

CityLinks Partnership: Indore, Madhya Pradesh, India with City of Garland, Texas, USA

Project Name: CityLinks Partnership Indore Municipal Corporation, Madhya Pradesh, India with City of Garland, Texas, USA
Client Name: United States Agency for International Development
Country: India
Length of assignment: 2002-2004

Project Brief

Indore, the business capital of the state of Madhya Pradesh, India is a fast developing city with a population of 19,60,631 (as per Census of India 2011) and spread over an area of approximately 526 sq km. With increasing population and rapid urban growth, Indore Municipal Corporation (IMC) struggled to provide adequate civic services to citizens; IMC also faced issues of tax payments and a poor solid waste management. To tackle such urban issues faced by developing cities worldwide through exchange of best practice ideas to find solutions to specific issues, International City/County Management Association (ICMA) developed the CityLinks Programme 2002-2004 with financial aid from United States Agency for International Development (USAID). Under this programme, the City of Garland, Texas, US and Indore City, India agreed to become resource city partners for a period of 18 months to enable Indore to get specific assistance and identify areas of mutual interest in the partner cities. The partnership also gained beneficial support of the INDO-US FIRE project. ICMA-India (now working as Urban Management Centre) was the resource and management organization.

Detailed Description of the Actual Services Provided by UMC

Indore Municipal Corporation (IMC) along with City of Garland, Texas identified two issues as focus sectors for the CityLinks Programme. The first issue was revenue generation with citizen communications and outreach with the objective to improve revenue collection and piloting the use of a GIS-based management information system to improve billings and collections. The second issue was solid waste management and designing a landfill site to comply with the Supreme Court guidelines on solid waste management.

1. Revenue Generation

City of Garland officials recognized the need for citizen compliance with regard to taxes and fees in order to increase Indore's revenues and developed initiatives to address the issue. Then Mayor of Indore established a computerized civic centre adapted from a model in the City of Garland. As per IMC data, total revenue increased from Rs 450 million to Rs 750 million in three years through this initiative. Influenced by Garland's use of Geographic Information System (GIS) to maintain a comprehensive database of information on properties in the city, Indore also contracted out for development of a GIS system that would computerize its property tax rolls. Indore followed Garland's lead in piloting 'Water Civic Centres' to improve the city's accountability for water services and



responsiveness to citizen concerns. The intensive campaign streamlined redressal of water related grievances and also helped increase revenues from water taxes.

2. Solid Waste Management

Garland and Indore focused on diagnosing specific solid waste management issues and improvements required to bring Indore's system into compliance with the directives of the government of India. Garland displayed its solid waste and recycling landfill site to its Indore counterparts during a field visit — Indore also learned about Garland's solid waste collection system and the city's financial management plan for its entire solid waste services. Garland officials led workshops for Indore's solid waste staff on principals of waste management, including primary collection methods, segregation and recycling, appropriate collection receptacles, loading equipment and labor needs. The US city provided assistance in preparing preliminary designs for a new, sanitary landfill site and helped establish management principles to be implemented at the landfill.

