalities/ other service providing agencies	One Year to Two Years	Indifference of agencies and staff towards training and capacity building

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		changes			
II. Poverty Alleviation					
6	Census Survey of Slums	Survey and updation of all the notified and non-notified slums and profiling of access to tenure, infrastructure and livelihoods. The survey should also cover the poor living in non-slum areas. The focus should be on the metropolitan area	MCH/Collectorate	6 months –one year	Lack of support from agencies/ lack of financial resources
7	Housing for the Poor	Allocation of 10% of developed layout, providing housing finance, slum redevelopment scheme on the lines of Mumbai by constructing ground plus one and multi-storied buildings	APHC/MCH/HUDA	One year-three years	Lack of support from agencies/ lack of financial resources
8	Comprehensive	Provision of basic	State government/MCH/HMWSSB/poor	One	Lack of support from

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Slum Upgradation	services in all the slums on the lines of APUSP-MAPP, micro planning and infrastructure provision	communities/DWACUA	year-Five years	agencies/ lack of financial resources
9	Livelihood Strategies and Employment	Study on understanding the dynamics of local economy, formal sector and informal sector linkages, skill building and livelihood strategies	MCH/State government/Collectorate/NGOs/CBOs	1-3 years	Lack of support from agencies/ lack of financial resources
10	Setting up of A Community Challenge Fund	To encourage innovative community initiatives in the areas of infrastructure and livelihood on a competitive basis	MCH/State government/Collectorate/NGOs/CBOs	1-3 years	Lack of support from agencies/ lack of financial resources
11	Setting Up of Employment Resource Centres for Males and Females	To provide information on possible placements and register candidates for employment for 10 contiguous slums	UCDS/CDS/NGOs	1-2 years	Lack of interest and involvement of agencies
III. Economic Development					

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
12	Benchmark Analysis Study for Policy, Institutions and Initiatives	Simplifying procedures; and setting up an Economic Development Board	APIIC	6 months –one year	Lack of support from agencies/ lack of financial resources
13	Study and Policy on Relocation of Industries	Survey of industries requiring relocation; areas for relocation; policy and support mechanism for relocation	APIIC	6 months –one year	Lack of support from agencies/ lack of financial resources
14	Study, Policy and Support Systems for Informal sector	Self employment programmes; hawkers; micro credit; training and capacity building	APIIC	6 months –one year	Lack of support from agencies/ lack of financial resources
15	Promoting Growth Engines	Service industry – recreational activities, broad based consumption activities for the middle and low income (parks, entertainment, retail trade etc.); green or non- polluting	APIIC/MCH/Ten Municipalities	1-3 years	Lack of support from agencies/ lack of financial resources

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		manufacturing industry-small and medium enterprises and home based industries			
16	Infrastructure Development	Physical Infrastructure – roads, water, power, transport etc; economic infrastructure – forward and backward linkage activities	APIIC/MCH/Ten Municipalities/HMSSB/HUDA	1-3 years	Lack of support from agencies/ lack of financial resources
17	Old City Regeneration	Physical infrastructure; appropriate economic activities, education, health and training	APIIC/MCH/HMWSSB/QQSUDA	1-3 years	Lack of support from agencies/ lack of financial resources
18	Integrated Economic Modeling Study for the Metropolitan Region	Identification of required nature and scale of employment and economic activities, required infrastructure, policy and institutions to support them; potential impact; key risks and mitigation measures	APIIC	6 months –one year	Lack of support from agencies/ lack of financial resources

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
IV. Environment, Tourism and Culture					
19	Water supply and water bodies	Protection of catchment area of drinking water sources, protection of lakes and other water bodies, rain water harvesting, recycling – immediate replacement of old pipelines in the old city on a war footing to prevent contamination and its adverse impact on public health	HMWSSB/APPCB/HUDA/MCH/Revenue Department/Ten municipalities	one year-three years	Lack of support from agencies/ lack of financial resources/lack of inter institutional support/resistance from vested interests
20	Provision of sanitation facilities	Community toilets in public places and places of open defecation	MCH/HMWSSB/HUDA/ten municipalities	1-3 years	Lack of support from agencies/ lack of financial resources
21	Project on green cover and open spaces	Mapping and inventory of green cover and open spaces –strategies to provide minimum infrastructure in parks and increase the green cover-public awareness	HUDA/MCH/resident welfare associations/private sector	1-3 years	Lack of support from agencies/ lack of financial resources

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		campaign and involvement of communities and private sector			
22	Tourism, culture and heritage	Plan for the regeneration of the old city, EIA of tourism projects, reviving Urban Arts Commission by nominating new members for promotion of local culture and heritage, community involvement and monitoring	MCH/HUDA/ASI/Tourism Department	6 months –one year	Lack of support from agencies/ lack of financial resources
23	Slum Upgradation	Survey of all the slums, identification of slums with deficient infrastructure and strategies for provision of infrastructure	MCH/Ten Municipalities/Collectorate/State government	One year-five years	Lack of support from agencies/ lack of financial resources
V. Urban Finance					
24	GIS based and computerized	Developing a comprehensive data	MCH	One year-two	Lack of support from staff/ lack of financial

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	data base	base through GIS and computerization on all revenue sources including property taxes and updation of records, proper municipal asset management		years	resources
25	Benchmarking and performance indicators	On all revenue and expenditure management aspects by comparing with the best practices	MCH	One year	Lack of support from staff/ lack of financial resources
VI. Solid Waste Management					
26	Development of Map/GIS database	Mapping locations of all garbage collection points and other related infrastructure related to Municipal Corporation of Hyderabad Solid Waste Management. GPS (Global Positioning System) and GIS technologies	MCH	2 –6 months	Initial community resistance/ Problems from drivers/ contractors

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		should be used; rationalisation of locations of garbage collection points and optimal routing of transport to reduce transportation costs.			
27	Extension of VGDS	Eco-friendly specially designed tricycles to collect door to door segregated waste; removal / reduction of dust bins / Garbage collection points	MCH/Residents Welfare Associations/NGOs and/ Neighbourhood Community	One year	Motivation of Residents Welfare Associations/ Monitoring of the scheme.
28	Community Zero Waste Centres	Localised resource recovery centers; reduced transportation costs; less pressure on landfill; community involvement.	MCH/Residents Welfare Associations	One year	Initial community resistance/Monitoring
29	Electricity generation through waste processing	Pellitisation of Solid Waste; generation of Electricity	MCH/Private agencies/AP Pollution Control Board.	One – Two Years	Problems of permission from various agencies like Municipalities, Pollution Control

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
					Board, and Financial Institutions etc
30	Pilot Study on Segregation of Waste at Source for 3 areas	Creating awareness at the household level regarding segregation at source, training staff / garbage collectors, recycling, composting of bio-medical waste.	MCH / Ten Municipalities / Resident Welfare Associations / Ragpickers / Garbage Collectors / Staff	6 months – one year	Lack of support from agencies / lack of financial resources.
31	Study of Garbage processing projects waste to energy projects and composting	Review of the existing projects - drf / selco / composting – strategies for improving and upscaling	MCH / Ten Municipalities	6 months – one year	Lack of support from agencies / lack of financial resources.
32	Sanitary Landfill site	Review of the existing status and operationalising the sanitary landfill site.	MCH / Ten Municipalities	6 months – one year	Lack of support from agencies / lack of financial resources.
VII. Traffic and Transportation					
33	Improving riding quality of existing	TSM measures Etc. – 151 Km	State government /MCH/RTA/ Ten Municipalities	1-3 Years	Lack of support from agencies / lack of

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	roads				financial resources.
34	Up gradation of important Roads	66 Km	State government /MCH/RTA/ Ten Municipalities	1-3 Years	Lack of support from agencies / lack of financial resources
35	Street Lighting	230200 Number of Street Lights	State government /MCH/RTA/Ten Municipalities, APTRANSCO	1-3 Years	Lack of support from Agencies/Lack of Financial Resources/Lack of inter institutional coordination
36	Road Widening	Widening of the existing roads as per the master plans	State government /MCH/RTA/Ten Municipalities	1-3 Years	Lack of support from Agencies/Lack of Financial Resources/Lack of inter institutional support/Resistance from Vested Interests.
37	Structure plan for the City	Linking Activity with other functional areas. Incorporating transit oriented development by identifying transit as key factor in land use	State Government / HUDA/MCH/Ten Municipalities	1-3 Years	Lack of Support from Agencies.

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
		planning			
VIII. Health and Education					
38	Data Bank on Health Service Providers	Mapping and Survey of Health Providers and their Profile	Department of Health/MCH	One year	Lack of support from agencies / lack of financial resources
39	Profile and Usage of PHCs	Mapping and survey of PHCs including location and infrastructure and usage and user profile	Department of Health/MCH	6 months –one year	Lack of support from agencies / lack of financial resources
40	Increased commitment of the corporate sector to the poor	General ward and beds for the poor (30%). Free check-up to hawkers and street children. Mobile clinics. Health camps. Sale of affordable medical kits	Corporate Hospitals	1 month –three months	Lack of commitment from corporate hospitals
41	Strengthening UHPs	Better infrastructure and upgraded services. Linking with ICDS. Strengthening Link Volunteers and Community Organisers	MCH/Women and Child Welfare	6 months –one year	Lack of commitment from corporate hospitals
42	Infrastructure	Survey and Mapping of	Department of Education/MCH	1-3	Lack of commitment

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Mapping of Schools and Provision of Minimum Infrastructure	all the schools to identify the existing infrastructure, development of an index for minimum required infrastructure and provision of the same		years	from corporate hospitals
43	Development of Minimum Learning Guarantee Index	Mechanism and instruments for development of index and its implementation	Department of Education/MCH	1-3 years	Lack of support from agencies/ lack of financial resources/resistance from schools
44	Mainstreaming and Bridging	All the private sector units including corporate hospitals and hotels to provide two hour education to its youth employees, strengthening Balajyoti schools to increase enrolment and retention of the school drop outs	Associations of Employers/NGOs	1-3 years	Lack of support from agencies/ lack of financial resources
45	Provision of	A perspective plan by	MCH/NGOs/Department of Education	One	Lack of support from

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	education by MCH as part of 74th CAA	MCH to start schools particularly in slums and other backward areas		year	agencies/ lack of financial resources
IX. Water and Sanitation					
46	Krishna Water Supply: Phase-I, Stage-I	205 MLD (45 Mgd) Water Supply	HMWSSB	One – two years	
47	Krishna Water Supply: Phase-I , Stage-II	Additional 205 MLD (45 Mgd) Water Supply	HMWSSB	Three – four years	
48	Improvement water supply coverage to slum areas (Link with CDS report for slum improvement)	Improve connectivity and provide services at affordable price	HMWSSB	One – two years	
49	Krishna Water Supply: Phase-II	410 MLD (90 Mgd) Water Supply	HMWSSB	Three – seven years	Lack of finances
50	Krishna Water Supply: Phase-III, Stage-I	205 MLD (45 Mgd) Water Supply	HMWSSB	Seven – twelve years	Lack of finances
51	Krishna Water	Additional 205 MLD	HMWSSB	Twelve-	Lack of finances

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Supply: Phase-III, Stage-II	(45 Mgd) Water Supply		eighteen years	
52	System Mapping and Assessment	Create data base on GIS with preparation of Business plan for system rehabilitation	HMWSSB	One – two years	Lack of finances
53	Replacement of Meters Category – A	Do ABC analysis and target bulk consumers for installation of meters on priority	HMWSSB	One – two years	Lack of Finances, sabotage by vested interests
54	Replacement of Old GI, PPC Pipes	Replacement of old GI, PPCpipes with MDPE Pipes	HMWSSB	Two-five years	Lack of finances
55	Replacement of Meters Category – B	Target semi-bulk consumers	HMWSSB	Two-five years	Lack of finances
56	Installation of SCADA system	Bring in operational efficiencies	HMWSSB	1-3 years	Lack of finances
57	Automatic Fleet Management	To monitor a fleet of about 300 water tankers and to optimize their usage and reduce cost	HMWSSB	One – two years	Sabotage by vested interests
58	Hyderabad Water	To have comprehensive	HMWSSB	One –	Lack of Finances,

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	Monitoring System	metering at water sources and at different zones		two years	sabotage by vested interests
59	Automatic vending machines at Reservoirs	To provide upto 3 KL of free supply for poor for taking water and charge for excess water over 3KL being taken up near reservoirs	HMWSSB	One – two years	
60	Management Contract or JV with Local Government and operator sharing 50% each	Improve O&M practices, improve billing and collection, target loss reduction and rehabilitation of the assets in a phased manner	GOAP/ HMWSSB/ Private Operator	1-3 years	
61	NRCP project	Amberpet STP Capacity upgradation and Construction of 4 new STP's including laying trunk sewers under NRCP	HMWSSB	1-3 years	Raising of 30% cost and sustenance of the developed assets
62	Total Extension of sewerage	Extension of sewerage coverage to 100% as	HMWSSB	Three-seven	Lack of finances

S.no	Action Projects	Key Features	Agencies	Time Frame	Key Risks
	system in uncovered area	per master plan		years	
63	Restructuring and strengthening of HMWSSB	Study issues related to improve accountability, training, HRD practices, Governance, Processes and Performance	HMWSSB	Two-three years	Lack of finances

PRESENTATION BY DAVID JARRETT

by

David H. Jarrett

Senior Transportation Planner

GEP was launched in 1995

GES added in 2000 to link –

Climate Change, Urbanisation &
Development

SUSTAINABLE

(minimising)

Presentation to Urban Planners Round Table Hyderabad – August 7th 2003

a) Transportation & Traffic Interventions

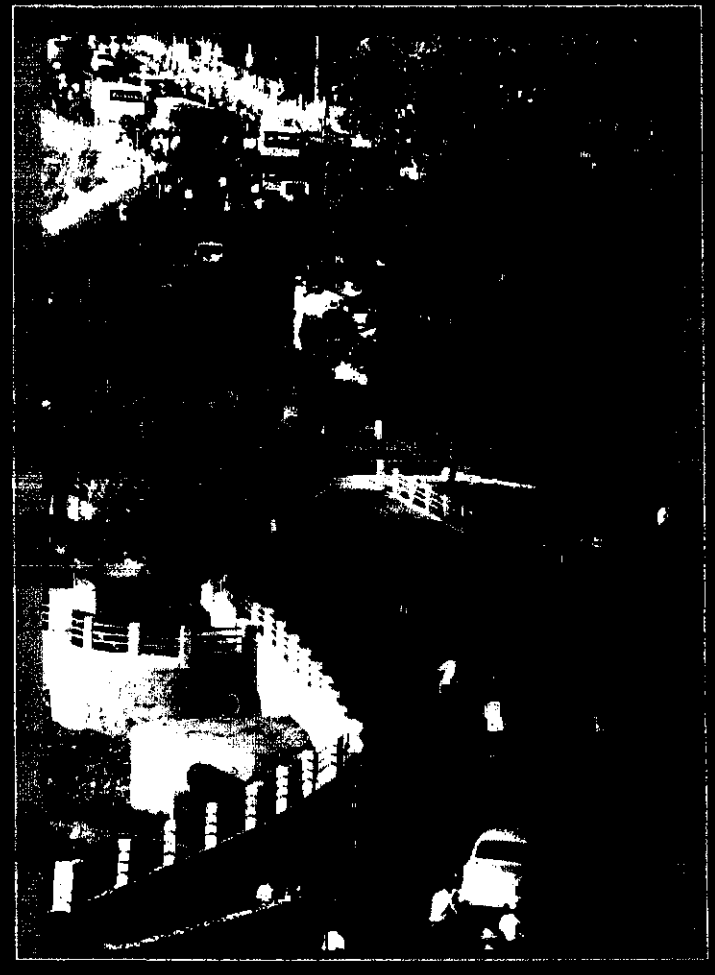
b) Vehicle Design Improvements

c) Fuel Technology Improvements

Greenhouse Gas Pollution Prevention Project – Climate Change Supplement

Presentation to Urban Planners Round Table Hyderabad – August 7th 2003

HYDERABAD SELECTED



TRANSPORTATION INTERVENTIONS – HYDERABAD DEMONSTRATION PROJECT – GUIDELINES

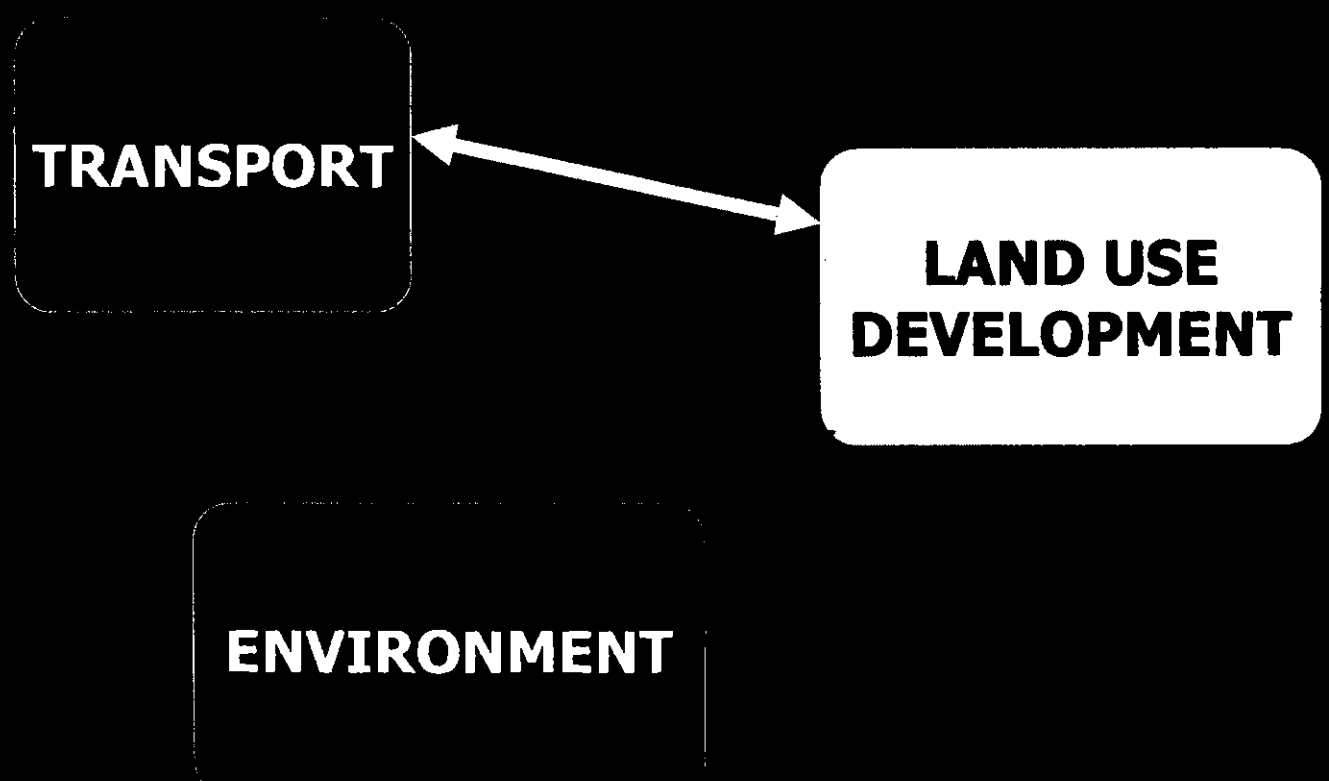
THE PRIMARY OBJECTIVE OF THE TRANSPORTATION INTERVENTIONS

LB

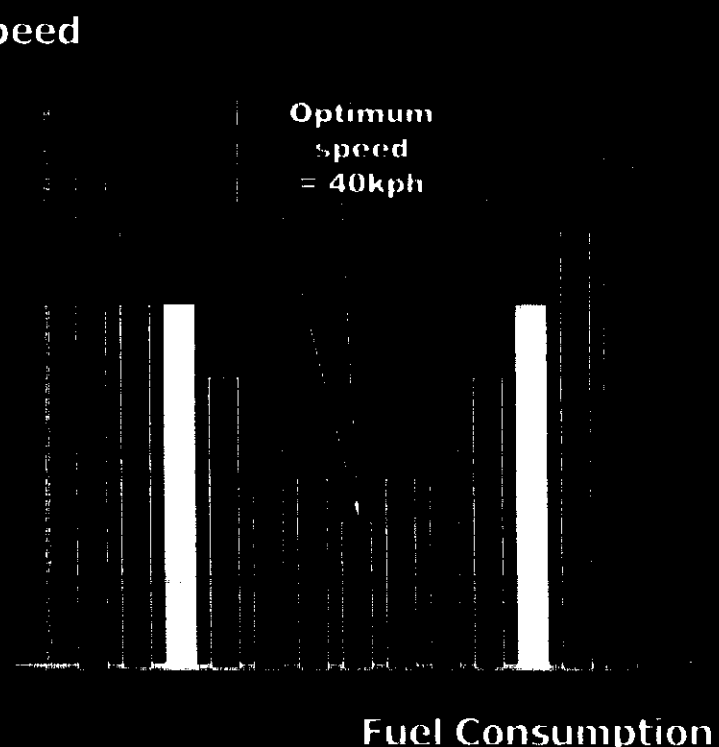
Greenhouse Gas Pollution Prevention Project – Climate Change Supplement

Presentation to Urban Planners Round Table Hyderabad – August 7th 2003

LINKAGES



"Uniform speed & zero stop/start conditions are the most economic form of travel and cause the least exhaust pollution".



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HOW TO ACHIEVE AN ENVIRONMENTAL SPEED?

Minimise travel by good spatial planning & traffic control

Optimise travel by good traffic management

Re-emphasise travel by forcing change of travel mode

Smooth out travel by re-design of links and junctions

> CONTROL AND MANAGE TRAVEL

Interventions to Travel

Restrictions on Vehicle Ownership

Restrictions Vehicle Usage

Restrictions on Vehicle Licensing

Control on Access to Areas

Control on Parking Spaces & Use

Road User & Congestion Charges

> TRAVEL DEMAND MANAGEMENT

Greenhouse Gas Pollution Prevention Project – Climate Change Supplement

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Interventions to Optimise Travel

Traffic Signals
Intersection Improvements
Traffic Management
Bus Priorities
Pedestrian Priorities
Flexi-time Planning

> CONTROL & MANAGE TRAVEL FLOWS

Greenhouse Gas Pollution Prevention Project – Climate Change Supplement

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> PEDESTRIAN PRIORITY ZONES

TRANSPORTATION INTERVENTIONS HYDERABAD DEMONSTRATION PROJECT GUIDELINES

BEFORE

> Intersection Improvements

NOW

> Intersection Improvements

FUTURE

> Intersection Improvements

Interventions to [redacted] Travel

Selective Vehicle Detection at Signals

Bus Only Lanes and Roads

Parking Control By Pricing

Parking Control by Reduction of Spaces

Upgrade Average Age of Bus Fleet

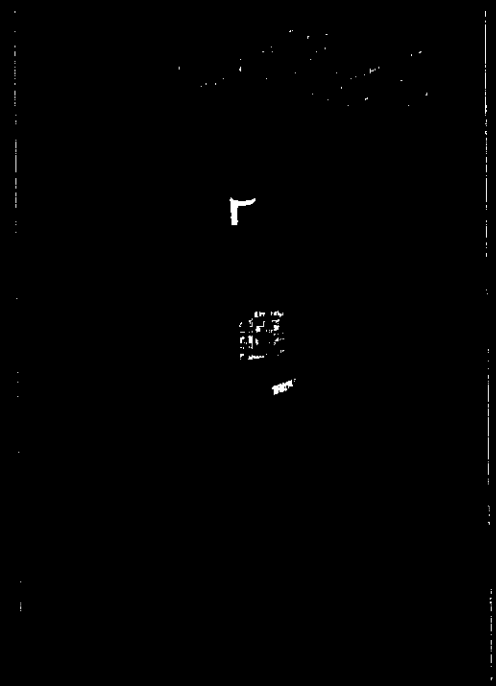
Reduce the Over Saturation by Paratransit

Upgrade PT System by adding Urban Rail

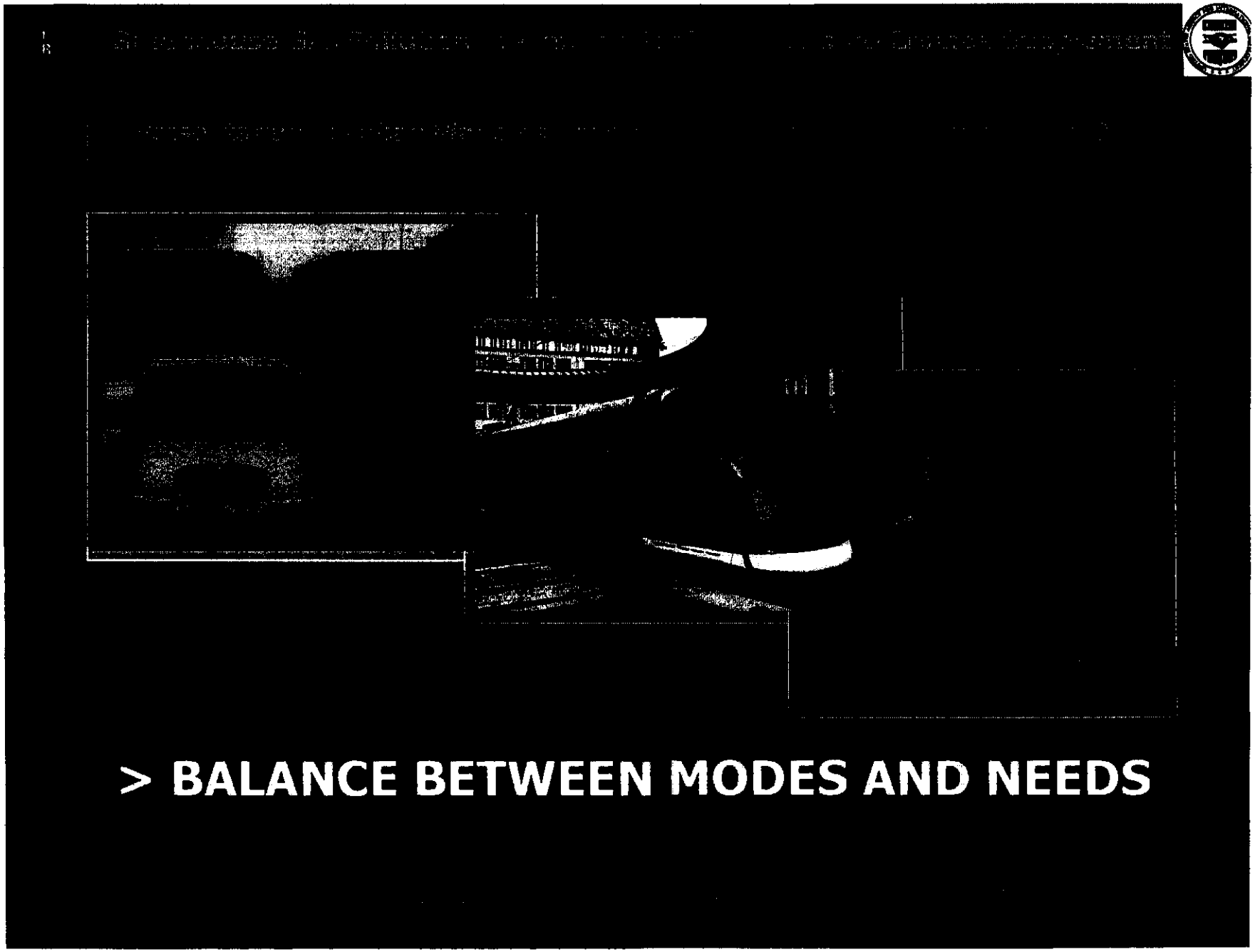
Paratransit to become Feeder System

Competitive "Private" Route Licensing

Marketing and Integration



> CHANGE OF TRAVEL MODE


> BALANCE BETWEEN MODES AND NEEDS

Interventions to Travel

Selective Vehicle Detection
Area-Wide Traffic Control Schemes
Demand Responsive Systems
Re-planning of Intersections
One Way Street Systems
Segregation by Lane Markings
Segregation by Barriers
Signing Schemes
Reduction of Side Friction

> UNIFORM TRAVEL MOVEMENTS

PARATRANSIT IMPACT REDUCTION

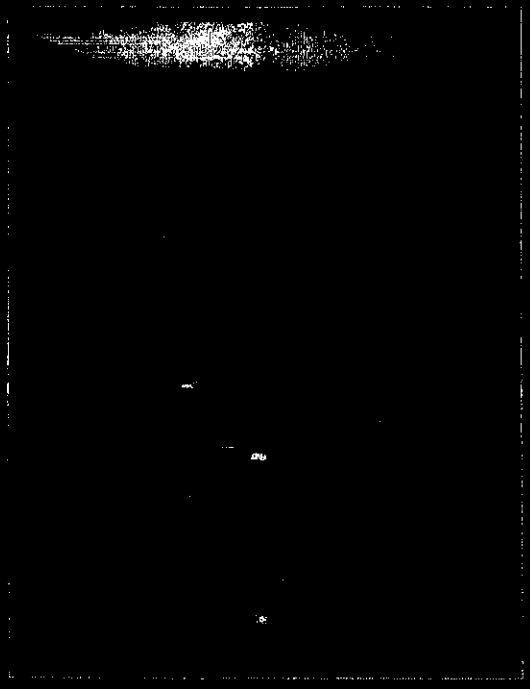
CURRENTLY 20% OF VEHICLE FLEET
POSSIBLY 70,000 VEHICLES
ENFORCE STRICT QUALITY CONTROL
SET LIMIT ON LICENSE NUMBERS
PROVIDE NEW ROLE -
PRIORITY ACCESS FOR
VEHICLES
GRADUALLY REDUCE NUMBERS

> CONTROL OF PARATRANSIT

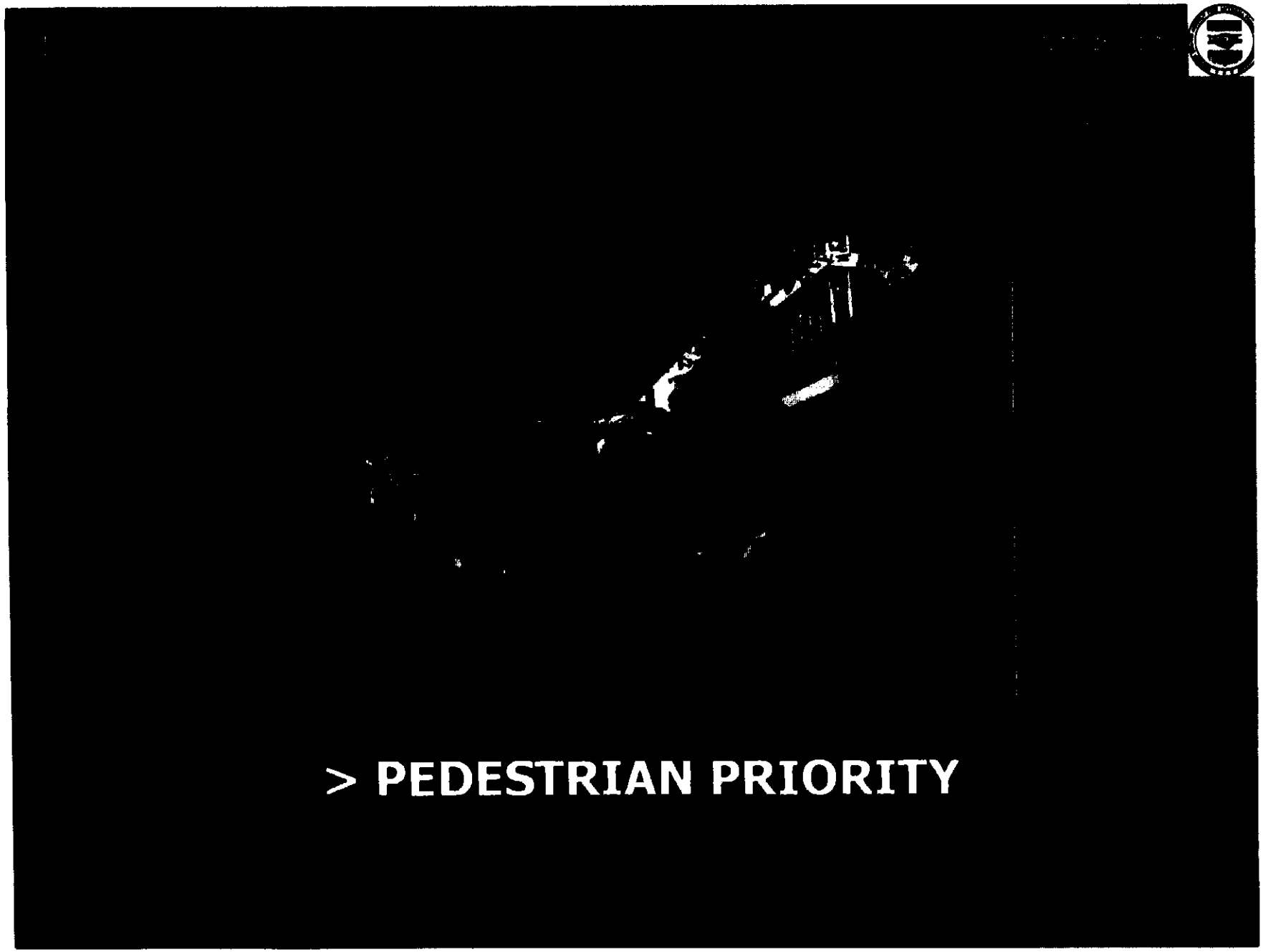

> CONTROL OF TWO-WHEELERS

CREATE ZONES OF PREFERENCE

- VEHICLE TYPE –
- TIME OF DAY – PEAKS
- PARKING CHARGES
- ACCESS CHARGES



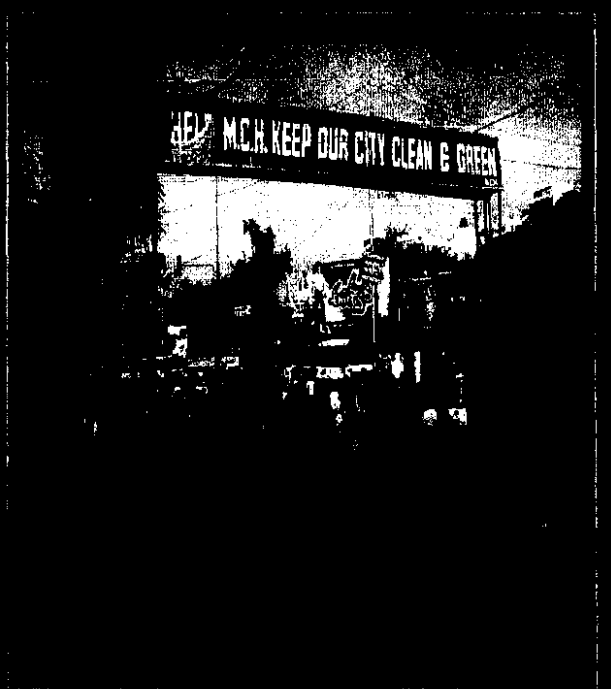
> ZONAL CONTROL OF ACCESS


> PEDESTRIAN PRIORITY

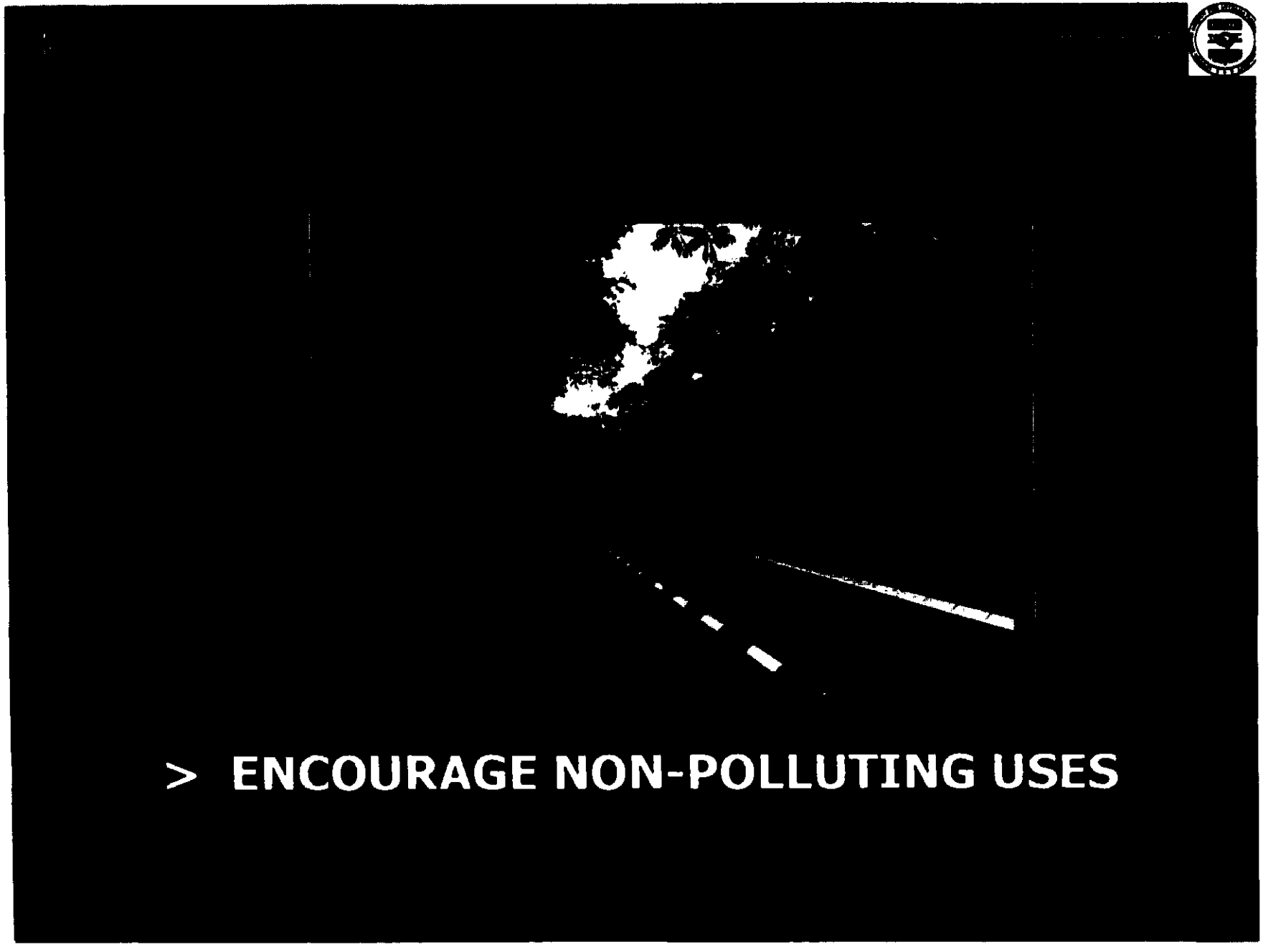
RADIALS AND ARTERIALS

CREATE A SERIES OF ROUTES

⇨ BUS PRIORITY
SYNCHRONISED SIGNALS
PARKING CONTROL
MEDIANS
CORNER TREATMENTS



> TRAFFIC MANAGEMENT ON LINKS


> ENCOURAGE NON-POLLUTING USES

BENEFITS & SPIN-OFF SAVINGS

REDUCED FUEL
SAVINGS IN TIME
FEWER ACCIDENTS
LESS MAINTENANCE

> BENEFITS

DEVELOP POLICY

CONCEPTUALISE SYSTEMS

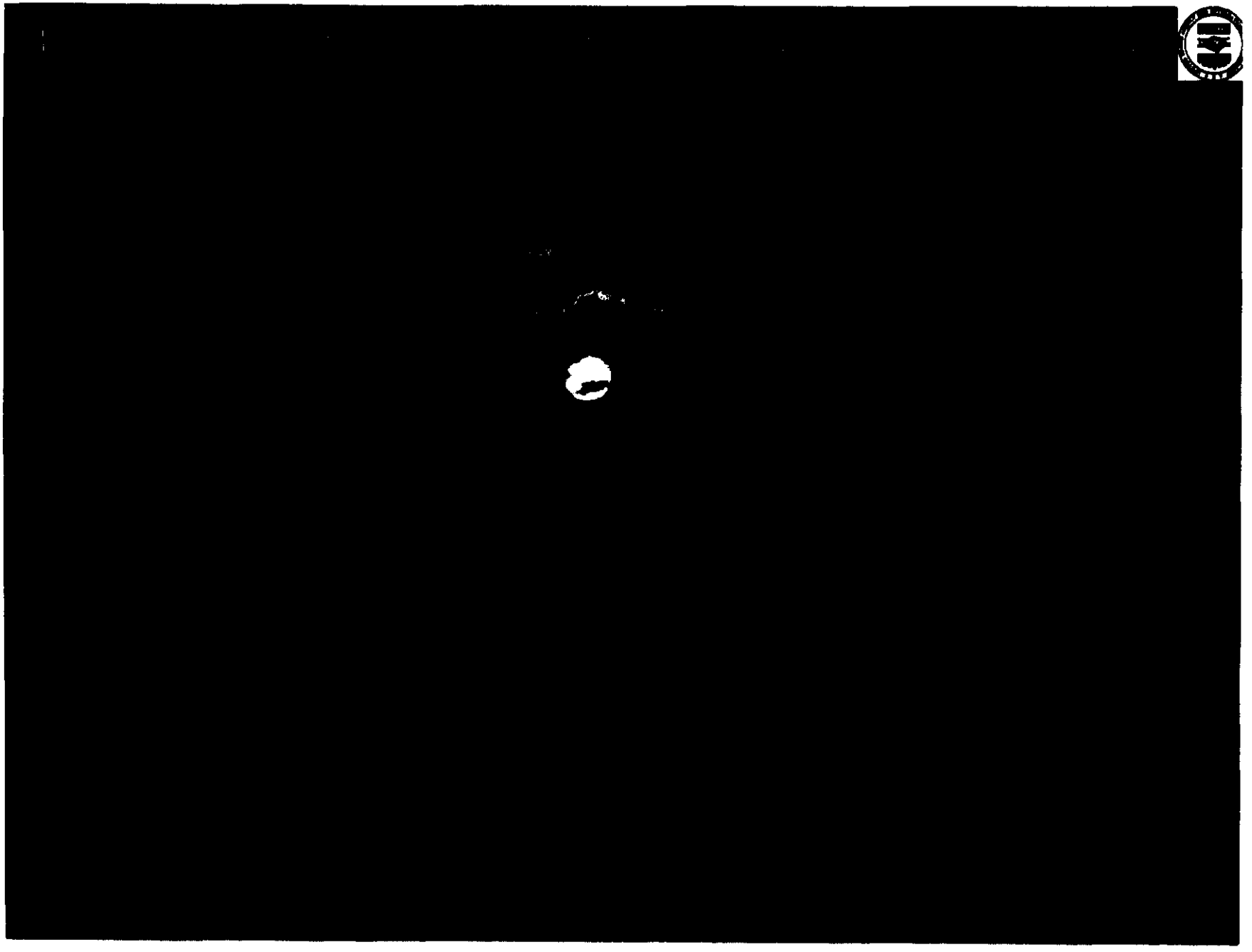
INTEGRATE SYSTEMS

PUBLICITY CAMPAIGN

FOCUS ON ENFORCEMENT

MONITOR FOR SUCCESS

Manage Land Use
Manage Transport Network
Improve Public Transit
Traffic Management
Travel Demand Management
Integration of Concepts and Plans



HYDERABAD ROUND TABLE BOOK

(ENCLOSED SEPERATELY)