

Institutionalizing City Managers' Associations in India

a toolkit August, 2005

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F O R E W O R D

For the past few decades, there has been a growing realization that cities contribute a substantial share to the GDP of the nation, and yet they have progressed very slowly. Impediments to progress are many and include: lack of adequate finances, crumbling infrastructure, growing demand on services, environmental degradation and a lack of technical know-how to tackle these issues.

The decade of 1990 pushed the urban reform agenda to the forefront in India. In 1992, the 74th Constitutional Amendment empowered local bodies towards greater autonomy. City managers took progressive steps to improve service delivery for their citizens. For instance, in the State of Gujarat, Ahmedabad strengthened its financial sustainability and Surat revamped its internal governance structure to tackle sanitation issues. The reforms implemented by these municipalities were innovative practices that warranted dissemination and replication.

As an outgrowth of these success stories, municipalities in India began to realize that they needed a forum to discuss urban issues, share innovative local governance practices and foster peer-to-peer camaraderie. In response, The United States Agency for International Development (USAID) and The International City/County Management Association (ICMA) proposed the formation of the first state-level association in India. The idea received significant support in Gujarat and in 1997, the City Managers' Association of Gujarat was registered as a legal entity.

CMAG as a membership-based organization of urban professionals that aspires to build local governance capacity, advocate local governance issues with the state and central governments and act as a repository of information and good practices.

In the context of India, a “city manager” is equivalent to a municipal commissioner, however, the City Managers Association (CMA) movement also uses this term to represent all city practitioners and urban professionals who help run or administer a city. Though

cities have “business managers”, the term “city manager” is now widely recognized as a local government term in India, where city managers form the basis for the membership of CMAs.

The impact and reach of CMAG programs created a demand for similar associations in other states. ICMA and USAID have, therefore, supported the formation, establishment and organizational development of twelve associations in India. All associations are in various stages of development, but each one provides a valuable resource to their membership. To date, CMAs have the collective capacity to reach out to more than 1500 cities, and impact more than half of urban India.

Their success can be measured by the number of people trained, the breadth of local governance publications that are distributed, and through the relationships that have been formed among local government professionals. CMAs provide guidance and mentoring to their membership and continue to improve local governance throughout India.

The CMA network continues to grow, and has been made possible by the dedication of professionals who form secretariats and serve as board members for these associations. They have taken ownership of, and supported the cause of CMA

This toolkit is designed to share organizational and operational tips for CMA development and includes examples of the experiences of CMAs that have already been established. These CMAs provide a wealth of knowledge not only about city management but also learning from their experience in tackling issues related to CMA formation. While this toolkit is not a comprehensive guide to running a successful association, it provides a roadmap for newly established associations seeking guidance on organizational development issues.

We hope it will inspire the new associations and elected/nominated board members to continue to support the CMA movement.

- Manvita Baradi

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We have used photographs and some program material of CMAs and we are thankful to the secretariat and board members in giving the access to the information and their learning.

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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
BP	Best Practice
BPTP	Best Practice Transfer Program
CMA	City Managers' Association
CMAAP	City Managers' Association Andhra Pradesh
CMAG	City Managers' Association Gujarat
CMAK	City Managers' Association Karnataka
CMAM	City Managers' Association Maharashtra
CMAMP	City Managers' Association Madhya Pradesh
CMAO	City Managers' Association Orissa
CMAR	City Managers' Association Rajasthan
CMATN	City Managers' Association Tamil Nadu
CMAWB	City Managers' Association West Bengal
CMAU	City Managers' Association Uttaranchal
CRISIL	Credit Rating Information Systems of India Limited
EC	Executive Committee
ETAC	Eaerthquake Technical Assistance Cell
FCRA	Foreign Currency Regulatory Act
FIRE D	Financial Institutions Reform and Expansion(debt market component)
HUDCO	Housing and Urban Development Company
ICMA	International City/ County Management Association
ILFS	Infrastructure Leasing and Finance Services
IMEP	International Management Exchange Program
IULA	International Union of Local Authorities
LGA	Local Government Association
LSG	Local Self Government
MOA	Memorandum of Association
NGO	Non-government Organisation
NIUA	National Institute of Urban Affairs
NLC	National League of Cities
QA	Question and Answer
RUDO	Regional Urban Development Office
SADA	Special Area Development Authority
UDA	Urban Development Authority
UDD	Urban Development Department
UIPM	Urban Indicators and Performance Measurement Program
ULBs	Urban Local Body
UNLA	United Cities and Local Governments
USAEP	United States - Asia Environmental Partnership
USAID	United States Agency for International Development
VC	Vice Chairman
VP	Vice President

TOP **10** TIPS FOR A SUCCESSFUL ASSOCIATION

- 1** Ensure participation and buy in from larger cities
- 2** Build a vibrant and a “no-hierarchy” executive committee
- 3** Organize frequent events based on needs of your membership
- 4** Remind your membership of your presence by regularly sending products/flyers with information/newsletters, phone calls etc. communication is a key!!
- 5** Employ full time professional staff to run your programs
- 6** Assign technical program responsibility to your board members
- 7** Restrain from introducing bureaucratic systems within the association
- 8** Give autonomy to the secretariat
- 9** The secretariat should stay abreast of happenings in the urban sector and should be a voice
- 10** Be a friend to your member cities

1

Introduction

Why a City Managers' Association

Often, as in the past, local government reform and the establishment of Local Government Associations (LGAs) have come at a time of transition. In the U.S. for example, the National League of Cities, the National Civic League, and the City Managers' Association (today known as ICMA) were all established between 1894 and 1924, when many American citizens were expressing their unwillingness to put up with dysfunctional and, often, corrupt local government and limited, ineffective services. In many countries undergoing vast political reform or mild waves of decentralization, the establishment or renewal of LGAs has taken place. Hopefully, they have the will and capacity to support local governments in their increasingly important roles. There is an important role for professional associations that represent and meet the needs of municipal officials working in specialized areas that include but are not limited to urban planning, financial management and environmental management.

India's urban issues, with all their related challenges and opportunities, demand a firm place on the national agenda. According to the 2001 census, 285 million people (27.5% of India's population) live in urban areas. Urban local bodies (ULBs), which are statutorily responsible for providing essential services, levying taxes and improving quality of life, face many daunting challenges. They must plan and provide services for rapidly growing populations, mobilize resources to pay for these services, maintain and upgrade urban infrastructure, protect the urban environment, engage citizens in the local government decision-making process, and create an enabling environment for private sector business development.

With a view to improve the quality of life in urban areas through improved governance, the 74th constitutional amendment seeks to grant more autonomy to local bodies by devolving more powers and additional financial resources from the central and state governments. Although this amendment was passed in 1992, it has been slow in implementation by the state governments.

In India, the experience has shown that LGAs or City Managers' Associations (CMAs), as they are known here, play an important role in enhancing the ability of their member-city managers to continuously hone and improve their skills. CMAs provide a forum for information exchange, serve as a center for research in support of professional development, and provide a platform for advocacy to other levels of government and relevant institutions. CMAs define important governance issues and work to improve the image of local government with the public.

In the background of discussion above, Urban Local Bodies (ULBs) require technical and professional assistance to meet these challenges. A lack of professionalism and technical skills, frequent transfers of key officials in local governments, poor financial and administrative management systems, and a lack of adequate revenues all impede ULBs' ability to fulfill their responsibilities in an effective, efficient and transparent manner.



India's urban challenges...

Local authorities require easy access to information and innovative practices from other cities in India or abroad, and need opportunities to network, share experiences, and learn from each other and from their peers and institutions in other countries. Equally important, is the need for a shared platform to articulate and voice their concerns and to lobby for greater autonomy and resources.

The CMA movement in India is a step in this direction. And in order to further strengthen the movement, This toolkit and the guidelines within will certainly play a crucial role.

India's urban challenges...

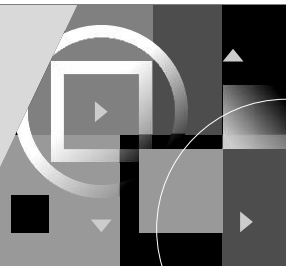


Who is a City Manager?

A city manager is defined as a person in any urban local body, urban development authority, institutions involved in research, training for urban management, a NGO or a corporate in urban sector.

2

Formation of CMA-Gujarat The Pioneering Association in India



It was in 1997 that the Regional Urban Development Office (RUDO) of USAID, New Delhi took the initiative, through technical support from the International City/Country Management Association (ICMA) Washington D.C., USA, to assist in the formation of the City Mangers Association of Gujarat. ICMA first served as a technical advisor to CMAG and later to other states in the country, building its capacity to provide training to urban local bodies (ULBs) and to share innovative local governance practices in Gujarat and throughout the country.

A preparatory mission of ICMA advisors visited Gujarat and through a series of meetings with municipal corporation officials of the City of Ahmedabad, members of the elected wing of the City Corporation and senior officials of the state government, the groundwork was laid for the formation of CMAG. A formation workshop was arranged by the USAID-RUDO Office in Ahmedabad, India from May 13-15, 1997, which was attended by mayors, municipal commissioners, chief executives of urban development authorities and senior officials from city and state governments. Leading institutions and NGOs dealing with urban management and urban design were also invited to the workshop. As a result of the workshop, CMAG was formed and was structured to include membership for all municipal corporations, urban development authorities and Class-A municipalities throughout the state. The following Mission Statement was adopted.

“In order to nurture excellence in local governance and improve the quality of life of the citizens, CMAG will strive to build professional management capacity within urban local bodies, and to strengthen and promote urban local bodies as centers of opportunity, leadership, and governance”.

CMAG objectives identified are as follows:

A. Information exchange

- Share information and experiences in city management practices
- To access international information on developing technologies and best management practices
- Have a centralized clearing house of information on new technologies and management practices
- Disseminate success stories of urban management practices in Gujarat

B. Training and Capacity Building for professional development

- Continued professional development of persons in urban management position
- To strengthen quality of city government to professional management
- Provide knowledge and skills which are common to all city managers
- Overseas training

C. Advocacy

- Urban advocacy to raise sensitivity of the state and central government on urban issues.

An Executive Committee was formed and included representatives from municipal corporations, urban development authorities, municipalities, leading institutions and NGOs. The Executive Committee guides the Secretariat to run the day-to-day administration of the association.

The CMAG was registered as a Public Trust and Society under the Public Trust Act and the Societies Registration Act and its office was formally inaugurated on December 11, 1997. CMAG is affiliated to the International



City managers from Gujarat discussing at the formation workshop

City/County Management Association (ICMA) Washington D.C.

Initially, USAID and ICMA supported CMAG and provided funding for necessary staff and equipment. Later, as CMAG increased its financial and organizational capacity, it created positions for professionals to operate the organization from its own funding, which was derived from project funds, as well as contributions/dues from member cities and individual members. A sample of key CMAG Activities have been given in **Annexure 1**.

2.0 Replicating The CMAG Experience In Other States: A Growing Network

The success in establishing CMAG has inspired the establishment of a growing network of CMAs in other states.

In August 2000, USAID, the United States-Asia Environmental Partnership (USAEP), ICMA, the National Institute of Urban Affairs (NIUA) and the Indo-US FIRE project came together with representatives from state and local governments to form CMAs in the states of Andhra Pradesh, Karnataka, Maharashtra, and Tamil Nadu. In April 2002, formation workshops created new CMAs in the states of Madhya Pradesh, Orissa, Rajasthan and Uttaranchal. In 2003-04, three more associations were formed in the states of West Bengal, Bihar and Punjab.

To provide technical advice, guidance, and resources to new CMA staff and leaders, and with funding support from USAEP, ICMA has established a project office in Ahmedabad, India.

In the coming years, it is envisioned that the network of CMAs will continue to grow and that, ultimately, a national CMA (CMA-India) will be formed to serve as an umbrella organization for the Indian CMA network and as an advocacy platform for all ULBs and cities to the national government.

Further details on ICMA and its role in association development have been provided in **Annexure 2** and details on all stakeholders who supported the CMA Movement have been elaborated in **Annexure 3**.



3

CMA Formation Processes

3.0 Formation Workshop

The formation of a CMA begins by bringing together all stakeholders from the state at a formation workshop. The main objective of this workshop is to arrive at a consensus among all stakeholders towards formation of the CMA and the governing board, as well as development of a mission statement, goals and objectives and prioritization for the first year action plan.

Who should Attend?

The main participants of the formation workshop should be city managers from the state including the Municipal Commissioner, Mayors, Urban Planners and technical/ managerial staff from all the municipal corporations, urban development authorities, municipalities, municipal councils, town panchayat and village panchayat. The workshop is also attended by individual professionals and the academicians in the field of urban planning. Officials from USAID, ICMA US, NIUA, FIRE (D) etc. are also present to coordinate and facilitate the workshop.

Scheduling of the Workshop

The workshop should be implemented over a 2 day period and should include an inaugural and several technical sessions. A series of presentations will be made by different stakeholders on the need for formation and performance of other associations in India. ICMA can make a detailed presentation on how associations have made a difference to functioning of urban local bodies worldwide. Subsequently participants are divided into different working groups which deliberate on organizational development issues, including finalizing the board, membership structure, goals, objectives and training needs. Technical handouts are provided to participants to guide these discussions. The outcome of the working groups' session is then presented, discussed and finalized in the plenary session. This is generally followed by the appointment of office bearers of the CMA.

By the end of the second day, a new CMA is formed and has its own mission, strategy, objectives, action plan, structure and membership pattern. In addition, the office bearers have been appointed and are ready to lead the association.

3.1 Developing a Mission Statement and Strategy

Mission statements and strategic plans are tools to help an organization define and meet its objectives more effectively. They are part of a forward-thinking management process. The process of developing a strategic plan allows for healthy self-criticism, analysis of key issues and creation of milestones for the CMA. It also enables the CMA to focus on future priorities and medium-to-long-term goals, to review the anticipated direction and shape of the CMA, and to insure commitment and active involvement amongst members and staff.

As part of preparation for the formation workshop, several sample mission statements should be developed to foster creative thinking and to ensure that the final selected mission statement is reflective of the CMAs core values and goals.

The Role of the Mission Statement

The Association's mission statement describes its core role and reason for existing, ideally identifying its uniqueness and particular contribution. It reflects the institution's values, beliefs and philosophy, as well as organizational culture. The mission statement is usually an integral part of the strategic plan a starting point on which the specific medium-term objectives are built. It can also be a valuable marketing tool for the CMA.

Sample Mission Statement (CMAG Mission Statement)

"In order to nurture excellence in local governance and improve the quality of life of the citizens, CMAG will strive to build professional management capacity within urban local bodies, and will strengthen and promote them as centres of opportunity, leadership and governance."

3.2 The Strategic Plan

The methodology for developing a strategic plan and mission statement varies significantly from one country to another. Each association has its own unique circumstances, problems, opportunities and needs, and must therefore craft its own particular approach.

A strategic plan is a management tool, setting out the future direction and objectives of the organization: its purpose, policies and priorities over a specified period of time (usually 3-5 years). It can also outline the specific changes, resources and developments required by the organization to enable it to reach its identified goals. Mechanisms for monitoring progress and making necessary adaptations are usually included, together with a budget for implementation.

An outline of the Strategic Plan should be finalized at the end of the CMA formation workshop

Snapshots of formation workshops of CMAs



The Objective of Strategic Planning

Without agreement on the CMA's core values and without a clear understanding by members and staff of what and where the Association should be in the near future, activities and available resources cannot be channeled effectively. A strategic plan provides a clear framework for planning and coordinating day-to-day activities, and a reference point for reporting back on progress. The strategic planning exercise should result in clarity of purpose and focused program areas of action in support of the organizational mission.

A Strategic Plan can play a key role in convincing donors and corporate partners of the seriousness of purpose of the CMA and of its ability to plan and work effectively with resources. This has led to the approval of new project funding.

3.3 Next Steps

The Secretariat is established with its first Coordinator, whose initial task will be to organize the first executive committee meeting. The next immediate step is to register the newly formed CMA with appropriate government authority and open a current bank account

ICMA has, in the past, with financial assistance from USAID provided the new CMA with funding for professional staff and equipment to assist the new board to undertake legal and administrative procedures and formalities. It is beneficial for states interested in forming a workshop to seek funding or insure internal funding before formation is initiated.

4

Components & Characteristics of a CMA

4.0 Structuring a CMA for achieving Goals

The CMA should be based on a democratic and transparent structure that is effective for both the members and the staff (the structure and functioning of the CMA should be set out in the Constitution and Rules of Procedure). The structure of the CMA must:

- Allow it to respond to local member needs and to reach its strategic objectives effectively.
- Allow the secretariat sufficient independence and authority, ease of functioning and quick access to signatories of bank documents
- Encourage active participation by the members, who should be mobilized in policy development and lobbying activities.
- Have a forum for members to share their views and contribute to the strategic development of the Association.
- Facilitate swift and effective decision-making, and a prompt reaction to external developments when necessary.

4.1 Memorandum of Association (MoA) and Byelaws

MoA and Byelaws of City Managers' Associations of Gujarat and Karnataka have been presented in **Annexure 4 & 5**. These include all the rules, procedures, mission statements, objectives, office bearers and their functions/powers, the make-up of the general body, the executive/ managing committee and its roles along with several other aspects of the association. These documents provide a clear roadmap for drafting MoAs and byelaws.

4.2 The Hierarchy

Every CMA should have a general body, executive committee, standing committee, secretariat and professional staff.

The **General Body** includes the full membership of the CMA and, depending upon the size, usually convenes a General Body Meeting (GBM) annually. It is useful to hold the GBM at the Annual Conference so that the full membership can also benefit from technical programs. The General Body deals with issues that are fundamental to the CMA, such as the election of the executive committee, amendments to the statutes, membership matters, and, if necessary, the dissolution of the General Body. It also usually approves Executive Committee's decisions made in the past year and the auditor's report and sets the agenda for the coming year. The General Body's voting rights must guarantee fair representation, and may be accrued according to the size of population represented by the member rather than by using the principle of 'one local government, one vote.'

The **Executive Committee** is a much smaller unit and meets on a regular basis (perhaps 4 or 5 times a year). Its main task is to provide guidance, including steering the CMA on board strategy, coordinating and endorsing policy, reviewing the budget and providing technical guidance on the activities of the association. The Board of the Executive Committee is officially appointed by the General Assembly from amongst its members, making it clear that the body's competences are delegated. Its composition is set out in the Memorandum of the Association and is often regulated to some extent (for instance by quotas), to ensure that it is representative of the membership. Key considerations may include: permanent representation of the largest cities (which often contribute the most financially) or the inclusion of representatives from different geographic regions and/or decentralized associations. Votes should be equal (one person, one vote), since the board members do not represent their individual cities or municipalities but the interests of the CMA as a whole.

- The President is the key representative of a CMA. S/he should be elected or appointed by the General Body and chair the Executive Committee meetings as and when available. The President is usually an ex-officio member of a Local Government/Municipal Corporation to make sure that there is an institutional link between those who make the decisions and those who carry them out. In the case of CMAs of India, the President is usually the commissioner of the largest municipal corporation of the state.
- The Executive Director/Coordinator of a CMA is the administrative head and is responsible for implementing decisions taken by the Executive Board and the General Board. He/she is appointed by the

Executive Committee and is accountable to it, reporting regularly to the board through the Secretary. He heads the secretariat and provides overall guidance to the staff. It is helpful if s/he has a local government background, but it is certainly not advisable for him/her to hold a local government job or mandate concurrently. S/he should be a professional with demonstrated capacity/experience in organizational aspects, communication, accounting management and human resource management.

Some Associations choose to work with a **Standing Committee**, composed of a core group drawn from the Executive Committee. This committee usually meets once a month to deal with urgent issues and to prepare for the decisions to be taken by the Executive Committee. The members of such a committee are geographically close to the Secretariat and often take decisions through tele-conferencing or emails. It is preferred that the signatories for operating the CMA Bank (Current) account are part of this Standing Committee

Sub-Committees within the Executive Committee

Some associations form technical groups among their Executive Committee members to guide certain specific projects being undertaken by the CMA. These groups meet whenever required by the secretariat.

- Sub-committees play an important advisory role in the advocacy and policy development work of a CMA. They provide an important channel for intensifying the involvement of members in the work of the CMA, and a key instrument for drawing upon first-hand practitioner experience and knowledge to enhance the CMA's work. Decisions regarding the establishment of sub-committees or working groups and their composition are taken by the Executive Committee. Members should be experts from within the CMA: each local municipality can nominate individuals to send to a working group or specialized committee. Many CMAs have established criteria for the appointment of committee members based on relevant experience, gender balance and size of municipality etc.
- Chairs of sub-committees are appointed by the President or Executive Board. It is important to have a clear reporting mechanism between the committee and the board, so that the sub-committee's decisions and recommendations are endorsed on behalf of the membership and owned by the CMA as a whole. The Chair may be given an option to co-opt members.
- In order to accommodate and provide CMA support for the specific needs or policy concerns of certain groups of members, or to respond to a particular topical issue, special interest groups or sub-committees can be established. These specialized committees can be organized as standing committees, ad hoc committees or a mixture of both. Specialized committees can draw conclusions, make suggestions and adopt opinions that are then presented to the decision making body to be endorsed as the CMA's official stance.



4.3 Constitution, Rules of Procedure, Conventions

■ The CMA Constitution

The purpose of any CMA Constitution is to draw together decision-making guidelines, agreements on the governance of the organization, including auditing procedures and membership fee quantum and collection, in a form that is acceptable to, and approved by, the membership. A constitution, which introduces an organization and how it works, should be as brief as possible.

■ **Essential Elements of a Constitution**

- The name of the CMA.
- The year of its registration
- The Mission, Objectives and Goals to which members are expected to subscribe, or the longer term objectives and the reason for the Association's existence
- The key approach/methodology to achieve goals within the stated objectives
- The legal and non-profit status of the CMA should be specified
- Eligibility for membership, as well as the rights and obligations of the members (for instance it should be specified that members must pay the duly decided membership fees by a certain date in a new financial year); it should differentiate institutional members, individual members, associated members, and patrons if need be.
- Process for membership (application form and approval procedures for instance)
- Registration of members once they have joined
- A clear structure for the CMA and the tasks of the different components of the CMA.
- Financial base of the CMA (membership fee and investments of funds)
- Provisions for amending the constitution.
- Provisions for winding up the organization, detailing who suffers or benefits from any deficit or surplus that may accrue from the dissolution.

Beware of the following when developing a constitution:

- Drawing up too restrictive a Constitution. It is better to give new CMA wide powers, even if they are not used in the short term, otherwise time-consuming changes may become necessary.
- Lack of clarity. The Constitution should be unambiguous and avoid opening itself to multiple interpretations, although in practice this could be difficult.

4.4 Rules of Procedure

■ Rules of Procedure cover more detailed aspects of the CMA's functioning (for example the precise procedure for applying for membership or how to put down a resolution at a meeting). There is generally no limit to the extent of the Rules of Procedure but they must only supplant and not contradict or vary the terms of the Constitution. The Rules tend to include similar paragraphs to those in the Constitution, but viewed from a more day-to-day perspective, responsibilities and accountability. They might incorporate certain definitions and clarifications, membership fee practicalities, deadlines for paying fees, voting rights and procedures, how to deal with the absence of board members and its consequences, and requirements for re-election of members or the President (if these positions are elected at all).

4.5 The Secretariat

Once the legalities are over, CMA now needs to look into the physical setup of its office. The office bearers of CMA should agree upon the location of workstation, i.e. from where the CMA will operationalize their strategies and mission. Usually the CMA office is located within the premises of the state capitals' Municipal Corporation office or the Urban Development Authority's office. The Secretariat of the CMA, with professional help, assists the Executive Committee of the CMA to setup the administrative systems, including email and other communication facilities.



As mentioned earlier, the Secretariat should be appropriately located. It is essential that adequate staff with relevant experience both, administrative and technical - are employed to meet the priorities and strategic objectives of the Association and its membership. This requires strong leadership and well-developed procedures, including a clear division of tasks and responsibilities. The secretariat staff is responsible for implementing decisions made by the

Executive Committee or making decisions without compromising the Mission Statement and stated objectives. Decisions that have prior approval of the Secretary should be sanctioned post-facto by the Executive Committee. The Secretariat is a service unit for the membership, and has a permanent function in representing the CMA to the outside world. CMAs generally have one official heading administrative functions of membership dues collection, communications and publications, one technical head leading all technical projects and programs of the association, project managers and support staff the location.

Beware of the following when finalizing the Secretariat and headquarters of the CMA:

- An empty structure, where, for instance, policy committees do not have worthwhile agendas to discuss or lack influence on the Executive Committee.
- A heavy structure, which isolates individual members from the decision-making and policy-making processes or one that impedes the same. Structures can also grow too big, lose focus and become distanced from members.
- A structure that is geared towards the interests of only one section of the membership, such as large cities.
- An Executive Committee that is too involved in the daily management of the Association, or one that does not give clear direction to the Secretariat.
- A Secretariat that is too strong or too weak, or which simply does not offer what the members want, creating frustration and apathy
- Inadequate staff in the Secretariat to appropriately meet with membership needs
- An imbalance in the influence of either the executive leadership or the Secretariat
- Restricted communications with the membership.

4.6 Re-visiting the Strategic Plan

■ Process and Methodology

After the completion of the first or second year of existence of a CMA, it is pertinent to revisit the original Strategic Plan. It is commonly agreed that such a process needs to be initiated and supported by the CMA's most senior leadership, and that specific human and financial resources need to be allocated.

In most cases, a CMA instructs a small working group to develop a draft 'game plan,' which is then passed for broader consultation amongst the membership and Executive Committee. The CMA needs to consider the composition of this group carefully in terms of involving politicians, key staff (if possible), members of the board and non-executive members of the CMA. It often helps to bring an outside facilitator (from a sister CMA) to guide the process.

One of the first key steps is usually a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the CMA, which helps to establish 'where the CMA is now.' This should involve the most important constituents of the CMA and other stakeholders, to ensure ownership of the resulting recommendations and the agenda for change. The SWOT analysis can take into account many factors, such as the political, legislative, economic, social, technological and organizational context of local government in general and of the CMA in particular. The analysis also assesses the constituent local governments' expectations, aspirations and priorities.

The following are some useful questions for all CMAs to bear in mind when drawing up a plan:

- Where is the CMA now? (SWOT)



CMAG strategic planning

- Where does the CMA want to be in three to five years? (vision/mission)
- How does the CMA get there? (strategies, perhaps prioritized)
- What action does the CMA need to take? (annual operational or business plans)
- Who will do what? (allocation of responsibilities)
- How and when will the CMA check on progress? (mechanism for evaluation and adjustment)
- It is of primary importance for members to feel that they have been able to influence the resulting documents, that they can easily identify with them, and that they wish to promote them. Ownership by membership and staff is crucial.

It is also important to remember that strategic plans need to be updated, and the process of evaluation and revision should be ongoing. Key goals may remain the same, but strategies for achieving them may need to be modified to take into account new internal and external circumstances.

ICMA has, in the past, assisted CMA Gujarat to undertake a strategic planning process which helped the association to analyze the growth, expand and prioritize projects and programs. Please visit www.cmag-india.org for accessing CMAG's strategic planning paper.

4.7 Membership Administration and Development

A CMA cannot exist without its members. Its primary reason for being is to serve those members according to the priorities they set. This status and mandate gives CMAs great strength and legitimacy, but also makes them vulnerable. A CMA is only as strong as its members and requires their active participation to remain relevant and viable.

A strong membership base, effective communication with the members, and their active participation are critical. These can be facilitated on various levels, but two basic prerequisites are a sound, transparent and efficient system of membership administration and a membership development plan.

■ Types of Membership

Terms and conditions of eligibility, member rights and obligations, and the different categories of membership, are usually set out in the CMA's Constitution. Openness and clarity in this respect are important for the role of the CMA, in terms of attracting suitable new members.

In most states, CMA membership is on a voluntary basis, with the individual local government or associate member taking an active step either to join, or to renew its membership, on an annual basis. CMAs that have 100% voluntary membership of the country or state's local governments are undeniably a force to be reckoned with by the central and state governments.

The core membership of any CMA comprises individual local governments. These members are the driving force behind the strategic direction and priorities of the CMA. They also have voting rights with regard to the CMA's elected offices, and to key changes or policies concerning the CMA. They are the main financial contributors in terms of membership fees.

CMAs have chosen to expand their membership base to non-local government members viz. a viz, professionals from the field of urban development, academicians and students. Many CMAs have chosen to restrict the number of individual members to 50% of the institutional members to safeguard the CMA from being taken over by a group of individuals from the urban local bodies.

These 'associate' members, which include state government senior level bureaucrats, NGOs, corporate members, academic institutions and individuals (who are otherwise eligible to become members of the association but could not be given membership on account of the prescribed limit of individual membership not exceeding 50% of the institutional members.), pay much lower membership fees and are usually entitled to receive the general publications and communications of the membership, but not all services. They do not have voting rights, and their direct involvement in the work of the CMA tends to be limited. However, many regard first-hand access the network and timely information about local government developments as key advantages in and of themselves.

The Executive Committee has an absolute discretion to refuse admission of a person as a member of the CMA.

A comparative membership structure across CMAs of India has been presented in **Annexure 6**.

■ Fees

The establishment and administration of an effective membership-fee system is crucial to a CMA's daily existence. CMAs have chosen to differentiate the amount of fees from member local governments on the basis of the population of the city. As a general rule, larger municipalities with higher paying capacity pay a higher fee (although it may not be higher in relative terms). A few CMAs have also incorporated a one-time membership corpus amount which enables the association to maintain a comfortable bank balance to carry out activities and the

interest earned from banks also supports some of the administrative costs of running an association. Some states have opted for a GR (General Resolution) from the Urban Development Department, deducting annual institutional fees of ULBs from the government grants.

When choosing a fee structure, and setting the base-lines for payment, the following questions can be of value:

- What percentage of the total CMA budget can the CMA hope to cover with fees?
- What (realistic) rate of collection can the CMA budget for in the first years?
- Does the CMA want larger and smaller local governments to pay exactly the same count, or an amount relative to their size?
- Is the CMA offering sufficient services to justify the level of membership fee and to encourage payment?
- What is the true financial capacity of the members? (annual budgets are good indicators)
- Can a lower standard fee realistically be complimented by additional, individual fees for specific services such as technical assistance or legal advice?
- Does the CMA wish to officer membership to non-local government partners and, if so, why?

In the past, USAID/ICMA financial and technical support has fostered the development of CMA services and their individual identities. Over time, and once services have become regularized members are encouraged to pay a level of fees that can sustain the core activities of the CMA.

One example of the growing membership base is that of CMA Gujarat which invites local government officials from non-paying urban local bodies to its programs and workshops. CMAG has adopted the 'marketing credibility' approach to garner an informed membership through lobbies created among participants of study tours.

In most of the CMAs, membership fees are collected on the basis of direct invoice to each local government while in some (as in the case of CMA Andhra Pradesh), a portion of the state government grant to local governments is transferred directly to the CMA. In most cases, fees are paid directly by the members and require annual approval by their elected councils. It is important for the system to be clearly understood and supported by the membership, so that the necessary preparatory steps can be taken for payment, and confusion over levels of fees and methods of payment are avoided.

However, many CMAs have great difficulty collecting their dues. This is particularly true in states where the economic situation of local governments are financially unsound, or where the CMA is not yet able to offer a broad range of member services to encourage payment of fees. Sometimes it can be more tactical to keep non-paying or late-paying members on board (for the strength and representation of the CMA) than to enforce the rules strictly and risk losing them. CMAs have also developed innovative and successful strategies for tackling the problem of fee collection.

A comparative membership fees structure among the CMAs has been presented in **Annexure 7**.

■ **Tips for Increasing Fee Collection**

- Facilitate payment by installments, if this increases the chances for collection.
- Reduced fees for advance payment (for example for 3 years paid in advance).
- Send membership notice / invoices well in advance of the budget approval cycle of the member municipalities.
- Make certain services, such as database or training programs, accessible to paid-up members only.
- Offer reduced registration fees for seminars and conferences to

paid-up members.

- Provide a gift upon payment, such as a CMA diary, calendar, or website hotlink.
- Exclude defaulting members from voting.
- Organize personal visits to members by the President of the CMA or the Secretary General.
- Circulate a list of non-paid up members to encourage peer pressure.
- Have a system for sending reminders and chasing non-payments. Late payers are not always aware that they have missed the deadline.
- Be willing to implement a range of sanctions, from suspension of certain rights to cancellation of membership. Include these sanctions in the Constitution or Rules of Procedure.
- With regard to corporate and non-local government members, allow limited and privileged access to the membership (for example, e- mail accounts).

■ **Information Management**

Acquiring and maintaining up-to-date information on the membership is crucial. A simple membership database, preferably electronic, can greatly facilitate and increase the effectiveness of the CMA as a whole, not simply the administration of the fee system. It can be used not only for establishing membership fees, issuing invoices and maintaining records of payment, but also for annual budgeting, developing selective mailing lists, allocating some voting rights and determining program and serve priorities. In some countries, the membership directory of the CMA (usually the contact details of the individual members), or electronic access to certain parts of the database, is a source of additional income for the CMA.

Most CMAs use a variety of methods to collect information from their members, for example: the initial application form; questionnaires; the website; feedback forms at CMA events; and good coordination within the CMA secretariat between the membership officer and other staff. Some CMAs have a system whereby members directly update the information about themselves, such as the key contact section, the population served, the annual budget, the number of committees and their remittances. This is done via a secure part of the CMA website.

■ **Membership Development**

No CMA can ever afford to take its membership for granted, and it is therefore important to have a strategy in place for retaining existing members and broadening the membership base. New members provide new ideas and energy, whilst broader representation in geographical or numerical terms usually increases the influence of the CMA in the arena.

In some cases, there is an obvious target for a member-recruitment campaign, such as one or more leading cities, a certain geographical region, or a new type of member that are not yet involved in the CMA. A proactive strategy that combines mailings, individual contact with perspective members, invitations to CMA events and meetings and/or marketing of CMA services can be effective. Existing members, enthusiastic about their involvement in the CMA and the services provided, are ideal advocates and recruiters for CMA.

For new CMAs, the starting point can be more difficult because the association is not yet well known and has not been able to prove itself or develop services. In such cases, it is important to establish a firm relationship with potential members, encouraging them to invest in the future and to work with the core leadership of the CMA.

Applications for membership are usually submitted in writing and must be approved by the Executive Board of the CMA. The application form is an opportunity not only to gather valuable information about the potential new member, but also to check that the application is institutionally supported by the applicant local government and not the initiative of a single person. A sample membership form has been given in **Annexure 8**.

Many CMAs require new members to ratify the Constitution of the CMA as a sign of commitment to, and acceptance of, the rights and obligations of the members as well as to abide by the Code of Ethics formed by the CMA. The code of ethics developed by CMAG have been given in **Annexure 9**. Each association should adopt these code of ethics.

Beware of the following membership concerns:

- Isolating the membership administration within the Secretariat. Membership is at the core of the CMA and effective management of membership is vital. Often it is regarded as an administrative matter, which will run smoothly without much investment of resources, but this can threaten the viability of the CMA.
- Having membership application procedures and a fee system that is neither simple nor transparent. This can discourage potential members or antagonize them altogether.
- Failing to set the membership fee(s) at an appropriate level. There is always a fine line between setting a fee high enough to allow the CMA to develop activities and low enough to encourage new members to join, in addition to which, members only continue to contribute if they feel that they are benefiting from the CMA.

5

Legal, Constitutional and Administrative Procedures

5.0 Registration Process

After gaining consensus on the formation of the CMA, and in order to confirm its legal status, the CMA must be registered under the national/state act of societies/ charitable trust. Registration empowers the CMA with various rights and allows it to function according to its envisaged goal.

5.1 Typical Registration Forms, Procedures

The CMA must complete registration forms available at the Charity Commissioner's office. Prior to registration, the CMA must finalize its key members and the executive or managing committee members in order to drafting its goals and objectives and accordingly get registered under the appropriate act. The registration has to be witnessed by senior officials for which the CMA needs to confirm their availability during the registration process.

The Secretariat of the CMA assist the CMA in the registration process, as well as with the process of opening bank accounts.

5.2 Financial and Human Resource Management

Once the CMA is registered, the first step is to open a bank account. It is usually a Current Account (as opposed to a Savings Account), in the name of the CMA and the Executive Committee decides upon the number of signatories who will have the authority to operate the account. Generally, signatories are no more than three members selected from the President, Vice president, Secretary and Treasurer. It is advisable for ease of operation that the signatories be located at near secretariat headquarters. However, each CMA can include and/or exclude any of the members/ office bearers specific to their requirements.

It is also advisable for the Coordinator/Executive Director to pay for daily, petty expenses through a separate Current Account that is operated jointly by the Accountant and Coordinator/Executive.

■ Receiving Foreign Funds

For a CMA to receive foreign currency as funding support, it must obtain permission from the Home Ministry of the Central Government under the Foreign Currency Regulatory Act (FCRA). This is usually done after the first two or three years of CMA operation. If a CMA has to start with foreign funds, then the authorities must apply for prior FCRA permission. It is a criminal offence to receive foreign currency without permission. Usually, such a permission is followed by a permanent FCRA number so that a CMA can continue to receive funds from any international sources in any currency. For this however, it will be necessary to open a special Current Account (FCRA) and for which there are separate audit formats to be sent to the Home Ministry regularly.

■ Invoicing

Usually, invoices are sent on letterhead from the CMA. If necessary, an additional sheet shall be attached specifying the details. The invoice statement shall clearly specify the services rendered (for which the invoice is raised), its quantity and payment amount for the same. The invoice shall be directed to the appropriate authority of the recipient organization/ institute

CMA executive committee meetings in progress



and shall bear the correct designation and address of the same. If required, the invoice shall also indicate the mode of payment, recipient bank name/ account etc.

■ **Expense Vouchers and Receipts**

In order to have a standard format for claiming expenses by the secretariat staff, an expense voucher detailing the heading under which the expense has been incurred and the amount with a signature has to be submitted. Appropriate proof of expenses incurred viz. bills, vouchers and receipts is necessary.

■ **Accounts and Audits**

All CMAs are expected to appoint an Accounts Officer (part-time or full time) to assist the CMA in financial management, payment to vendors, administration of staff salaries, management of the office ledger/petty cash, oversight of equipment purchase procedures, reconciliation with banks and donors, to track money advances to staff and to handle income/service tax procedures.).

An external auditor should be appointed by the CMA to audit the financial statements of the association. The auditor's appointment needs to be approved by the General Body, as well as by the Executive Committee.

■ **Leave Application, Internal Notes and Invoice**

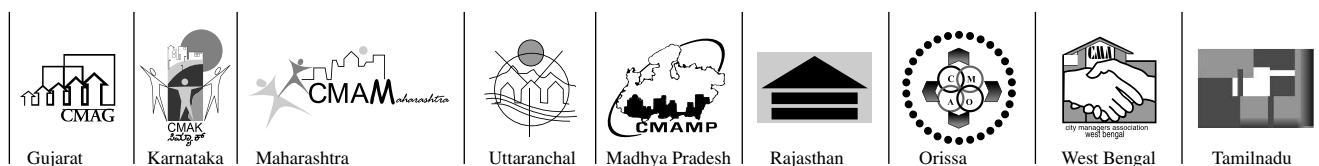
With a need to standardize the working documents of the CMA administration, it is essential to draft a format of Leave Application, Internal Notes and the Invoice. The samples of all relevant forms, including other necessary forms/formats of CMAG are attached presented in **Annexure 10**

5.3 Basic Forms and Formats for Administration

After the initial office and administrative setup of the CMA, it is important to undertake the following basic steps to operationalize the organization. The secretariat of the CMA along with the Office Bearers takes the lead in designing, formulating and producing the same.

■ **Logos**

The identity of the CMA can be shown through its logo. The logo can provide viewers with a snapshot of the CMA's responsibilities and credentials. Thus it should convey the mission and objectives of the CMA. For this, professional graphics agencies' assistance can be sought to meet the requirements.



■ **Letterheads**

The finalized logo of the CMA is added to the CMA letterhead. The letterhead should bear the name, address, contact numbers, e-mail address, web-site and the logo of the CMA to ensure a professional look for correspondence with other institutions and organizations.

■ **Visiting Cards**

Similar to the letterheads, the visiting cards of the association shall include the name of the member, his/her designation, the official address, contact numbers, the e-mail address and the logo. Again professional agencies can be consulted to design the cards and attention should be given to the legibility and professionalism of the same.

■ **Brochures**

Brochures are a publicity tool that helps expand the CMA network and create awareness amongst the membership, government organizations, donor agencies and citizens at large. The brochure of the CMA generally contains information on its formation, mission, objectives, strategies and membership structure. It is advisable not to print committee member names due to changes and transfers of the city manager. Brochures can also include the areas of work, activities undertaken to date, types of membership offered, the respective fees and a sample membership form.

The brochure can be an electronic brochure if all members have computer access and internet connectivity. To date, most CMAs have print copies of their brochures. A sample brochure of CMAK is presented in **Annexure 11**. CMAs may design their own brochures to suite their requirements.

■ **Membership Forms**

Membership forms are distributed to willing institutions, organisations and individuals to file registration with the CMA. This form shall include the basic information regarding the member such as name, address, age,

qualification, occupation, type of membership sought, details of subscription amount paid in terms of the period and the mode of payment. It shall also contain the column for official use specifying whether membership is granted, the membership number, etc.

5.4 Executive Committee (EC) Meetings

The details of conducting meetings should be clearly laid out in the MOA and bye-laws of the CMA, clearly defining the reasons for convening meeting (some are fixed, while some are summoned when the need arises), who to conduct the meeting, who will be summoned, the particulars of the business to be transacted at the meeting, the decision making power on the issues raised, the responsible office bearer to note down the minutes and the recording system. The following are suggested guidelines for the ease of CMA operation.

■ Preparing an Agenda

No meeting can be convened without an appropriate and authentic agenda. Hence the convening authority and members shall jointly determine the agenda at the outset and invite the concerned officers and members accordingly. The agenda may include administrative, political or programmatic decisions that are relevant to the CMA.

■ Sending the Circular of Invitation

Once the agenda is fixed, a circular of invitation shall be sent to the invited members of the meeting by post or by e-mail if members have access to computers and the internet). The MoA and byelaws should specific how far in advanced the invitations must be distributed. The circular shall state the schedule of meeting, the agenda, venue and the timing. In response, the invited member shall convey their consent and/or willingness to attend the meeting to the concerned authorities to make appropriate arrangements for the same.

■ Making Presentations

Based on the agenda of the meeting, the convening authority shall make presentations to the attendees. The presentations may be in the form of handout notes or a multi-media tool- whichever is more convenient to the presenter. The presentation shall clearly outline the subject so that the matter will be resolved in the meeting through discussions and voting as needed.

■ Preparing Minutes

Preparation of the minutes is the responsibility of the secretary or the joint secretary of the managing/executive committee of the CMA. S/he has to be present in each meeting and shall note down the proceedings sequentially. S/he will also summarize the important issues/decisions taken during the meeting. As such, the minutes shall bear the name and designation of the attendees, the chairing authorities, date, time, venue, the agenda and the decisions taken during the meeting.

■ Circulation and Maintaining Records

After preparing the minutes of meeting, the secretary or the joint secretary shall circulate copies to all the attendee members. The minutes of the meeting are signed by the Chairman/ President/ Ex. President (depends on the rules and regulations of each CMA) and by the attendee members so as to confirm that they agree to the decisions taken thereof. The signed copies of the minutes of the meeting shall be compiled and recorded in the file (maintained by the secretary or joint secretary) for easy reference for the future.

CMA executive committee meetings in progress



6

Member Services

6.0

The Programs

The CMA should conduct various programs and workshops to meet their goals and objectives. Most programs are supported through CMA membership dues, while some are funded through donor agencies, state governments or other funding mechanisms. The priorities of the CMA membership, as discussed at the formation workshop, determine the kinds of programs that the CMA will undertake. CMAs also may conduct a training needs assessment of their members to prepare a training calendar.

Some of the innovative programs that associations have been conducting are as follows:

Best Practice Documentation Program

In India, most growing cities have similar issues to address, which include: a lack of financial resources, water shortages, inefficient solid waste management, growth of slums, problems of health and sanitation and degradation of infrastructure. Sharing of best practices fosters replication, improving the local governance of urban local bodies throughout India.

Documenting and disseminating best practices builds a platform for the exchange of innovative ideas and provides a list of solutions to city managers that can be applied and modified in each city. Best Practices dissemination has three objectives:

- To build awareness of proven solutions
- To develop and disseminate effective learning tools and processes for implementing an urban local body's plans.
- To promote transfer of knowledge, expertise and experience derived from Best Practices through learning, transfers and co-operation.

Each best practice should include the following:

- Situation before the initiative- gives in brief, the situation leading to the initiation of the best practice
- The Response/Strategy-the proceote healthy competition and to recognize the efforts of a ULB, awards are usually instituted by the CMA. An external jury selects several cities and their best practices for the awards which are then invited for public presentation. The awards are distributed by invited, high profile VIPs.

The Best Practice Transfer Program (BPTP)

A best practice transfer is conceived of as a partnership endeavor, with both the "provider" and the "learner" standing to benefit from a well-structured exchange. The program can include dissemination of best practices through the publication of a Best Practices Catalogue and will provide a tangible basis for learning from proven solutions to common problems or issues. The BPTP involves peer to peer-learning and does not end at documentation and dissemination of best practices. As an example, CMAG has initiated the Best Practice Transfer Program (BPTP).

Urban Indicators and Performance Measurement Program (UIPM)

Urban local bodies are taking a number of policy measures to manage their growing populations and infrastructure demands, in order to provide citizens a suitable and better living environment. But lack of information systematic appraisal of urban problems are hampering their capacity to develop and analyze effective



CMAG best practice trophies and the best practice award ceremony at CMAG

urban governance. Moreover there is little appreciation of what their remedial policies and programs are, in fact, achieving. There is a need to develop a standard to provide an overall picture of the city and how it works. Urban Indicators are a measure that can help local bodies achieve this objective.

Such measures can take the form of municipal indicators, which are variables or functions of several variables that measure particular real world phenomena. Indicators assist in analyzing trends and impacts of policies. They reflect the trend of development and also provide quantitative and qualitative information.

Urban indicators (UI) measure the state of urban areas and include social, economical, and environmental indicators. Citizen's groups, governments, and businesses can use these indicators, which provide an objective description of the conditions of the urban area as they relate to the goals of the community. UI shall reflect the most important concerns of the entire community, not just those of a particular interest group. UI can be derived from City Development Strategies, which are required by The World Bank to secure funding for capital projects. They can also inform capital improvement plans, by linking the plan to the overall goals of the community.

Performance Measurement (PM) assists ULBs to manage their efforts efficiently and effectively. Performance measurement can be used to determine the financial impact of new programs, assist local councils with the allocation of resources and help municipal commissioners and their staff make program and management decisions.

Collectively, a performance measurement data bank can provide CMA members comparative data that demonstrates how well they are performing and highlight programs that may be improved upon. Through performance measurement, ULBs can demonstrate how a public program benefits and changes the conditions in an urban area.

The UIPM program has been initiated by 5 CMAs and has assisted ULBs and concerned state government authorities with measurement of performance of ULBs across sectors and over time. The CMA Karnataka is setting up a Centre for Performance Measurement to solely work on measuring performance and assisting ULBs with improvement over time.

CMAG has also initiated a pilot UIPM study across ten cities in Gujarat.

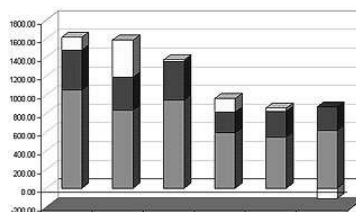
Benefits to the ULB's Management :

- Enables performance evaluation over time as well as comparative performance. Comparison can be done within urban local bodies across the country or through benchmarks and set targets.
- Provides decision makers and implementation agencies with a set of comparable data for effective planning and decision-making.
- Acts as tool for identification and adoption of Best Practices.
- Helps the municipalities justify its demands for fund allocation in critical areas.
- Provides self-assessment tool for city management which will help identify gaps in the system and prioritize action plans.

Training and Capacity Building Programs/ Workshops, Seminars and Study Tours

CMAG UIPM Results

Revenue Expenditure and Revenue Surplus for six Municipal Corporations in Gujarat



Many CMAs, with the technical assistance of experts, have organised various training programs based on the requirements of the CMA membership. For example, NIUA, through the Indo-US FIRE-D program, has been supporting a number of CMAs in conducting such training programs. Other support agencies include The Ford Foundation, The World Bank and many others.

The following sub-section provides guidelines to the CMAs for conducting the aforementioned technical programs.

- **Conducting Needs Assessment**

Once the CMA is operationalized, it shall undertake various programs to meet its objectives and to build the capacity of city managers. Member city managers representing the general body of the association shall come together, discuss and identify the gap within and between the desired skills and the existing skills, that affects the efficiency of city governance. These gaps may range from the field of general administration, office management and specific technical aspects to managerial skills, latest technological tools, public relations and financing. These weaker areas may differ from CMA to CMA and from institution to institution. CMAs may also solicit assistance from experts to conduct such a training needs assessment.

- **Organizing a Program**

- Deciding on a Topic and Guest Speaker**

Once a topic or training program has been identified, the CMA shall prepare an inventory of technical experts and agencies involved in the related field/ sector. Technical experts may include city managers who have done exemplary work in the chosen area. Based on the requirement of the program, the experts and guest speakers will be selected and a budget will be developed that includes the number of man-days, the rate of the expert, travel stipend and other related costs..

- Logistics, Budget Preparation**

After the selection of the training topic, the CMA prepares a detailed budget for the training program, including the above mentioned technical expert fees, venue, equipment, food costs and preparation of training kits, communication costs etc.

The CMA shall send invitations to its members to nominate participants to attend the workshop. Members have to send confirmations to the secretariat headquarters within a stipulated time so as to enable the association to plan logistics,

Logistical planning shall include decisions on the venue of the program the number of participants, lodging and boarding arrangements, conveyance arrangements and equipment arrangements (desktops, laptops, multi-media projectors, screen, microphone, speakers, stationeries etc.) Depending on the budget, the managing/executive committee shall determine the funding of such programs. If it is within their budget, the CMA shall conduct the program from its own membership dues or may decide to request funding from other organizations.

- Technical Content and Management**

The CMA secretariat should put together reading materials for the participants. This material may be from books, published papers and/or the internet and may be translated into the vernacular language for the convenience of members.

- Getting Feedback from the Training Program**

Getting feedback on the efficacy of training helps to understand the success of the program and determines ways for the CMA to improve future training. The typical feedback form shall include various questions related to the program, asking participants to grade the technical content, delivery mechanism, quality and level of dissemination. The answers shall be sought objectively and generally include a range of



Training programs in action

quantifiers that may include, but are not limited to: extremely useful, good, average, not useful or poor. The overall rating shall be calculated on each aspect of the training and the results indicate the quality of the technical program. The feedback forms should generally be annexed to the final report and submitted to funding agencies. When the CMA is funding the training program internally, the feedback forms are used for internal purposes.

Report Preparation (Technical and Financial)

A report shall be prepared on the technical program, documenting the needs assessment, topic selection, guest speakers, affiliated agencies, participants, technical content, financial costs, a summary of the training program, the feedback and its level of success. This report will be helpful for the CMA to replicate the program in other areas as well as to improve for future trainings.

Newsletter

Newsletters are a regular source of information to convey relevant news about the state, as well as activities and programs conducted by the CMA. Newsletters may also provide news in urban planning, management, best practices, civic governance and other local governance topics from throughout the country, as well as from other nations. Newsletters may include a particular theme of interest to the CMA's membership. It is advisable to publish the newsletter in the local language of the region so as to provide ease of understanding to the membership. Content input, design and editing of the newsletter is a primary responsibility of the secretariat, however the contents of the newsletter should be approved by the executive committee. It is advisable to quote and acknowledge sources in the newsletter. Newsletters shall be printed and published on a regular and at least quarterly basis. Newsletters become instrumental in helping CMAs stay connected with its members.

Newsletters of CMAs



7

Some Do's & Dont's

This toolkit has emerged out of the experiences gained from conceptualizing, establishing, institutionalizing and running CMAs in India.

The following points outline a summary of lessons learned or tips for sustaining a new CMA and promoting its robust growth.

- Members of an Executive Committee come from ULBs and often tend to view the Secretariat and its staff as an extension of a ULB. The fact that a CMA is a professional institution with highly motivated professional staff that needs corporate style approach is often forgotten. Thinking outside-of-the-box will propel the CMA towards faster growth.
- In this context, Human Resources Development (HRD) and Human Resources Management (HRM) play a critical role. Remunerations and financial or in-kind incentives must be looked at dispassionately. A new CMA cannot afford a high attrition rate and turnover in human resources in today's HR market.
- Rewards will lead to greater job satisfaction for those working hard, will increase productivity and, therefore, promote growth.
- There must be a policy for annual increases and objective reviews of the staff. Ad-hoc supervision of staff should be avoided.
- In any Executive Committee Meeting, a Chairman, must avoid unilateral decisions and promote (often deliberately) healthy discussions before coming to final resolutions. Also, the numbers within the Committee should be kept to a minimum. Often, in order to please everyone, the Committee tends to carry extra baggage.
- Once the board officials makes decisions, the Executive Director/Coordinator must be given total independence in budgeting, spending, planning content and execution of the program as long as s/he remains within the scope of the Mission Statement and overall budget. This will promote creativity and productivity.
- Board officials, despite their own busy schedules, must regularly visit the Secretariat to encourage the staff and to understand the work being done. This will avoid a sense of disconnection that often prevails among staff.
- Cheque signatories must realize that timeliness affects the overall credibility of the CMA and must process cheques as a priority.
- In the same manner, internal notes between the Executive Director/Coordinator and the Secretary to whom s/he reports must be processed immediately so that the decisions are not delayed.
- Once the Secretariat starts functioning, this vision is converted into action on the ground. The staff therefore become the eyes and the ears of the governing body, and after a few years, tend to develop strong views, backed by experience and networking, on the path that the CMA should take. This is a critical juncture in the CMA's existence. All efforts must be made to listen to the staff and where possible, support them in their endeavors.
- A CMA is a professional body, made up of members and may also serve as an educational, academic



Sampling of Key CMAG Activities

CMAG has conducted several workshops, training programs, research studies and exchange tours. These activities were organized and funded from CMAG resources, as well as through financial support from ICMA, FIRE, NIUA, The World Bank, The Ford Foundation and the State Government of Gujarat. The latest update of activities on CMAG can be found at www.cmag-india.org

Key CMAG activities include the following:

Best Practices Documentation Program

- Implementation of two rounds of best practices documentation of initiatives from several cities in Gujarat
- Publishing of the English and Gujarati versions of the Best Practice Catalogues
- Distribution of Best Practice Awards
- Initiation of best practice documentation for 2002

Best Practice Transfer Program (BPTP)

- Sharing of best practices from eight mentor cities to twenty one ULBs
- Initiation and establishment of Heritage Cell in the municipalities of Bhuj and Siddhpur
- Promotion of Property Tax Reforms (Best Practice of Ahmedabad) in several municipalities

International Management Exchange Program (IMEP)

- Implementation of 3 International Management Exchange programs
- Implementation of fourth exchange in progress

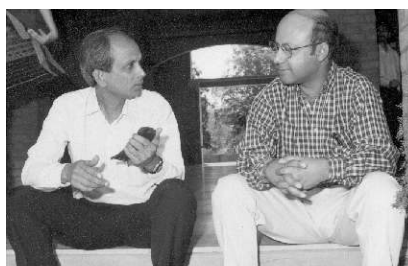
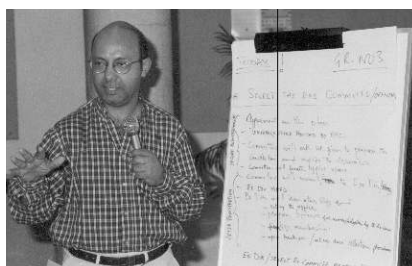
Urban Indicators and Performance Measurement Program (UIPM)

- Development of urban indicators, including specific urban phenomena such as service levels, access to services (service coverage), efficiency in service provision, and financial performance with respect to revenue sources, efficiency in resource mobilization and utilization.

▪§ Urban Indicators provide urban local bodies and other stakeholders with analytical tools, which enable more informed planning and decision-making. Over time, this system will help to develop sector norms or benchmarks. Six corporations and nine Class-A municipalities have been selected for the first phase of the program.

Training and Capacity Building Programs

- Implementation of professional development through workshops, seminars, training programs, exposure tours and overseas training.
- Workshop on 'Designing Public Grievances Redressal System' for Urban Local Bodies, 1998'
- Regional workshop on 'Citizens' Charter, 1998'
- The state of Gujarat, circulated the model charter prepared in the workshop to all the cities of Gujarat. The cities in turn prepared their own charters. CMAG also provided a guide to preparation of charter.
- Three two-day workshops on 'Municipal Budgeting and Accounting Reforms, 2000'
- Three regional workshops on formulation of 'Gujarat State Urban Slum Policy'
- A two-day workshop on 'Dynamics of Integrated Slum Development'
- Seminar on 'Integrated Wastewater Pond Systems'
- Seminar on 'Urban Indicators and Performance Measurement of 10 Cities of Gujarat'
- Workshop on 'tools for solid waste management and practice'
- Workshop for elected representatives on 'Emerging concepts in Urban Governance'
- Workshop on 'Disaster Preparedness for Hospitals'
- Workshop on 'Urban Health Programs'
- Workshop on 'Poverty Alleviation Programs of SEWA'
- Workshop on 'Gender and Built Environment'
- Seminar on 'Safer Cities, 1998' as a part of World Habitat Day celebrations



*Ahmedabad & Surat
Municipal Commissioners
at CMAG formation workshop*

- Three workshops on 'Stress Management for Municipal Officials' in Ahmedabad, Surat and Rajkot
- 'British English Certificate' course for civic staff
- Several training programs in the areas of Accounting reforms, Budgetary reforms, Financial Management, Office Administration, Solid waste management
- Study Tours within Gujarat and outside the state to several cities in India

Advocacy

- Sensitization of state and central governments on urban issues
- Implementation of advocacy workshop on 'Improving Financial Resources of Urban Local Bodies, 1997'
- Submission of a memorandum to the Government of Gujarat, requesting autonomy to urban local bodies to raise financial resources from non-tax revenue/impact fees

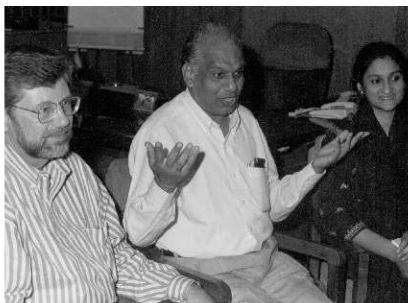
Special Programs undertaken during Earthquake 2001

- Establishment of an earthquake technical assistance cell (ETAC), in collaboration with EPC and Abhiyan of Bhuj
- Printing and distribution of digital maps of Kachchh
- Rapid assessment and capacity building of engineers of

- five cities
- by eminent engineers invited from outside state
- Structural assessment of Kachch cities with State Government mandate
- Assessment of financial impact and turn-around strategies for ULBs
- Participatory, planned actions in disaster area including a disaster atlas of Kachchh
- Conceptual structural assessment implications for rural areas
- form NGO disaster managers in Kachchh, April 2001
- Issues in conservation of urban architectural heritage
- Financial operating plan as a tool for budgeting

Key Externally Funded Projects

- Drafting of Gujarat State Urban Slum Policy for the state government
- Earthquake projects
- Implementation of Double-entry, accrual based, computerized accounting systems in all 141 municipalities



BPTP and IMEP Programs

Associations enable their members to unite their efforts toward common goals, such as representing their shared interests to legislative bodies and providing/accessing specialized training. Building the capacity of local government and professional associations has remained one of ICMA's most important roles in furthering the development of effective governance and management worldwide. ICMA, itself an association, has almost 90-plus years of experience serving a local government constituency of city managers and other local government executives. Based on this experience, ICMA serves as a model and partner for national and regional municipal associations in other countries. ICMA has provided technical assistance and training to many municipal associations worldwide, and has working relationships with national municipal associations on five continents. ICMA has helped strengthen and in some instances establish local government associations in Bosnia, Poland, Slovakia, Armenia, Kyrgyzstan, Hungary, the Czech Republic, Montenegro, South Africa, Zimbabwe, Honduras, Mexico, El Salvador, Indonesia, India, and the Philippines.

ICMA's association development work involves both, strengthening associations' role in the local government sector, and promoting associations' long-term viability, so that they can progress toward their goal of effective governance without external assistance or funding. ICMA has published case studies of two associations that illustrate the range of issues involved in association development.

Code of Ethics

Promoting high standards of ethics within the local government management profession and throughout urban local bodies has been one of ICMA's highest priorities for the past 75 years beginning with the adoption of ICMA's first Code of Ethics in 1924. Since 1972, ICMA has also developed guidelines to better enable the ICMA membership to apply the Code. ICMA has authority to ensure a member (either publicly or privately) who violates the Code or also power to remove the member from membership. It is worthwhile mentioning on here that the first 12 provisions of the Ethics Code of the City Managers' Association Gujarat in India are the same as the ICMA Code.

2.0 Strengthening Associations' Role in the Local Government Sector

2.0.1. Advocacy

Local government and professional associations serve as advocacy platforms for legislative changes that empower municipal governments with greater fiscal and policy-making autonomy. Associations research issues, develop a proactive legislative agenda, formulate policy positions on issues of concern to local governments, and lobby higher levels of government for laws that reflect their concern. Local government associations also work to improve the image of local government. In Hungary, ICMA provided advocacy training to the Council of Municipal Associations, which helped the Council successfully lobby the central government to involve local governments in the European Union accession process. In Armenia, ICMA assisted

the Association of Mayors and Community Chiefs, which actively lobbied the National Assembly on the need for reforms to the 1996 Law on Local Self-Government. As a result of its Resource Cities partnership with two associations in Florida, a municipal association in El Salvador (COMURES) obtained strategies on improving its capacity to advocate on behalf of municipalities and on encouraging the participation of its members in that advocacy effort.

2.0.2. Information Exchange

Associations provide a forum for information exchange. As clearinghouses for the collection and dissemination of best practices in local government management and service delivery, associations enable local officials and practitioners to learn about innovative approaches that their colleagues in other communities/municipalities are using to solve local problems. Local governments facing similar problems, such as a lack of citizen participation, inexperience in tendering and monitoring contracts for service delivery, or mobilizing community resources for economic development, can improve their services by adapting and replicating approaches that have worked elsewhere. In India, ICMA provided support to the City Managers' Association of Gujarat to initiate a Best Practices Program that disseminated information about innovative approaches to service delivery and management problems, and promoted the transfer of knowledge among local governments in Gujarat. In Bolivia, ICMA has established an Electronic Services Platform that serves as a successful tool for information sharing.

2.0.3. Networking

Local government practitioners learn most effectively from their peers and value opportunities to share experiences and best practices with colleagues from other communities and countries. Associations play an important role in creating opportunities for local government officials to network and to discuss creative solutions that they have found to challenges they have faced. Associations help identify the issues of greatest interest and concern to their members and organize conferences and workshops on these topics. ICMA's Resource Cities Programs provided networking opportunities for many local government practitioners. In Bolivia, information-sharing tool has also served as a networking tool for local officials.

2.0.4. Professional Development

Associations support professional development opportunities training workshops, certification programs, self-study materials, and management exchange programs that help their members enhance their knowledge and skills. Associations also serve as centers for research supporting professional development. In Indonesia, ICMA has developed training materials and provided training of trainers (TOT) for association staff so that they can offer training in local government budgeting and financial management. For the Urban Councils Association of Zimbabwe, the Resource Cities partner has provided advice on structuring a market-driven, self-financing member-training program.

2.1 Promoting Associations' Long-Term Viability

2.1.1. Strategic Planning

A strategic plan guides an association towards its desired results. With a strategic plan, staff can develop annual work plans that detail what actions the association will take to achieve its desired results and identify the resources needed to carry them out. Flexible work plans allow associations to respond to emerging opportunities, and ongoing needs assessment, outreach, and two-way communication with members ensure that the association is responsive to their priorities and needs. ICMA uses its association viability index to evaluate associations' operations and assist them to develop a strategic plan that will lead to long-term viability. In Mexico, ICMA has engaged Mexican municipal associations in the development of strategic plans. In India, ICMA assisted the City Managers' Association of Gujarat to carry out its first comprehensive strategic planning process.

2.1.2. Human Resource Management

Associations need professionally strong and effective executive staff to lead their efforts so that they can be proactive and professionally productive. Associations need to capitalize on their human resources. Excellent human resource management includes documented and accurate personnel procedures, job descriptions, and office procedures. Structured, annual employee performance evaluations allow employees and supervisors to provide constructive feedback on each other's performance, identify strengths and areas for improvement, and develop performance and professional objectives for the next year. Employees and member volunteers also need regular, professional development opportunities. In Indonesia, the Resource Cities partner is assisting the three associations to define the roles and responsibilities of a professional Board of Directors in a client-driven organization. Other ICMA programs have featured study tours as a professional development opportunity for association staff to expose them to the human resource practices of well-established associations in the United States.

2.1.3. Member Communication

Member communication and participation is an essential part of a well-functioning association. A membership organization that is driven only by its board and staff without members' input is missing crucial information about the best use of the association's resources. Staff and leadership of effective associations are consistently friendly and respectful of members, welcoming them into the association's office and soliciting their input into the association's decisions. Annual award programs recognize excellence and encourage members to share their experiences. Two-way communication between association staff and members takes place regularly via a variety of means, and members provide input through such mechanisms as task forces and committees. To bring members together on a regular basis, a well-planned and executed annual meeting is crucial. In Armenia, ICMA provided support to the Association of Mayors and Community Chiefs with communications and staffing meetings. In the Philippines, ICMA provided technical assistance and training to the League of Cities and the League of Municipalities in improvement of communications infrastructure and systems.

2.1.4. Financial Viability

To be effective, associations must have well-developed, stable sources of revenues - both membership dues and other

sources, such as entrepreneurial activities, and project funding that support their mission and goals. Determining the membership structure of a municipal association and creating a dues structure that all members consider equitable requires decisions about whether to have both individual and institutional members, whether to limit membership to those working in the public sector or whether also to include those working for NGOs and the private sector, and how to structure membership fees to cover operational and programmatic costs. To maintain the respect and goodwill of members and the integrity of the association, and to attract new resources, administration of funds must be transparent and accountable. For the Urban Councils Association of Zimbabwe, the Resource Cities partner has provided advice on structuring a market-driven, self-financing member training program that will provide a revenue stream to support other association activities. In India, ICMA provided support to the City Managers' Association of Gujarat to enhance the financial management capacity of the association. In Honduras, ICMA implemented a program to assist the Association of Honduran Municipalities, which resulted in a dramatic increase in revenue from member municipalities.

2.2 A Sampling of Key ICMA Activities

2.2.1. Annual Meeting

The annual conference is ICMA's most important regular event and is the largest training activity during the year, every year since its inception. During this 4-5 day event, nearly 80 workshops, meetings, municipal city tours, and other events are held to enhance the professional capacity of city managers. More than 3,500 persons attend every year.

2.2.2. ICMA University

"ICMA University" is a term to identify programs and resources focusing on effective local government management practices that are offered by universities, institutes of government, state and regional associations, national organizations (including ICMA), and other providers of training for local government managers and staff. ICMA facilitates the development of these programs to highlight eight groups of practices that ICMA members have identified as essential to effective local government management.

2.2.3. Publishing and Information Sharing

ICMA serves as the world's largest publisher of materials on the management of local governments. Among ICMA's extensive offerings are an annual year-book, a monthly magazine and newsletter, and an extensive array of practical guides for elected and appointed local government officials. A recent addition is *Working Together: A Guide for Elected and Appointed Officials* (developed jointly with the National League of Cities). A word search of ICMA's publications' catalogue can be found on the internet at <http://bookstore.icma.org>.

2.2.4. Access Local Government

'Access Local Government' is a joint effort of ICMA, and the U.S. based National League of Cities (NLC), the National Association of Counties (NACo), and Public Technology, Inc. (PTI). Access Local Government provides the combined membership of these organizations an electronic (internet based) forum including message boards for posting questions, sharing ideas, and getting instant feedback; searchable libraries on a wide range of topics, including policy and legislation, management, technology, and leadership; and chat rooms for real-time meetings or one-on-one discussions.

2.2.5. Local Government Inquiry Service

ICMA's 'Inquiry (IQ) Service' offers subscribing local governments unlimited online access to ICMA's abstract database of nearly 6,000 local government reports, budgets, ordinances, program descriptions, purchasing manuals, job descriptions, and other materials. Many of the supporting full-text documents are available for download or users may request that the IQ Service staff send a printed copy of any document.

2.2.6. Survey and Research

For more than 50 years, ICMA has conducted several national mail surveys each year on local government management issues. ICMA has developed an extensive database, comprising the survey results. The database is used to develop many publications and products and is a significant resource for anyone seeking comprehensive information about local governments. The results from the ICMA surveys are available in ICMA's Municipal Year Book -- one of the most widely used resources on local government. Among the current projects are surveys on computer technology, economic development, reinventing local government, and alternative service delivery.

2.2.7. Best Practices Program

ICMA's Best Practices Program emphasizes effective and successful practices. For example, more than 400 city management staff from the United States, Canada, Australia, Bulgaria, and Mexico participated in the ICMA University Best Practices 2000 forum held on March 30-April 1, 2000, in Savannah, Georgia. The workshop included a series of interactive presentations and small-group discussions centered around local government case studies.

2.2.8. The ICMA Center for Performance Measurement

ICMA's Center for Performance Measurement is dedicated to helping local governments measure, compare, and improve municipal service delivery. ICMA's Comparative Performance Measurement Program currently assists approximately 120 cities and counties in the United States and Canada with the collection, analysis, and application of performance information. Participants in the program have access to onsite orientation and training in performance measurement, a national database of comparative performance information using consistent definitions, a wide range of publications on performance measurement, and a private website that includes a forum for discussion of "best practices."

2.2.9. Annual Awards Program

ICMA's awards program provides recognition for ICMA

members who provide outstanding service to urban local bodies and their citizens. Annually, more than 20 different awards for a wide range of outstanding achievements are given out. Additionally, ICMA honors each year nearly one-tenth of its membership with long-term service awards, such as 25 years of service.

2.2.10. ■ International Programs

Since 1989, ICMA's International Programs have combined the experience of local government practitioners with that of seasoned international consultants to design, implement, and evaluate municipal development and urban management projects worldwide. ICMA has completed over 300 project activities in more than 40 countries. ICMA's International Management Exchange Program and its Resource City Program provide excellent opportunities for U.S. managers and overseas counterparts to learn from each other.

2.2.11. ■ ICMA Retirement Corporation

The International City/County Management Association Retirement Corporation (RC) is a separate, not-for-profit organization founded by ICMA in 1972 with the help of the Ford Foundation. ICMA originally chartered RC to provide a portable retirement plan for municipal managers who often move from one community to another. Since its founding, RC has expanded to cover the full spectrum of public employees and now has more than 450,000 participants in 5,500 government entities. The ICMA Retirement Trust co-founded in 1983 currently invests more than USD\$14 billion in retirement assets of participating employees.

2.2.12. Networking

Though not a formal program, networking is an essential component of ICMA activities. ICMA members often serve as an important resource for the urban advocacy efforts of the U.S. National League of Cities before Congress. Networking also brings many positive returns. For example, by networking with the National League of Cities, ICMA members gain access to the National League of Cities' Municipal Reference Service providing direct access to over 8,500 abstracted references to innovative, unique and award winning city programs.

2.2.13. ICMA's Web Site

ICMA's web site at <http://www.icma.org> provides a useful source for additional information on ICMA's activities.

For information on ICMA South Asia activities, logon to www.icma-southasia.org

4.0 USAID India

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State. Its work supports long-term and equitable economic growth and advances U.S. foreign policy objectives by supporting: economic growth, agriculture and trade; global health; and, democracy, conflict prevention and humanitarian assistance.



USAID
FROM THE AMERICAN PEOPLE

With headquarters in Washington, D.C., USAID's strength is its field offices around the world. We work in close partnership with private voluntary organizations, indigenous organizations, universities, American businesses, international agencies, other governments, and other U.S. government agencies. USAID has working relationships with more than 3,500 American companies and over 300 U.S.-based private voluntary organizations.

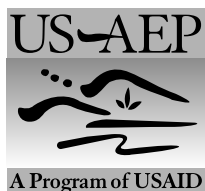
USAID is investing in economic growth, health, disaster management, environment and equity in India. Programs focus on areas where help is needed most and people-level impact is high. Cutting edge alliances between U.S. and Indian organizations quicken the pace of progress

USAID has a new strategy (2003 to 2007) and a longer-term vision (2003 to 2017), for transforming its relationship with India. During this period, USAID assistance will focus on innovation, partnerships, leveraging resources, creating networks and developing interventions in disaster management, economic growth, energy and environment, equity and health.

For details log on to: www.usaid.gov/india

4.0 United States-Asia Environmental Partnership (USAEP), a program of USAID (till Sept 2005)

Formed in 1992, the United States-Asia Environmental Partnership (US-AEP) is a public-private initiative implemented by several U.S. government agencies under the leadership of the



U.S. Agency for International Development (USAID). US-AEP works with a wide array of partners - governments, non-governmental organizations, academia, and the private sector - to provide Asia with the tools it

needs for cleaner and more efficient cities and industries. In creating US-AEP, the White House recognized Asia's growing commitment to sustainable development and America's

increasing eagerness to share its experience, technology, and management practices. Consequently, US-AEP embodies a new model of cooperative development, one that encourages U.S.-Asian partnerships. With the participation of wide range of partners--governments, NGOs, academia, and the private sector--US-AEP has become a flexible, responsive vehicle for delivering timely answers to environmental questions.

■ Goals:

US-AEP's goal is to promote improved quality of life and sustainable growth in Asia. By focusing on the urban and industrial environmental issues resulting from rapid economic growth, US-AEP helps Asia in reducing negative environmental impacts, improving governance and transparency, increasing resource efficiency and productivity and developing sustainable partnerships between U.S. and Asian institutions and within Asia.

■ Focus Areas

Working in India, Indonesia, the Philippines, Sri Lanka, Thailand, and Vietnam, US-AEP introduces policies, practices and technologies that improve environmental conditions for city dwellers throughout the region, with a particular focus on the urban poor. By working toward cleaner and healthier cities, US-AEP also promotes sustainable economic growth and an improved quality of life for the people of Asia.

US-AEP offers a valuable means for six Asian countries to share lessons and develop solutions that significantly affect the region. US-AEP achieves its environmental objectives by providing flexible and fast responses to high priority opportunities. Through grants, technical assistance and exchanges, US-AEP brings practitioners and experts together to address specific problems and share experiences in the areas of Air quality, Water quality and supply, Environmental governance, Solid and hazardous waste management, Energy efficiency and renewable energy

■ National Institute of Urban Affairs (NIUA)

National Institute of Urban Affairs (NIUA) is a premier institute for research, training and information dissemination in urban development and management. Established in 1976, as an autonomous body under the Societies Registration Act, the

Institute enjoys the support and commitment of the Ministry of Urban Affairs and Employment, Government of India, State Governments, urban and regional

development authorities and other agencies concerned with urban issues. The Institute's policies and directions are determined by the Governing Council consisting of a President, who is appointed by the Government of India, two Vice-Presidents, three members of the Government of India in their ex-



officio capacity, twelve other members, and the Director, the Chief Executive of the Institute, as the member-secretary.

The core activities of the Institute are carried out by an experienced and multidisciplinary team of urban planners, economists, geographers, statisticians, sociologists, systems analysts and management experts. Specialised staff equipped with the latest computer hardware and advanced software packages provide the necessary support services to the Institute's research, training, publication and other activities.

As far as the CMA movement in India is concerned, NIUA in association with USAID and FIRE (D) manages several urban projects through state CMAs and supports training events for some CMAs.

■ **Financial Institutions Reform and Expansion Project of USAID (FIRE-D)**

USAID/India's response to the need for improved urban infrastructure service delivery was the Financial Institutions Reform and Expansion (Debt Market) Project (FIRE-D). Begun in 1994, during the past eight years, the project has achieved significant results, especially in developing an enabling

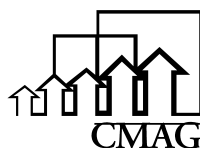
environment for improved service delivery. There is now acceptance of the concept of commercial viability in the delivery of urban infrastructure services, a framework for initiating municipal legislative reforms, a structure for municipalities to access domestic capital markets, initiation of municipal accounting reforms, sharing of lessons from pilot innovations.

The FIRE (D) Project supported the CMA Movement and helped in building capacities of CMAs and their membership in association with NIUA and ICMA.

■ **Government and Non-Government Agencies**

The Government of any state is a major stakeholder as the municipalities are under the Ministry of Urban Development and its sub-agencies such as the Municipal Finance Board (financial) and the Directorate of Municipalities (Regulatory). Various implementation projects, policy research and documentation and training programs may be, and in fact are often allocated to a CMA because of its unique status.

Various NGOs and educational institutions in urban sector often play a substantial role as partners with a CMA in achieving some of its goals.



CITY MANAGERS' ASSOCIATION GUJARAT (CMAG)

Registered Office :

Office of the Deputy Municipal Commissioner (West Zone),
Ahmedabad Municipal Corporation, Dr. Ramanbhai Patel Bhavan,
Usmanpura Cross Road, Ahmedabad - 380 013.

Registered Under

1. The Societies Act 1860
(Registered no. GUJ/6224/Ahmedabad
Dt. 02 September 1997)
2. The Bombay Public Trust Act 1950
(Registration no. F/6070/Ahmedabad
Dt. 02 September 1997)

Memorandum of Association of

City Managers' Association, Gujarat (CMAG)

1. The name of the Association shall be "City Managers' Association, Gujarat (CMAG)" (hereinafter referred to as "The Association").
2. The Registered office of the Association shall be situated within the States of Gujarat at the Office of the Deputy Municipal Commissioner (West Zone), Ahmedabad Municipal Corporation, Dr. Ramanbhai Patel Bhavan, Usmanpura Cross Road, Ahmedabad - 380 013.
3. The objective for which the Association is established are:
 - 1) To strengthen the quality of local government through professional management.
 - 2) To provide knowledge and skills which are common to all city managers.
 - 3) To continue professional development for persons in urban management positions.
 - 4) To share information and experiences in city management practices.
 - 5) To assess international information on developing technologies and best management practices.
 - 6) To disseminate success stories of urban management practices in Gujarat.
 - 7) To facilitate various Local Governments to have access to the right kind of technologies and expert assistance in implementation and to find finance for the same.
 - 8) To have a centralised clearing house of information on new technologies and management practices.
 - 9) Overseas training.
 - 10) Urban advocacy.
 - 11) To solicit, obtain or accept subscription, donation, grants, gifts, devices, bequests and trusts from any person, firm, corporation institution.
 - 12) To build, construct and maintain houses or other buildings and alter, extend, improve, repair, enlarge or modify the same including any existing building and to provide and equip the same with light, water, drainage,

furniture, fittings, instruments, apparatus and appliances and all other necessities for the use to which reach building is to be put up or held.

13) To accept and receive in any manner whatever any cash or immovable or movable property either unconditionally or subject to any special trust created by any particular donor in furtherance of any one or more of the objects of the Association.

14) To take such steps by personal or written appeal, exhibition, public meetings, entertainment, or otherwise as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Association in the shape of donation, legacies, annual payments or otherwise.

15) To print, publish and exhibit any book, pamphlet or poster that may be considered desirable for the promotion of the objects of the Association.

16) To sell, manage, transfer, exchange, mortgage, demise, dispose of, or otherwise deal with property whatever belonging to the Association.

17) To borrow and raise money with or without security or on the security of a mortgage, charge or hypothecation or pledge overall or any of the immovable or movable properties belonging to the Association or in any other manner whatever.

18) To pay out of the funds belonging to the Association or out of any particular part of such funds all expenses of or incidental to the formation of the Association and management and administration of any of the foregoing objects including all rents, rates, taxes, outgoing and the salaries of the employees.

19) To invest and deal with any money of the Association not immediately required for any of its objects in such manner as may be provided by the constitution of the Association and as may from time to time be determined.

20) To draw, make, accept, endorse and discount cheques, notes or other negotiable instruments.

21) For the purposes aforesaid, to sign, execute and deliver such assurances and deeds as may be necessary.

22) To affiliate and / or amalgamate with any other association, institution or Association having objects wholly or in part similar to the objects of the Association.

23) To do all such other lawful acts, deeds, or things as are incidental or conducive to the attainment of any of the above objects.

4. The management of the affairs of the Association is entrusted in accordance with the Rules and Regulations of the

Association to a Managing Committee of which the first members are : (See table No. 01)

Table : 01 (Note : Name of officials have not been used)

Sr.No.	Name	Address	Occupation
President			
1	-----	Ahmedabad-Municipal Corporation, Sardar Patel Bhavan, Danapith, Ahmedabad - 380 001.	Municipal Commissioner, Ahmedabad
Vice President			
2	-----	Vadodara Municipal Corporation, Vadodara	Municipal Commissioner, Vadodara
3	-----	4, Garden Enclave, Opp: Law Garden, Ellisbridge, Ahmedabad - 380 006.	Advisor-Consultant, AMC
4	-----	Rajkot Municipal Corporation, Rajkot	Municipal Commissioner, Rajkot
Secretary			
5	-----	Ahmedabad Municipal Corporation, West Zone, Dr. Ramanbhai Patel Bhavan, Usmanpura Cross Road, Ahmedabad - 380 013.	Dy Municipal Commissioner, AMC
Treasurer			
6.	-----	Ahmedabad Urban Development Authority (AUDA), Usmanpura, Ahmedabad.	Chief Executive Officer - AUDA
Members			
7	-----	Rajkot Municipal Corporations, Rajkot	Dy Municipal Commissioner
8	-----	Ahmedabad Municipal Corporation, Ahmedabad	Dy Municipal Commissioner
9	-----	Surat Municipal Corporation	Dy Municipal Commissioner
10	-----	Vadodara Municipal Corporation, Vadodara	Chief Accountant
11	-----	Surat Urban Development Authority, Surat	Chief Executive Officer
12	-----	Rajkot Urban Development Authority, Rajkot	Chief Executive Officer
13	-----	Gandhidham Municipality, Gandhidham	Chief Officer
14	-----	Surendranaga Municipality, Surendranagar	Chief Officer
15	-----	Porbandar Municipality	Chief Officer
16	-----	Navsari Municipality	Chief Officer
17	-----	Junagadh	Dy Collector
18	-----	Directorate of Municipalities, Gandhinagar	Dy Collector
19	-----	School of Planning, CEPT, Ahmedabad.	Director
20	-----	CHETNA, Ahmedabad.	Director
21	-----	Directorate of Municipalities, Gandhinagar.	Director
22	-----	Gujarat Management Finance Board, Ahmedabad.	Director
23	-----	Urban Development Department, Gandhinagar.	Joint Secretary

The above Managing Committee shall remain in office until the next Annual General Meeting to be convened within one year from the date of incorporation of the Association.

■ **Desirous Persons:**

We, the undersigned, are desirous of forming a society namely "The City Managers' Association Gujarat" under the Societies Registration Act, 1860 in pursuance of this Memorandum of Association of the Society. (See table No. 02)

■ **Bye - Laws of City Managers' Association Gujarat (CMAG) Interpretation**

1. In the interpretation of this article unless there is something inconsistent with the subject or context:

"The Association" means

"City Managers' Association Gujarat" (CMAG)

"City Manager" shall mean and include the person who has worked or is working in any Municipal Corporation, Urban Development Authority, Municipality above one lac population, institution involved in research, training or urban

management or in an NGO providing municipal services in the State of Gujarat or in any other State in India in the capacity of: -

- (a) Municipal Commissioner or its equivalent position
- (b) Deputy or Assistant Municipal Commissioner or its equivalent position
- (c) Chief Executive Officer or its equivalent position
- (d) Head of Department or class I officer working in urban local body or authority
- (e) Officers engaged in town planning, urban design, urban management, engineering work, urban health services, municipal finances and general municipal administration in a capacity not below the rank of class II officer of the State Government/Local Body
- (f) Head of institution or NGO or its official nominee

"Year" means the period commencing from the 1st of April and ending with the 31st March.

"Office Bearer" shall mean and include the President, Vice President, Secretary and Treasurer for the time being of the Association.

2. The membership of the Association shall be open to the individual/institutional members who are associated with the local government administration. The association shall for the time being consist of the following categories of the members.

1) Institutional Members

- (a) All Municipal Corporations in the State of Gujarat.
- (b) All Urban Development Authorities in the State of Gujarat.
- (c) All Municipalities above, 1,00,000 (one lac) population in the State of Gujarat.
- (d) Institutions involved in Research, Training or Urban Management.
- (e) NGOs involved in providing municipal services.

2) Individual Members

Professionals with qualifications or experience in urban management as shown in the definition of City Manager to be selected by the managing committee. (Nos. of individual members shall be restricted to 50% of institutional members).

3) Associated Members

- (a) Municipalities below 1 lac population in the State of Gujarat.
- (b) Students connected with the urban design, planning, urban management and other urban services related matters.
- (c) Individuals who are otherwise eligible to become members of the association but could not be given membership on account of the prescribed limit of individual membership not exceeding 50% of the Institutional Members.

Table : 02 (Note : Name of officials have not been used)

Sr. No.	Name	Occupation	Age	Signature
1	----- Ahmedabad Municipal Corporation, Sardar Patel Bhavan, Ahmedabad - 380 001.	Municipal Commissioner, Ahmedabad		
2	----- Khandarav Market Building, Rajmahal Raod, Vadodara	Municipal Commissioner, Vadodara		
3	----- 4, Garden Enclave, Opp: Law Garden, Ellisbridge, Ahmedabad - 380 006.	Advisor-Consultant, Ahmedabad Municipal Corporation & Urban Environment Infrastructure Representative of United States Agency for International Development (USAID) for India		
4	----- Ahmedabad Municipal Corporation, West Zone, Dr. Ramanbhai Patel Bhavan, Usmanpura Cross Road, Ahmedabad - 380 013.	Dy Municipal Commissioner, AMC		
5	----- Ahmedabad Municipal Corporation, Sardar Patel Bhavan, Danapith, Ahmedabad - 380 001.	Dy Municipal Commissioner, Ahmedabad Municipal Corporation		
6.	----- Ahmedabad-Urban Development Authority (AUDA), Usmanpura, Ahmedabad.	Chief Executive Officer - AUDA		
7	----- Rajkot Municipal Corporation, Nr. Dhebar Chowk, Rajkot.	Asst. Municipal Commissioner, Rajkot Municipal Corporation		

- 4) **Patrons**
- (a) Mayors of Municipal Corporations in the State of Gujarat.
- (b) Key industrial houses to be selected by the Managing Committee.
3. General Body of the Association shall comprise of all members from the above categories and shall be represented in the manner prescribed below (**See table No. 03**)
4. **Application for Membership**
- (1) An application for enrolment as a member of the Association shall be in Form-A of the schedule attached hereto.
- (2) Managing Committee shall have an absolute discretion to refuse admission of a person as a member of the Association without assigning any reason whatsoever.
5. **Register of Members**
- A register of the members shall be maintained which will contain the name, address and other particulars of all members.
6. **Subscription when payable**
- With an application for admission as a member the applicant will be required to remit the whole amount of respective subscription specified hereunder and thereafter each member shall pay as the annual subscription the

respective amount specified hereunder
(**See table No. 04**)

The subscription paid at the time of application will cover the period upto ensuring 31st March from the date of payment. The annual subscription will cover the period will be between the first day April to last date of the March in the next calendar year and will be payable within 2 months of the aforesaid period.

PRESIDENT

7. President of the Association shall be elected from among the members of the Association at the General Body meeting for a period of one year who will continue in the office till the new president is elected.

VICE PRESIDENT

8. The Association in its General Meeting shall elect 3 Vice Presidents and give them numbers as Vice President 1, 2 and 3 which will determine their inter seniority for holding the office of the President during his absence. The appointment of Vice President shall also be made for period of one year or till the new Vice Presidents are elected by the General Body whichever is later.

Table : 03

Sr. No.	Type of Membership	Representation
1	Institutional	
	(a) Municipal Corporations of the cities of Ahmedabad, Baroda and Surat	10 (ten) members each
	(b) Municipal Corporations of the cities of Rajkot, Jamnagar, Bhavnagar and any new city declared as Municipal Corporation	5 (five) members each
	(c) Urban Development Authorities of the cities of Ahmedabad, Baroda, Surat, Rajkot, Jamnagar, Bhavnagar and any new Urban Development Authority that may be constituted hereinafter.	3 (three) members each
	(d) Municipalities above 1 lac population	2 (two) members each
2	Individual/ Professionals	1 (one) members
3	NGOs	1 (one) members
4	Other Institutions	1 (one) members

Table : 04

Particulars	Amount Rs.
(a) Ahmedabad Municipal Corporation	5,00,000
(b) Baroda & Surat Municipal Corporation	2,00,000 each
(c) Rajkot, Jamnagar & Bhavnagar Municipal Corporations	1,00,000 each
(d) Ahmedabad Urban Development Authority	1,00,000
(e) Baroda, Surat & Rajkot Urban Development Authorities	50,000 each
(f) Jamnagar & Bhavnagar Urban Development Authorities	25,000 each
(g) Municipalities above one lac population	25,000 each
(h) Other Institutions	10,000
(i) NGOs	5,000
(j) Individual / Professionals	500
(k) Associate Members	100

SECRETARY

9. The Association at its General Meeting shall elect its Secretary. The appointment of Secretary shall be made for a period of one year or till the new Secretary is elected by the General Body whichever is later.

TREASURER

10. The Association at its General Meeting shall elect its Treasurer. The appointment of Treasurer shall be made for a period of one year or till the new Treasurer is elected by the General Body whichever is later.
11. In the first year of the Association till such time the General Body meets at its Annual General Meeting and elects its President, Vice President, Secretary and Treasurer as stated above the following persons shall be the founder President, Vice Presidents, Secretary and Treasurer respectively. (See table No. 05)

12. Functions of the President

The President of the Association shall preside, conduct and regulate all meetings of the Association, the managing committee and any committee or sub-committee of which he may be a member and his ruling on any point of order and decision as to the result of voting shall be final and conclusive. The president shall, in addition to his right of voting as a member, have a casting vote in case of a tie. In the absence of the president, one of the vice presidents in turn of their seniority shall preside at all general meetings and meetings of the managing committee and exercise all such powers. In the absence of the president and the vice president, the members shall elect a president for the meeting from amongst themselves and such president also shall exercise all such powers.

Subject to any subsisting interpretation given by the managing committee, the president at a general meeting shall have the authority to interpret the constitution and the rules, regulations and by laws of the Association for the purpose of conducting and regulating the meeting and deciding the questions arising at such meetings.

13. Functions of the Secretary

The secretary shall look after the affairs of the Association under the directions of the managing committee and shall convene whenever necessary meetings of the Association and of any committee or sub-committee and any other meeting which it may be necessary to be called.

The secretary shall keep or cause to be kept proper minutes of the proceedings of the general meetings of the Association and of the managing committee and he will do everything necessary to give effect to the resolutions passed by the general meetings of the Association as also to those

passed by the managing committee and any committee or sub-committee.

The secretary shall supervise the working and management of the institution of the Association and carry on all correspondence and keep or cause to be kept proper record and prepare or cause to be prepared and place before the managing committee and general meetings of the members of the Association such material and information as may be necessary or as may be required by the management committee.

The secretary shall be at liberty to expend for the purpose of the Association any sum Rs. 10,000/- (Rupees ten thousand only) without the previous sanction of the managing committee.

The secretary shall keep or cause to be kept all records of the Association at a place to be determined by the managing committee.

14. Functions of the Treasurer

The treasurer will act under the directions of the managing committee.

Any amount exceeding Rs. 2,500/-, which is not required for immediate use, shall be kept into such bank account with the bank as may be approved by the managing committee.

The treasurer shall ordinarily all payments made to the Association and pass all necessary receipts and shall maintain proper books of accounts.

The banking account of the Association shall be kept in the name of the Association and shall be operated upon jointly by any two of the following office bearers:

1. The President
2. A Vice President
3. The Treasurer
4. The Secretary

Managing Committee

15. The business and affairs of the Association shall be carried on and managed by the Managing Committee who may pay all expenses incurred in promoting and registering the Association and may exercise all such powers and authorities of the Association as are not by any Statute or by these Rules and Regulations specifically required to be exercised by the Association in General Meeting, subject nevertheless to any provisions of these Rules and Regulations to the provision of any Statute and to such regulations being not inconsistent with the aforesaid regulations and provisions as may be prescribed by the Association in General Meeting; but no regulations made by the Association in General Meeting shall invalidate any prior act of the Committee which would have been valid if such regulations had not been made.

Table : 05 (Note : Name of officials have not been used)

Sr. No.	Name	Office to be Held
1	-----, Municipal Commissioner, AMC	President
2	-----, Municipal Commissioner, Vadodara	Vice President-I
3	-----, Surat	Vice President-II
4	-----, Advisor/Consultant, AMC	Vice President-III
5	-----, Dy MC, AMC	Secretary
6	-----, Chief Executive Officer, AUDA	Treasurer

The first Managing Committee of the Association shall comprise of the following members for a period of one year beginning from the date of registration of the Association. (See table No. 06)

16. The managing committee shall be at liberty to add remaining three members in the managing committee at any time hereafter.

17. Managing Committee from the second year onwards shall comprise of not exceeding 19 members which will include the president, 3 vice president the secretary and the treasurer of the Association by virtue of their election on these positions by the General Body and rest of the members shall be elected by the General Body from amongst the members maintaining over all representation on the Managing Committee as under :-

- (1) Municipal Corporations - 9 members;
- (2) Urban Development Authorities - 3 members;

- (3) Municipalities - 4 members
- (4) From among the Institutions - 1 members;
- (5) From among the NGOs - 1 members;
- (6) From among the Individual - 1 members
- (7) Three Co-opted members - 1 UDD, 1 GMFB, 1 DoM

18. The President of the Association shall be Chairman of the Managing Committee and the Vice President, the Vice Chairman of the Managing Committee. The members shall be elected for a period of 3 years from the date of registration of the Association till the new Managing Committee is constituted. 1/3rd members of the Managing Committee shall retire each year by drawing lots.

19. Any retiring member of the managing committee shall be eligible for re-election.

20. The Managing Committee shall be at liberty to co-opt from amongst the members of the Association two members to be members of the Managing Committee and such members

Table : 06 (Note : Name of officials have not been used)

Sr. No.	Name	Address	Occupations
President			
1	-----	Ahmedabad Municipal Corporations, Danapith, Ahmedabad - 380 001.	Municipal Commissioner, AMC
Vice President			
2	-----	Vadodara Municipal Corporations, Vadodara	Municipal Commissioner, VMC
3	-----	Rajkot Municipal Corporations, Rajkot	Municipal Commissioner
4	-----	4, Garden Enclave, Opp: Law Garden, Ellisbridge, Ahmedabad	Advisor/Consultant
Secretary			
5	-----	Ahmedabad Municipal Corporation, West Zone, Ahmedabad	Dy Municipal Commissioner
Treasurer			
6	-----	Ahmedabad Urban Development Authority, Ahmedabad	Chief Executive Officer
Members			
7	-----	Rajkot Municipal Corporations, Rajkot	Dy Municipal Commissioner
8	-----	Ahmedabad Municipal Corporation, Ahmedabad	Dy Municipal Commissioner
9	-----	Surat Municipal Corporation	Dy Municipal Commissioner
10	-----	Vadodara Municipal Corporation, Vadodara	Chief Accountant
11	-----	Surat Urban Development Authority, Surat	Chief Executive Officer
12	-----	Rajkot Urban Development Authority, Rajkot	Chief Executive Officer
13	-----	Gandhidham Municipality, Gandhidham	Chief Officer
14	-----	Surendranagar Municipality, Surendranagar	Chief Officer
15	-----	Porbandar Municipality	Chief Officer
16	-----	Navsari Municipality	Chief Officer
17	-----	Junagadh	Dy Collector
18	-----	Directorate of Municipalities, G'nagar	Dy Collector
19	-----	School of Planning, CEPT, Ahmedabad	Director
20	-----	CHETNA, Ahmedabad	Director
21	-----	Directorate of Municipalities, G'nagar	Director
22	-----	Gujarat Management Finance Board, Ahmedabad	Director
23	-----	Urban Development Department	Joint Secretary

shall, on such co-optation be members of the Managing Committee in addition to the present strength of 19 members.

21. Eligibility for the membership of the Managing Committee

A person shall not be eligible for the appointment as a member of the Managing Committee unless he is member of the Association. A notice nominating a person as a member of the Managing Committee must be lodged at the Registered office of the Association at least before 15 days from the date of election. Such a nomination must be signed by at least 2 members of the Association.

22. Lawful acts of Managing Committee shall not be invalidated by reason of a fall in the number of members.

23. The Managing Committee may act notwithstanding any vacancy in its body except where the number of its members falls below the quorum necessary for a meeting of the committee, the remaining members of the committee shall act only for the purpose of filling up of the casual vacancy or vacancies or for convening a General Meeting of the members of the Association.

24. Casual Vacancy

Any casual vacancy in the Managing Committee may be temporarily filled up by the Managing Committee from amongst the members of the Association but the person so appointed will retire at the Annual General Meeting of the members of the Association as soon as the election for the vacancy is done by the General Body. The Committee may at its discretion decide not to fill up any casual vacancy or vacancies and in such an event, the vacancy will only be filled up at the next Annual General Meeting.

25. Management of the Association

The general management and administration of the association shall remain vested with the Managing Committee, which may delegate any of its powers to Committee or Committees consisting of such members or members of its body, as it thinks fit. Any committee so formed shall, in the exercise of the power so delegated conform to any regulations or directions which may be imposed on or given to it by the Managing Committee.

26. Meeting of the Managing Committee

(1) The Managing Committee shall meet at least once in three months on such date and at such time and places as the Chairman may determine from time to time.

(2) The Managing Committee may at any time and the Secretary shall upon the request in writing of seven members of the Committee, summon a meeting of the Committee.

27. Quorum

7 members present in person shall be a quorum.

28. Notice

Notice of every meeting of the Managing Committee stating the general particulars of all business to be transacted at such meeting shall be delivered or sent by post to each member of the committee at his last known address at least three days before the notice, but the proceedings of any meeting shall not be invalidated by any irregularity in respect of such notice or by the accidental omission to give or non-receipt of any notice by any member or by reason of any business being considered which is not comprised in such general particular. Provided that the chairman or in his absence the Vice

Chairman may in an emergent case, convene a meeting after giving at least 3 clear days' notice in writing.

29. Decisions / Resolutions

All the decisions of the Managing Committee shall be taken by a simple majority or votes of the members present at the meeting. In case of equality of votes the chairman shall have the casting vote.

30. Transaction of Business by Circulation of Resolution

1) Without prejudice to Bye-laws, the business of the Managing Committee shall ordinarily be transacted at the meeting of the Committee provided that the Chairman, or in his absence the Vice Chairman, may in an appropriate case, circulate papers amongst the members of the Managing Committee for the decision of any question or questions, as the case may be.

Provided further that where any three members of the Committee desire that a particular question should be decided in meeting, the Chairman or in his absence the Vice Chairman, shall withdraw the papers from circulation and have the same decided at a meeting of the Committee.

2) The decision shall only be effective if the majority of the members express their approval in writing.

3) Every resolution passed or decision taken by circulation shall be communicated in writing to all the members of the Committee.

31. Minutes of Meeting

The minutes of every meeting of the Committee shall be read at the next meeting thereof and shall be confirmed either with or without amendment.

32. All acts done by any meeting of the Managing Committee or by a Committee or sub-committee appointed by the Managing Committee or by any person acting as member of the any committee or sub-committee shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such committee or sub-committee or person acting as aforesaid or that they or any of them were or was disqualified be as valid as if every such person had been duly appointed and was qualified to be a member of any committee or sub-committee.

33. Any interpretation by the Managing Committee of the Constitution, Rules, Regulations and Bye Laws of the Association for the time being shall be final and binding upon the members.

34. Member Vacating

The Minutes of any meeting of the members of the Association signed by the President shall be conclusive evidence of the business transacted at the meeting to which the minutes relate and on the minutes being so signed, it shall, unless the contrary is proved, be presumed that the meeting was duly convened and held.

47. Notices to members having no registered address in India

No members who does not have a registered address within India shall be entitled to any notice of any meeting of the members of the Association and all proceedings held and decisions taken without notice to such members shall be valid as if he had notice of the meeting. An accidental omission to serve notice of any meeting on a member shall not vitiate the meeting.

48. Not allowances for members attending meetings
No member shall be entitled to any fee or travelling expenses or other allowances for attending any general meeting, whether annual or special and similarly no member of the Managing Committee shall be entitled to any fee or travelling expenses or other allowances for attending any meeting of the Managing Committee.

49. Audited statement of accounts and report to be circulated

The Managing Committee shall, at the end of each financial year, present a report on the working of the Association upto the end of the financial year and circulate it among the members along with the statement of accounts duly audited.

50. Auditor

At every annual general meeting of the members of the Association, the members will appoint an Auditor of the Association and if necessary fix his remuneration. No person, who holds an office as member of the Managing Committee or is indebted to the Association, shall be appointed as auditor. Only a member of the Institute of Chartered Accountants of India shall be appointed as auditor of the Association. The auditor so appointed shall hold office from the date of the Annual General Meeting at which he is appointed till the next Annual General Meeting and shall be eligible for re-appointment unless the members otherwise decide. Any casual vacancy in the office of auditor may be filled up by the Managing Committee.

51. Audit of Accounts

Managing Committee shall maintain the regular and up-to-date Account of the Association and account shall be got audited by the Chartered Accountant appointed by the Association within 6 months. A copy of the audited statement of the account shall be submitted to the Dy Charity Commissioner, Ahmedabad Region.

DISSOLUTION

52. (1) Any number not less than 3/5ths of the members present at the meeting convened for the purpose may determine that the Association shall be dissolved, whether forthwith or at any future time then agreed upon.

(2) If, on the dissolution of the Association there shall remain after satisfaction of its debts and liabilities, any property whatsoever not impressed with any trusts agreed between the Association and the donor or donors, the same shall not be paid or distributed among the members of the Association or any of them but shall be given to some other Association or institution working for the same or similar objects as those of the Association, to be determined by the votes of not less than 3/5th of the members present in person and entitled to vote at the meeting convened for the purpose or in default thereof, by the Principal Court of Original Civil Jurisdiction of the District in which the office of the Association is situated.

INDEMNITY

53. Every member of the Managing Committee and every other officer for the time being of the Association, shall be indemnified out of any funds of the Association against all losses and expenses uncured in the discharge of his duties except such as shall happen through his own willful neglect

or dishonesty and each one shall be chargeable only for such money, funds or property as he shall himself actually receive in the discharge of his duties unless the same shall happen through his own dishonesty or willful negligence.

GENERAL

54. Power to frame regulations and amend these bye-laws

(1) The Managing Committee shall have power to frame regulations under these bye-laws for regulating its business and proper discharge of its functions.

(2) The Managing Committee may propose such alternations in or addition to these bye-laws as are not inconsistent with the main purpose for which the Association has been established.

55. Powers of Affiliation

The Managing Committee shall have the power to affiliate the Association with any other Association having similar objectives in the country and / or abroad and pay the charges that may be necessary for the same.

56. No member shall have more than one vote at any of the meetings of the Association, the Managing Committee or any committee or sub-committee, except that in the case of equality of votes as above mentioned in Rule no.(s) 30 & 46 the president or chairman shall have a casting vote.

57. Any member of the Managing Committee shall be deemed to have vacated office if he shall have absented himself without previous intimation in writing from three consecutive meetings of the Association extending over a period of three months, but he shall be eligible for reinstatement by the Managing Committee.

58. Any elected or co-opted member of the Managing Committee shall be deemed to have vacated office if he:-

- (a) is adjudicated or adjudged insolvent
- (b) is convicted by criminal offence involving moral turpitude
- (c) becomes of unsound mind or physical unfit or unable to act as such
- (d) resigns, retires or ceases to be a member of the association

59. Any member of the Association acting in contravention of the objects of the association or in any manner detrimental to the interest of the Association or guilty of misconduct shall be liable for expulsion on the votes of 2/3rd of the members present in person and entitled to vote at an extra ordinary meeting convened for the purpose. No such meeting shall be called unless such member shall have been previously given an opportunity of tendering his explanation of resignation and he shall not have explained his conduct to the satisfaction of the Managing Committee or tendered his resignation, no appeal shall lie against such decision a person thus expelled shall not be eligible for readmission.

60. Any addition, alteration, or omission in the rules and regulation of the Association shall be effected by resolution of the Association by 2/3rd of the members present in person and entitled to vote at a general meeting of the association duly convened. So far as concern the alternation, extension or abridgement in the purpose of the association the provisions of section 12 of the Societies Registration Act, shall apply.



CITY MANAGERS' ASSOCIATION KARNATAKA (CMAK)

Registered Office :
Bangalore City Corporation,
N.K. Square, Bangalore - 560 001.

1. The name of the Association shall be "City Managers' Association, Karnataka (CMAK)" (hereinafter referred to as "The Association").
2. The Registered office of the Association shall be situated within the State of Karnataka BCC
3. The objects for which the Association is established are:
 - 1) To strengthen the quality of local government through professional management.
 - 2) To provide knowledge and skills which are common to all city managers.
 - 3) To continue professional development for persons in urban management positions.
 - 4) To share information and experiences in city management practices.
 - 5) To assess international information on developing technologies and best management practices.
 - 6) To disseminate success stories of urban management practices in Karnataka.
 - 7) To facilitate various local Governments to have access to the right kind of technologies and expert assistance in implementation and to find finance for the same.
 - 8) To have a centralised clearing house of information on new technologies and management practices.
 - 9) It is one of the objectives of the association to arrange for overseas training, so that there will be information sharing among the ULBs. The Officers entrusted with the obligatory functions of the ULBs will have a chance to see the working of a similar system in better administered areas. In effect it will be sharing of success stories from both sides.
 - 10) The population figures indicate that the urban population is increasing at a fast phase, at present, the ratio of urban to rural population is 1:2 the percentage of urban population in the State of Karnataka has already reached 34 as against 31 % in 1991. Therefore there is a need to develop instruments for making the needs of the urban areas properly, appreciated by the concerned.
 - 11) To build, construct, and maintain houses or other buildings and alter, extend, improve, repair, enlarge or modify the same including any existing building and to provide and equip the same with light, water, drainage furniture, fittings, instruments, apparatus and appliances and all other necessities for the use to which each building is to be put up or held.
 - 12) To take such steps by personal or written appeal, exhibition, public meetings, entertainment, or otherwise as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the Association in the shape of donation, legacies, annual payments or otherwise.
 - 13) To print, publish, and exhibit any book, pamphlet or poster that may be considered desirable for the promotion of the objects of the Association.
 - 14) To sell, manage, transfer, exchange, mortgage, demise, dispose of, or otherwise deal with any property whatever belonging to the Association.
 - 15) To borrow and raise money with or without security or on the security of a mortgage, charge or hypothecation or pledge overall or any of the immovable or movable properties belonging to the association or in any other manner whatever.
 - 16) To pay out of the funds belonging to the Association or out of any particular part of such funds all expenses of or incidental to the formation of the Association and management and administration of any of the foregoing objects including all rents, rates, taxes, outgoing and the salaries of the employees.
 - 17) To invest and deal with any money of the Association not immediately required for any of its objects in such manner as may be provided by the constitution of the Association and as may from time to time be determined.
 - 18) To draw, make, accept, endorse and discount cheques, notes or other negotiable instruments.
 - 19) For the purposes aforesaid, to sign, execute and deliver such assurances and deeds as may be necessary.
 - 20) To affiliate and/or amalgamate with any other association, institution or Association having objects wholly or in part similar to the objects of the Association.
 - 21) To do all such other lawful acts, deeds, or things as are incidental or conducive to the attainment of any of the above objects.
4. The management of the affairs of the Association is entrusted in accordance with the Rules and Regulations of the Association to a Managing Committee(Executive Committee) of which the First members are: (See table No. 07, 08)

Structure of Managers' Committee/Executive Committee

Table : 07 (Note : Name of officials have not been used)

Sl. No.	Designation	Name of the Present Incumbents
1.	Commissioner, Hubli-Dharwad City Corporation	-----
2.	Commissioner, Mangalore City Corporation	-----
3.	Commissioner, Belgaum City Corporation	-----
4.	Commissioner, Gadag-Betegeri CMC, Gadag District	-----
5.	Chief Officer, TMC,Savanur, Haveri District	-----
6.	Chief Officer, TMC, Ilkal, Bagalkot District	-----
7.	Chief Officer, TMC, Talikote, Bijapur District	-----
8.	Commissioner, CMC, Bidar, Bidar District	-----
9.	Commissioner, CMC, Bellary , Bellary District	-----
10.	Commissioner, CMC, Raichur, Raichur District	-----
11.	Commissioner CMC, Gangavathi, Koppal District.	-----
12.	Commissioner, CMC, Bhadravathi, Shimoga District	-----
13.	Commissioner, CMC,Chitradurga, Chitradurga District	-----
14.	Commissioner, UDA, Udupi, Udupi District	-----
15.	Chief Officer, Madikeri, Kodagu District	-----
16.	Commissioner, UDA,Hassan, Hassan District	-----
17.	Commissioner, CMC, Mandya, Mandya District	-----
18.	Chief Officer, TMC, Mulbagal, Kolar District	-----
19.	Commissioner, CMC, Tumkur, Tumkur District	-----
20.	Commissioner, CMC, Chikmagalur, Chikmagalur Dist.	-----
21.	Chief Officer, TP, Yellandur, Chamarajanagara Dist.	-----
22.	Deputy Secretary, Urban Dev. Dept. Govt. of Kar.	-----
23.	Commissioner, Bangalore Development Authority	-----
24.	Managing Director, Karnataka Urban Infrastructure Development and Finance Corporation,Bangalore	-----
25.	Managing Director, Karnataka Urban Water Supply & Sewerage Board, Bangalore	-----
26.	Managing Director, Bangalore Urban Water Supply & Sewerage Board, Bangalore	-----
27.	Director, State Institution for Urban Dev., Mysore	-----
28.	Director, Town Planning, Bangalore	-----

Table : 08 (Note : Name of officials have not been used)

President	
Commissioner, Bangalore City Corporation	-----
Vice Presidents	
Deputy Commissioner(Admn.), Bangalore City Corporation	-----
Commissioner, Gulbarga City Corporation	-----
Commissioner, Mysore Urban Dev. Authority	-----

Commissioner, CMC Davangere	-----
Commissioner, Hubli-Dharwad Dev. Authority.	-----
Chief Officer, TP Pavagada.	-----
Secretary	
Director of Municipal Administration, Bangalore.	-----
Joint Secretaries	
Joint Director (Development), Directorate of Municipal Administration, Bangalore.	-----
Commissioner, Belgaum City Corporation.	-----
Commissioner, CMC K.R.Puram.	-----
Tresurer	
Joint Director (Accounts), Directorate of Municipal Administration, Bangalore.	-----

Promoters :

We, the undersigned, are desirous of forming a society namely "THE CITY MANAGERS' ASSOCIATION, Karnataka" under the Karnataka Societies Registration Act, 1960 in pursuance of this Memorandum of Association of the Society.

City managers' association, karnataka (CMAK)

Interpretation

1. In the interpretation of this article unless there is something inconsistent with the subject or context:

"The Association" means "City Managers' Association, Karnataka"(CMAK).

"City Manager" shall mean and include the person who has worked or is working in any Municipal Corporation. Urban Development Authority, municipality institution involved in research, training or urban management or in an NGO providing municipal services in the State of Karnataka in any other State in India in the capacity of :-

- Municipal Commissioner or its equivalent position
- Deputy or Assistant Municipal Commissioner or its equivalent position
- Chief Executive Officer or its equivalent position
- Head of Department or Officer working in urban local

Table : 09 : City managers' association, Karnataka (CMAK) (Note : Name of officials have not been used)

Sl. No.	Name & Address	Occupation	Age	Signature
1.	-----, Bangalore City Corporation, Bangalore- 560002.	Commissioner, Bangalore City Corporation.		
2.	-----, Directorate of Municipal Admn., 9 th Floor, V.V. Towers, Dr.Ambedkar Veedhi, Bangalore – 560001.	Director, Directorate of Municipal Administration, Government of Karnataka.		
3.	-----, Bangalore City Corporation, Bangalore- 560002.	Deputy Commissioner (Admn.), Bangalore City Corporation.		
4.	-----, Directorate of Municipal Admn., 9 th Floor, V.V. Towers, Dr.Ambedkar Veedhi, Bangalore-560001.	Joint Director (Development), Directorate of Municipal Administration, Government of Karnataka.		
5.	-----, City Municipal Council Davangere.	Commissioner, CMC Davangere.		
6.	-----, Dasa Kurup, K.S.A.S. , Directorate of Municipal Admn., 9 th Floor, V.V. Towers, Dr.Ambedkar Veedhi, Bangalore- 560001.	Deputy Director (Accounts), Directorate of Municipal Administration.		
7.	-----, City Municipal Council K.R.Puram	Commissioner, CMC K.R.Puram.		

body or authority

(e) Officers engaged in town planning, urban design, urban management, engineering work, urban health services, municipal finances and general municipal administration in the State Government/Local Body

(f) Head of institution or NGO or its official nominee.

“Year” means the period commencing from the 1st of April and ending with the 31st of March.

“Office bearer” shall mean and include the President, Vice Presidents, Secretary, Joint Secretary and Treasurer for the time being of the Association.

Membership

2. The membership of the Association shall be open to the individual/institutional members who are associated with the local government administration. The association shall for the time being consist of the following categories of the members.

1 Institutional members

- All Municipal Corporations in the State of Karnataka
- All Urban Development Authorities in the State of Karnataka
- All Municipalities in the State of Karnataka
- Institutions involved in research, training or Urban management,
- NGOs involved in providing municipal services.

(Institutional members to be nominated by the Head of the Institution, restricting up to the grade of Chief Officer or equivalent.)

2 Individual members

Professionals with qualifications or experience in urban management as shown in the definition of City Manager to be selected by the Managing Committee. (Nos. of individual members shall be restricted to 50% of institutional members).

3 Associated members

- Research & Educational Institutions in the area of Urban Management,
- NGOs engaged in Urban Development activities,

c) Professionals in the Urban Sector,

d) Students in the field of Urban Development,

e) Individuals who are otherwise eligible to become members of the association but could not be given membership on account of the prescribed limit of individual membership not exceeding 50% of the institutional members.

4 Patrons

- Mayors of City Corporations
- Chairpersons of Urban Local Bodies
- Presidents of the Urban Development Authorities

3. General Body of the Association shall comprise of all members from the above categories and shall be represented in the manner prescribed below

(See table No. 09)

No representative/member shall have more than one vote at any of the meeting of the Association. Associate members and patrons shall have no voting right.

4. Application for membership

- An application for enrolment as a member of the Association shall be in Form-A of the Schedule attached hereto.
- Managing Committee shall have an absolute discretion to refuse admission of a person as a member of the Association without assigning any reason whatsoever.

5. Register of members

A register of the members shall be maintained which will contain the names, addresses and other particulars of all members.

6. Subscription when payable

With an application for admission as a member is made, the applicant will be required to remit the whole amount of respective Corpus and Annual fee subscription specified hereunder and thereafter every year each member shall pay as the annual fee the respective amount specified hereunder:-

(See table No. 12)

The Annual fee paid at the time of application will cover the

Table : 11. City managers' association, Karnataka (CMAK)

Institution	Nos.
Bangalore City Corporation (BCC)	10 (Ten) Members each.
Other City Corporations	5 (Five) Members each.
City Municipal Councils (CMC)	3 (Three) Members each.
Town Municipal Councils (TMC)	2 (Two) Members each.
Town Panchayats (TPs)	1 (One) Members each.
Bangalore Development Authority (BDA)	5 (Five) Members each.
Urban Development Authorities in Corporation limits	3 (Three) Members each.
Other Urban Development Authorities	2 (Two) Members each.
Individuals/Professionals	
NGOs	
Other Institutions	

Table : 12. City managers' association, Karnataka (CMAK)

Organisation	Corpus Rs. in lakhs)	Annual fee (Rs. in lakhs)
BCC	10.00	3.00
Other City Corporations	3.00	1.00
CMCs	1.00	0.50
TMCs	0.25	0.10
TPs	0.10	0.05
BDA	10.00	3.00
Other UDAs	3.00	1.00
Institutions	Rs.10,000+	Rs.2000+
NGOs	Rs.2000	Rs.1000
Individuals		Rs.500
Students		Rs.100

period up to ensuing 31st March from the date of payment. The Annual fee will cover the period between the First day of April to last date of the March in the next Calendar year and will be payable within 2 months of the aforesaid period.

President

7. President of the Association shall be elected from among the members of the Association at the General Body meeting for a period of one year who will continue in the office till the new president is elected.

Vice president

8. The Association at its General Meeting shall elect 3 Vice Presidents and give them number as Vice President 1, 2 and 3 which will determine their interse seniority for holding the office of the president during his absence. The appointment of vice president shall also be made for a period of one year or till the new Vice Presidents are elected by the General Body whichever is later.

Secretary

9. The Association at its General meeting shall elect its Secretary. The appointment of Secretary shall be made for a period of one year or till the new Secretary is elected by the General Body whichever is later.

Treasurer

10. The Association at its General meeting shall elect its Treasurer. The appointment of Treasurer shall be made for a period of one year or till the new Treasurer is elected by the General Body whichever is later.
11. In the first year of the Association till such time the General Body meets at its Annual General Meeting and elects its President, Vice presidents, Secretary, and Treasurer as stated above the following persons shall be the founder president, vice presidents, secretary and treasurer respectively.

12. Functions of the President

The president of the Association shall preside, conduct and regulate all meetings of the Association, the managing committee and any committee or sub-committee of which he may be a member and his ruling on any point of order and decision as to the result of voting shall be final and conclusive. The president shall, in addition to his right of voting as a member, have a casting vote in case of a tie. In the absence of the president, one of the vice presidents in turn of their seniority shall preside at all general meetings and meetings of the managing committee and exercise all such powers. In the absence of the president and the vice president, the members shall elect a president for the meeting from amongst themselves and such president also shall exercise all such powers.

Subject to any subsisting interpretation given by the managing committee, the president at a general meeting shall have the authority to interpret the constitution and the rules, regulations and bye-laws of the Association for the purpose of conducting and regulating the meeting and deciding the questions arising at such meetings.

13. Functions of the Secretary

The secretary shall look after the affairs of the Association under the directions of the Managing Committee and shall convene whenever necessary meetings of the Association

and of any committee or sub-committee and any other meeting which it may be necessary to be called.

The secretary shall keep or cause to be kept proper minutes of the proceedings of the general meetings of the Association and of the managing committee and he will do everything necessary to give effect to the resolutions passed by the general meetings of the Association as also to those passed by the Managing Committee and any committee or sub-committee.

The secretary shall supervise the working and management of the institution of the Association and carry on all correspondence and keep or cause to be kept proper record and prepare or cause to be prepared and place before the Managing Committee and general meetings of the members of the Association such material and information as may be necessary or as may be required by the Management Committee.

The secretary shall be at liberty to expend for the purpose of the association any sum upto Rs.10000/- (Rs. ten thousand only) without the previous sanction of the Managing Committee.

The secretary shall keep or cause to be kept all records of the association at a place to be determined by the managing committee.

14. Functions of the Treasurer

The treasurer will act under the directions of the Managing Committee.

Any amount exceeding Rs.2500 which is not required for immediate use, shall be kept into such bank account with the bank as may be approved by the Managing Committee.

The treasurer shall ordinarily receive all payments made to the association and pass all necessary receipts and shall maintain proper books of accounts.

The banking account of the association shall be kept in the name of the association and shall be operated upon jointly by any two of the following office bearers or/and the Coordinator :

1. The President
2. The Secretary
3. The Treasurer
4. The Coordinator

Managing committee/executive committee

15. The business and affairs of the Association shall be carried on and managed by the Managing Committee who may pay all expenses incurred in promoting and registering the Association and may exercise all such powers and authorities of the Association as are not by any Statute and to such regulations being not inconsistent with the aforesaid regulations and provisions as may be prescribed by the Association in General Meeting; but no regulations made by the Association in General Meeting shall invalidate any prior act of the Committee which would have been valid if such regulations had not been made.

16. The first Managing Committee of the Association shall comprise of the following members for a period of three years beginning from the date of registration of the Association. (See table No. 13, 14)

Table : 13 (Note : Name of officials have not been used)

Sl. No.	Designation	Name of the Present Incumbents
1.	Commissioner, Hubli-Dharwad City Corporation	-----
2.	Commissioner, Mangalore City Corporation	-----
3.	Commissioner, Belgaum City Corporation	-----
4.	Commissioner, Gadag-Betegeri CMC, Gadag District	-----
5.	Chief Officer, TMC,Savanur, Haveri District	-----
6.	Chief Officer, TMC, Ilkal, Bagalkot District	-----
7.	Chief Officer, TMC, Talikote, Bijapur District	-----
8.	Commissioner, CMC, Bidar, Bidar District	-----
9.	Commissioner, CMC, Bellary , Bellary District	-----
10.	Commissioner, CMC, Raichur, Raichur District	-----
11.	Commissioner CMC, Gangavathi, Koppal District.	-----
12.	Commissioner, CMC, Bhadravathi, Shimoga District	-----
13.	Commissioner, CMC,Chitradurga, Chitradurga District	-----
14.	Commissioner, UDA, Udupi, Udupi District	-----
15.	Chief Officer, Madikeri, Kodagu District	-----
16.	Commissioner, UDA,Hassan, Hassan District	-----
17.	Commissioner, CMC, Mandya, Mandya District	-----
18.	Chief Officer, TMC, Mulbagal, Kolar District	-----
19.	Commissioner, CMC, Tumkur, Tumkur District	-----
20.	Commissioner, CMC, Chikmagalur, Chikmagalur Dist.	-----
21.	Chief Officer, TP, Yellandur, Chamarajanagara Dist.	-----
22.	Deputy Secretary, Urban Dev. Dept. Govt. of Kar.	-----
23.	Commissioner, Bangalore Development Authority	-----
24.	Managing Director, Karnataka Urban Infrastructure Development and Finance Corporation,Bangalore	-----
25.	Managing Director, Karnataka Urban Water Supply & Sewerage Board, Bangalore	-----
26.	Managing Director, Bangalore Urban Water Supply & Sewerage Board, Bangalore	-----
27.	Director, State Institution for Urban Dev., Mysore	-----
28.	Director, Town Planning, Bangalore	-----

Table : 14 (Note : Name of officials have not been used)

Designation	Name of the Present Incumbents	Designation	Name of the Present Incumbents
President	-----		-----
	-----	Secretary	-----
Vice Presidents	-----		-----
	-----	Joint Secretaries	-----
	-----		-----
	-----		-----
	-----	Tresurer	-----
	-----		-----

17. The managing committee shall be at liberty to add remaining three members in the managing committee at any time here after.
18. The President of the Association shall be Chairman of the Managing Committee and the Vice President, the Vice Chairman of the Managing Committee. The members from those institutions who have paid annual fee upto date shall be elected for a period of 3 years from the date of registration of the Association till the new Managing Committee is constituted. 1/3 rd members of the Managing Committee shall retire each year by drawing lots.
19. Any retiring member of the managing committee shall be eligible for re-election.
20. The Managing Committee shall be at liberty to co-opt from amongst the members of the Association two members to be members of the Managing Committee and such members shall, on such co-optation be members of the Managing Committee in addition to the present strength of members.
21. Eligibility for the membership of the Managing Committee
A person shall not be eligible for the appointment as a member of the Managing Committee unless he is a member of the Association. A notice nominating a person as a member of the Managing Committee must be lodged at the Registered office of the Association at least before 15 days from the date of election. Such a nomination must be signed by at least 2 members of the association, if there are more than one member representing the body, then the head of the department will represent in the Managing Committee.
22. Lawful acts of Managing Committee shall not be invalidated by reason of a fall in the number of members.
23. The Managing Committee may act notwithstanding any vacancy in its body except where the number of its members falls below the quorum necessary for a meeting of the committee, the remaining members of the committee shall act only for the purpose of filling up of the casual vacancy or vacancies or for convening a General meeting of the members of the Association.
24. **Casual vacancy**
Any casual vacancy in the Managing Committee may be temporarily filled up by the Managing Committee from amongst the members of the Association but the person so appointed will retire at the Annual General Meeting of the members of the Association as soon as the election for the vacancy is done by the General Body. The Committee may at its discretion decide not to fill up any casual vacancy or vacancies and in such an event, the vacancy will only be filled up at the next Annual General meeting.
25. **Management of the Association**
The general management and administration of the association shall remain vested with the Managing Committee which may delegate any of its powers to Committee or Committees consisting of such members or members of its body as it thinks fit. Any committee so formed shall, in the exercise of the power so delegated conform to any regulations or directions which may be imposed on or give to it by the Managing Committee.
26. **Meeting of the Managing Committee**
 - 1 The Managing Committee shall meet at least once

in three months on such date and at such time and places as the Chairman may determine from time to time.

- 2 The Managing Committee may at any time and the Secretary shall upon the request in writing of seven members of the Committee, summon a meeting of the Committee.

27. Quorum

7 members present in person shall be a quorum.

28. Notice

Notice of every meeting of the Managing Committee stating the general particulars of all business to be transacted at such meeting shall be delivered or sent by post to each member of the committee at his last know address at least three days before the notice, but the proceedings of any meeting shall not be invalidated by any irregularity in respect of such notice or by the accidental omission to give or non-receipt of any notice by any member or by reason of any business being considered which is not comprised in such general particular. Provided that the chairman or in his absence the Vice chairman may in an emergent case, convene a meeting after giving at least 3 clear days' notice in writing.

29. Decisions/Resolutions

All the decisions of the Managing Committee shall be taken by a simple majority of votes of the members present at the meeting. In case of equality of votes the chairman shall have the casting vote.

30. Transaction of business by circulation of resolution

- 1 Without prejudice to the Bye-laws, the business of the Managing Committee shall ordinarily be transacted at the meeting of the Committee provided that the Chairman, or in his absence the Vice-Chairman, may in an appropriate case, circulate papers amongst the members of the Managing Committee for the decision of any question or questions, as the case may be.

Provided further that where any three members of the Committee desire that a particular question should be decided in meeting, the Chairman or in his absence the Vice-Chairman, shall withdraw the papers from the circulation and have the same decided at a meeting of the Committee.

- 2 The decision shall only be effective if the majority of the members express their approval in writing.

- 3 Every resolution passed or decision taken by circulation shall be communicated in writing to all the members of the Committee.

31. Minutes of meeting

The minutes of every meeting of the Committee shall be read at the next meeting thereof and shall be confirmed either with or without amendment.

32. All acts done by any meeting of the Managing Committee or by a Committee or sub-committee appointed by the Managing Committee or by any person acting as member of the any committee or sub-committee shall notwithstanding that it be afterwards discovered that there was some defect in the appointment of any such committee or sub-committee or person acting as aforesaid or that they or any of them were or was disqualified be as valid as if every such person had been duly appointed and was qualified to be a member of any committee or sub-committee.

33. Any interpretation by the Managing Committee of the Constitution, Rules, Regulations, and Bye laws of the association for the time being shall be final and binding upon the members.

34. Member vacating office

The office of a member of the Managing Committee shall stand automatically vacated by reason of his resignation or incapacity to act for any reason whatsoever.

35. Removal of the members

A member of the Managing Committee may be removed from office by a resolution to that effect, passed by 2/3rd majority of the members present at a special or at the Annual General Meeting of the general body.

36. Member vacating office to hand over charge

A member of the Managing Committee vacating office shall execute and do all things necessary for making over, transferring or otherwise dealing with the property or properties of the Association, as may be directed by the Managing Committee.

General meeting

37. A General meeting of the Association may be Ordinary or Extraordinary

38. The Annual General Meeting of the Association referred to in Rule 40 hereinafter shall be called the ordinary general meeting. All other meeting shall be called extra ordinary meetings.

39. The annual general meeting will be held once in every year in the month of December at such time and place and hour as the Managing Committee shall determine.

40. An extra ordinary general meeting may be convened by the Managing Committee of its own motion or upon a requisition made in writing either by the president or by not less than one fifth members of the association entitled to vote. Such requisition shall specify the object of the meeting proposed to be called and must be signed by all the requisitionists and shall be delivered at the office of the association.

41. On receipt of the requisition the Managing Committee shall forthwith proceed to convene an extraordinary general meeting.

42. Fifteen clear days' notice specifying the day, date, hour and nature of the business shall be given to the members by post or by hand delivery to their respective addresses registered with the association, of any general meeting, whether ordinary or extra ordinary, but the accidental omission to give or non receipt of such a notice by any member shall not invalidate the proceedings at any general meeting.

43. 1/3rd (One Third) of the members present in person and entitled to vote shall form a quorum at any general meeting. No business shall be transacted at such meeting unless the prescribed quorum is present. If, at an extra ordinary general meeting there is no quorum within fifteen minutes, from the hour fixed, the meeting shall stand dissolved. If, at an annual general meeting, there is no quorum within 15 minutes from the hour fixed the meeting shall stand adjourned to a date within 10 days to be fixed by the president and to be communicated to the members by three clear days' notice. At such adjourned meeting, if and quorum is present, the members present shall form the quorum, but no business

other than that specified in the notice shall be transacted at such meeting.

44. The business of the annual general meeting shall be :-

a To elect the president, vice presidents, the secretary and the treasurer of the association on their completing tenure of one year and/or to fill the vacancy of any of the above office bearers that may have been created.

b To fill up the vacancies among the members of the managing committee.

c To elect new member on the managing committee in place of the retiring members each year.

d To receive and to adopt the audited statement of accounts and the annual report of the association.

e To appoint an auditor or auditors for the ensuing year.

f To transact such other business which may be brought before the meeting by the managing committee.

45. Questions to be decided by a majority of votes

1 All questions before the Annual General Meeting or extra ordinary general Meeting shall be determined by a majority of votes.

2 In the case of an equality of votes, the President shall have a casting vote.

46. Minutes of meetings of the Association signed by President shall be conclusive proof

The Minutes of any meeting of the members of the Association signed by the President shall be conclusive evidence of the business transacted at the meeting to which the minutes relate and on the minutes being so signed, it shall, unless the contrary is provided, be presumed that the meeting was duly convened and held.

47. Notices to members having no registered address in India.

No member who does not have a registered address within India shall be entitled to any notice of any meeting of the members of the Association and all proceedings held and decisions taken without notice to such members shall be valid as if he had notice of the meeting. An accidental omission to serve notice of any meeting on a member shall not vitiate the meeting.

48. No allowances for members attending meetings

No member shall be entitled to any fee or travelling expenses or other allowances for attending any general meeting, whether annual or special and similarly no member of the Managing Committee shall be entitled to any fee or traveling expenses or other allowances for attending any meeting of the Managing Committee.

49. Audited statement of accounts and report to be circulated

The Managing Committee shall, at the end of each financial year, present a report on the working of the Association upto the end of the financial year and circulate it among the members along with the statement of accounts duly audited.

50. Auditor

At every annual general meeting of the members of the Association, the Members will appoint an Auditor of the Association and if necessary fix his remuneration. No person who holds an office as member of the Managing Committee or is indebted to the Association, shall be appointed as auditor. Only a member of the Institute of

Chartered Accountants of India shall be appointed as auditor of the Association. The auditor so appointed shall hold office from the date of the Annual General Meeting at which he is appointed till the next Annual General Meeting and shall be eligible for re-appointment unless the members otherwise decide. Any casual vacancy in the office of auditor may be filled up by the Managing Committee.

51. Audit of Accounts

Managing Committee shall maintain the regular and up to date Account of the Association and account shall be got audited by the Chartered Accountant appointed by the Association within 6 months. A copy of the Audited statement of the accounts shall be submitted to the concerned.

Dissolution

52. Any number not less than 3/5ths of the members present at the meeting convened for the purpose may determine that the Association shall be dissolved, whether forthwith or at any future time then agreed upon.

1. If, on the dissolution of the association there shall remain after the satisfaction of its debts and liabilities, any property whatsoever not impressed with any trusts agreed between the association and the donor or donors, the same shall not be paid or distributed among the members of the association or any of them but shall be given to some other association or institution working for the same or similar objects as those of the association, to be determined by the votes of not less than 3/5th of the members present in person and entitled to vote at the meeting convened for the purpose or in default thereof, by the Principal Court of Original Civil Jurisdiction of the District in which the office of the association is situated.

Indemnity

53. being of the Association, shall be indemnified out of any funds of the Association against all losses and expenses incurred in the discharge of his duties except such as shall happen through his own wilful neglect or dishonesty and each one shall be chargeable only for such money, funds or property as he shall himself actually receive in the discharge of his duties unless the same shall happen through his own dishonesty or willful negligence.

General

54. Power to frame regulations and amend these bye-laws

1. The Managing Committee shall have power to frame regulations under these bye-laws for regulating its business and proper discharge of its functions.

2. The Managing Committee may propose such alterations in or addition to these bye-laws as are not

inconsistent with the main purpose for which the Association has been established.

55. Powers of affiliation

The Managing Committee shall have the power to affiliate the Association with any other Association having similar objectives in the country and/or abroad and pay the charges that may be necessary for the same.

56. No member shall have more than one vote at any of the meetings of the Association, the Managing Committee or any committee or sub-committee, except that in the case of equality of votes as above mentioned in Rule no.(s) 30 &46 the President or Chairman shall have a casting vote.

57. Any member of the Managing Committee shall be deemed to have vacated office if he shall have absented himself without previous intimation in writing from three consecutive meetings of the association extending over a period of three months, but he shall be eligible for reinstatement by the Managing Committee.

58. An elected or co-opted member of the Managing Committee shall be deemed to have vacated office if he :-

- a. is adjudicated or adjudged insolvent
- b. is convicted by criminal offence involving moral turpitude
- c. becomes of unsound mind or physical unfit or unable to act as such
- d. resigns, retires or ceases to be a member of the association

59. Any member of the Association acting in contravention of the objects of the association or in any manner detrimental to the interest of the Association or guilty of misconduct shall be liable for expulsion on the votes of 2/3rd of the members present in person and entitled to vote at an extra ordinary meeting convened for the purpose. No such meeting shall be called unless such member shall have been previously given an opportunity of tendering his explanation of resignation and he shall not have explained his conduct to the satisfaction of the Managing Committee or tendered his resignation, no appeal shall lie against such decision a person thus expelled shall not be eligible for readmission.

60. Any addition, alteration, or omission in the rules and regulation of the association shall be effected by resolution of the Association by 2/3rd of the members present in person and entitled to vote at a general meeting of the association duly convened. So far as concerns the alterations, extension or abridgement in the purpose of the association the provisions of the Karnataka Societies Registration Act, shall apply.

Membershi Category and Definition			
			<p>Individual Members a. Professionals with qualifications or experience in urban management as shown in the definition of City Manager to be selected by the managing committee. (Nos. of individual members shall be restricted to 50% of institutional members).</p>
		✓	✓
			✓

urban design, planning, urban management and other urban services related matters.
c. Individuals who are not

houses to be selected by the Managing Committee

Incharge of Urban Dvpt.
■ Minister Incharge of Municipal Admin
■ Cabinet Minister Incharge for Hsg

Note: * : In CMA- Maharashtra, the category of "Individual Member" is replaced by that of "City Managers" membership. Also it has added the category of "Organizational Members" (includes NGOs and professionals) which is defined as follows:

■ **Organizational Members** : All the professionals or institutions as per the definition of Organizational Members can become members of the Association after due selection by the Executive Committee. (Nos. of Organizational Members shall be restricted to 50% of Institutional Members and the Executive Committee shall have the right to determine the

number of members from any applicant who could be given the Organizational Membership and to accept or reject any application without assigning any reasons).

■ **General Body of the Association** : The general body of the association comprises of all the members from the aforementioned membership categories and is represented in the manner prescribed in the following table for all the CMAs in India. The Associated Members and Patrons do not have voting rights and hence not included in the General Body of the other CMAs, except CMA- Maharashtra.

Table No.01: Representation of General Body of the CMAs (figures represent no. of members)

CMA in	Others - 5 (from each)	UDA in Corpn. Limits - 3 each Others - 2 each	each TMC - 2 members each	member
Andhra Pradesh				
Gujarat				
Madhya Pradesh				

Maharashtra



Orissa



Rajasthan



Tamil Nadu

Chennai –
10
Others – **5**
from each
five

Chennai and
any new – **1**
each

1 each
Sp. Grade
– **5** each

Select
grade,
Grade I and
II – **2**
members
each

-

-

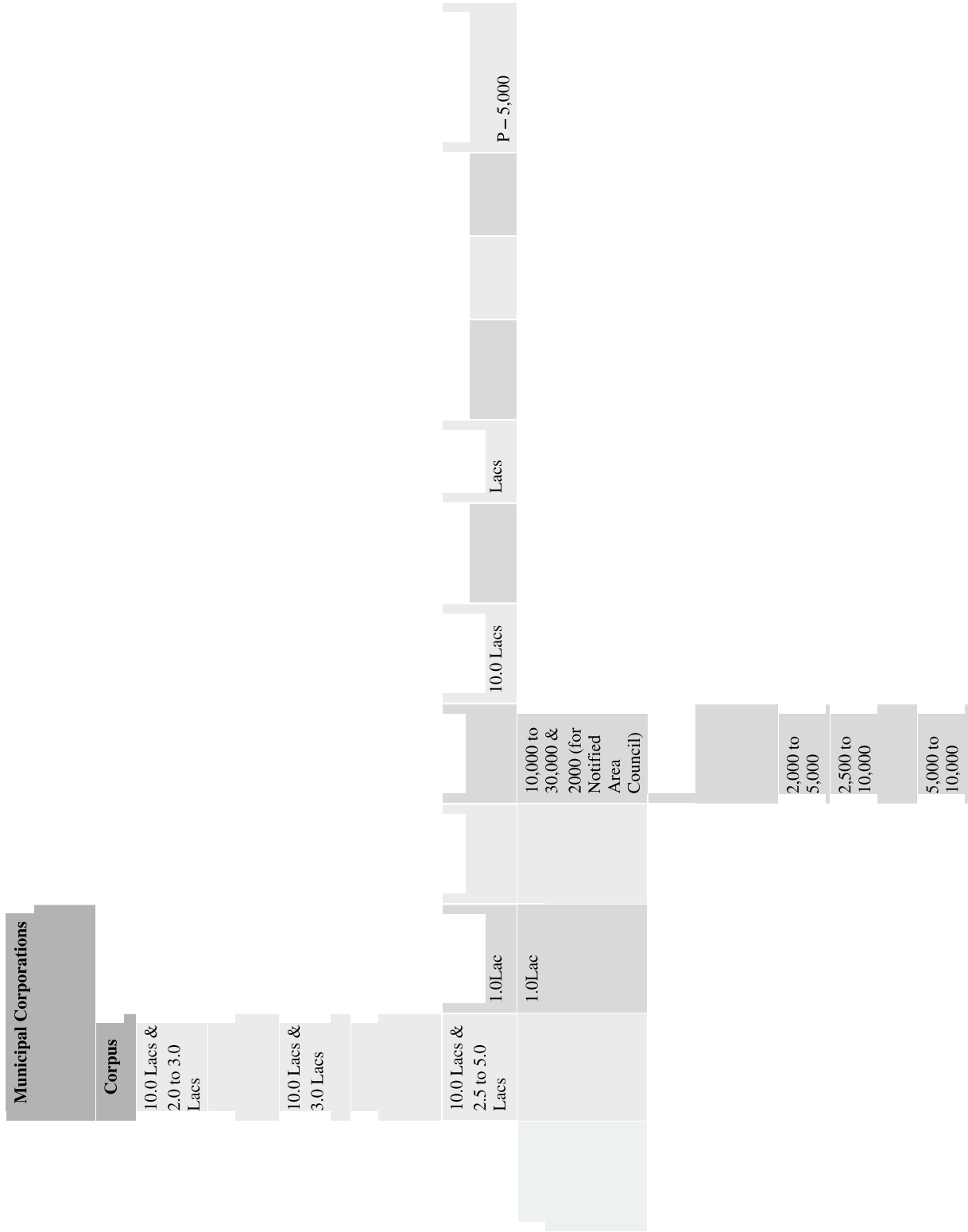
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List of Other Institutes in CMATN - Commissionerate of Municipal Administration,
Director of Town & Country Planning, Tamilnadu Pollution Control Board,
Tamilnadu Urban Development Fund, Tamilnadu Urban Infrastructure & Financial

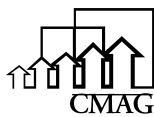
Development Corporation, Regional Director of Municipal Administration and Tamilnadu
Housing Board, State Urban Development Agency/District Urban Development Agency,
Tamilnadu Slum Clearance Board, Tamilnadu Institute of Urban Studies.

Comparative Membership Fee Structure Across CMAAs

Table No. 1 CMA Membership Fee Details (in INR) (as of year 2005)
 (Legend: Associate Members AM; Individual Member IM; City Managers CM; Professionals P; Students S) Unit (1 lac = 100,000)



The subscription paid at the time of application will cover the period upto ensuring 31 st March from the date of payment. The annual subscription will cover the period will be between the first day April to last date of the March in the next calendar year and will be payable within 2 months of the aforesaid period.



City Managers' Association Gujarat

Ahmedabad Municipal Corporation
West Zone Office, Usmanpura Cross Roads,
Ahmedabad - 380 013.

Membership Form

For Institutional Membership-(Voting) Institutional membership (Associate / Non-voting)

Name: _____
 Designation: _____
 Organisation: _____
 Office: address: _____
 Phone: _____
 Fax: _____
 Email: _____
 Residence Address: _____
 Phone: _____
 Fax: _____
 Email: _____
 Qualifications: _____

For Institutional Membership-(Voting) Institutional membership (Associate / Non-voting)

Name of the Institution: _____
 Address: _____
 Phone: _____
 Contact person: _____

Sr. No.	Name of the nominated member(s) to represent the organisation	Designation	Organisation Address	Phone Fax Email

Subscription paid for the year: _____

Details of remittance:

Paid INR. _____ through cash/cheque/DD No. _____ dated _____ drawn on the _____ bank

Signature

For official use only

Membership Approved / Not Approved

(Secretary)
CMAG

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative and practical attitude towards urban affairs and a deep sense of social responsibility as a public servant.
3. Be dedicated to the highest ideals of honor and integrity in all public and personal relationships in order that the member may merit the respect and confidence of the elected officials, of other officials and employees and of the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of all of the people.
5. Submit policy proposals to elected officials, provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals and uphold and implement municipal policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for establishment of municipal policies; responsibility for policy execution rests with the members.
7. Refrain from participation in the election of members of the employing legislative body and from all partisan political activity which would impair performance as a professional administrator.
8. Make it a duty continually to improve the members' professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on municipal affairs; encourage communication between citizens and all municipal officers; emphasize friendly and courteous service to the public; and seek to improve the quality and the image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern the members decisions pertaining to appointments, pay adjustments, promotions and discipline.
12. Seek no favor, believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is dishonest.
13. We are dedicated to providing our citizens responsible government characterized by integrity, accountability and transparency. We will provide service in a professional manner with sensitivity to the needs of all people and to sustainability of our environment.
14. We are committed to the concept that the public deserve honest consideration, professional conduct and respect regarding all government activities.
15. We believe that our reputation for integrity, credibility and sensitivity to employee and citizen need is a key asset.
16. We recognize that our employees are a valuable resource to be treated with equity, fairness and justice
17. We believe that accountability, responsibility and transparency in handling the public's property and money are essential.
18. We will show sensitivity and special concern for the under privileged, disadvantaged and vulnerable groups in the society.
19. We will uphold the "Rule of Law".
20. We recognize the right of citizens to have complete access to essential public information that affect their daily lives.

LEAVE APPLICATION FORM

Date: _____

Name: _____

Please grant me Casual / Leave Without Pay / ML*

On / From _____ to _____ Number of Days: _____ Reason for Leave: _____

Address while on Leave: _____ Phone Number if any: _____

Applicant**Secretary / Executive Director****For Office Use**

Leave on Credit: _____ Days (CL, ML*)

Leave requested for: _____ Days

Leave from _____ to _____ is / is not granted // LWP is granted/not granted

Leave balance: _____ Days

Date: _____

* For ML, Medical Certificate Submitted / Not Submitted

Secretary/Executive Director**CONVEYANCE VOUCHER****City Managers' Association Gujarat**

Ahmedabad Municipal Corporation,

West Zone Office, Usmanpura Cross Road, Ahmedabad.

Name: _____						Date: _____	
No.	Date	From	To	Km	Mode of Transport	Amount Rs.	A/c Head
					Rupees Total		
Approved (Authorised Signatory)				Signature Received Cash			

Rates : 1. Two Wheeler: Rs. 2/- per km 2. Car: Rs. 4/- per km

REQUEST FOR ADVANCE

Request by: _____ Purpose: _____
(Name)

Amount: (Rs.) _____ (Rupees) _____

Amount may be paid to _____ Authorised Signatory: _____

Signature of the person
requesting for the advancer
Date: _____

RECEIPT

Received Rs. _____ Rupees _____ only in cash for expenses as stated above.
Date: _____

Receivers Signature

CASH VOUCHER

City Managers' Association Gujarat
Ahmedabad Municipal Corporation,
West Zone Office, Usmanpura Cross Roads, Ahmedabad.

Name: _____

Date: _____

No.	Supplier	Cash Memo No. & Date	Description	Qty.	Account Code	Amount		A/c Head
						Rs.	Ps.	
Rupees						Total		

Authorised Signatory

Recipient

Head of A/c	Account Code / Project Code	Amount

TRAVELLING ALLOWANCE BILL

1. Name: _____
2. Designation: _____
3. Present Basic Pay / Consolidated Salary per month: _____
4. Purpose of Journey: _____
5. Head of Expenditure: _____
6. Particulars of Journey: _____

Departure			Arrival			Train/ Flight No.	Ticket No.	Class of Travel	Fare paid by Office or Self	Fare paid (by self only) Amount Rs.
Date	Place	Time	Date	Place	Time					
Total (A)										

7. Details of Local Conveyance:

Sr. No.	Date	Name of Places		Dist. In Kms.	Mode of Travel	Amount Rs.
		From	To			
Total (B)						
Total (A) (B) C/f.						
Rs. _____						

Total B/f. From Page 1

8. If actuals are claimed, give details of boarding and/or lodging expenses with supporting bills.
(This will require special approval of Secretary/Executive Director)

Date	Particulars	Case Memo No.	Amount Rs.
Total (C)			
1. Other office expenses during tour (Please give details and attach bills)		Rs.	
Total (D)			
GRAND TOTAL OF EXPENSES		Total (A) to (D)	Rs. _____
Less: 1 Travel advance drawn		Rs. _____	Rs. _____
2 Amount reimbursed, if any, by other organisation		Rs. _____	Rs. _____
Balance returned to office vide Receipt No. _____ / Due from office:			Rs. _____

Certified that the information give in this bill is true to my knowledge and belief.

Signature of the Claimant

Date

Authorised Signatory

MEMBERSHIP FORMFOR INDIVIDUAL MEMBERSHIP
(Voting/Associate/Non-voting)

Name: _____
 Organisation: _____
 Designation: _____
 Office Address: _____

 Phone: _____ Fax: _____
 Residence Address: _____

 Phone: _____ Fax: _____
 Email: _____
 Qualifications: _____

FOR INSTITUTIONAL MEMBERSHIP
(Voting/Associate/Non-voting)

Name of the Institution: _____
 Address: _____

 Phone: _____ Fax: _____
 Contact person: _____

Sl. No.	Name of the nominated member to represent the organisation	Designation	Phone/Fax/Mail

Subscription paid for the year: _____
 Details of remittance: _____
 Paid Rs _____ through cash/cheque/DD
 No. _____ Dated _____ drawn on
 _____ bank.

Signature

Our Mission

To provide a platform for City Managers' and urban professionals to interact and bring forth best practices, disseminate information and act as a knowledge house for urban issues and provide opportunities for City Managers' to acquire qualities and skills in order to act as leaders of change for better urban life for the whole community.

Objectives:

- Build professional management and capacity within ULBs and UDAs in Karnataka
- Provide technical management assistance and special skills to government personnel and administrators in Karnataka
- Enhance local government systems in Karnataka as centres of proactive governance, leadership and opportunities
- Revive public confidence in local government in Karnataka.
- CMAK aims to serve as a collective voice for local government interests, concerns.

City Managers' Association, Karnataka

21st Floor, Public Utility Building
 M.G. Road, Bangalore 560 001
 Ph: 91-80-5590333 Fax: 91-80-5590332

**City Managers' Association,
Karnataka**

*towards
better
cities*

Only *91-80-55610102

**City Managers' Association,
Karnataka****How we started**

The commencement of the present effort can be traced to a workshop jointly organised by USAID, NIUA, USAEP, ICMA and GOK in August 2000. This workshop saw the active participation of 'City Managers'- ULBs and state government officials. It was from the deliberations at this workshop that an outline was provided for the formation of City Managers' Association, Karnataka.

CMAK was registered in December 2002 under the Karnataka Societies Registration Act 1960. The Executive body of CMAK consists of 39 members from all categories of ULBs, UDAs, and state level statutory bodies across Karnataka with adequate geographic and category representation of urban bodies and includes officers from all three cadres IAS, KAS and KMAS and officers from the technical services such as Engineering, Water Supply, Town Planning and Health.

What we do

CMAK is a membership based professional body of City Managers' and Urban Planners, which works to strengthen and enhance the capacities of ULBs, UDAs and Association members in Urban Planning, Management and Development.

We believe in effectively utilising and encouraging the existing expertise in urban development with a focus on innovative practices, trends and concepts.

Our strategies

Our strategies revolve around peer exchange programs; information sharing between cities and countries; professional development opportunities to local officials and members of the Association; partnership and alliances with different organizations, experts, researchers, practitioners, doers, thinkers and implementers.

Our domain areas**Advisory Support & Networking:**

We support ULBs by providing advisory and technical assistance in Municipal finance, Infrastructure development, Project Management, Costing, Resource mobilization and Research. We also facilitate project planning and implementation and other selected areas of interest to ULBs.

Training & Education:

Participatory, action-oriented training is our main focus area while we endeavour to improve knowledge skills and attitude for managing urban processes of today.

Information Dissemination:

■ CMAK follows a multi-dimensional approach by facilitating national, regional and international workshops for capacity building.

■ Seminars and city programmes are organised and media partnerships enabled.

■ We bring out 'City Manager' a quarterly publication with information, analyses and perspectives on urban issues.

■ We also develop and disseminate working papers, best practices documentation and other publications.

Who is a 'City Manager' ?

'City Manager' is defined as a person who has worked or is working in any Municipal Corporation, Urban Development Authority, Municipality, Institutions involved in research, training for urban management or an NGO in urban sector

For more information please contact:

Coordinator: Deepthi Nanawati
Joint Coordinator: H. G. Nandish
Research Assistant: Sumathy Rangarajan

Memberships CMAK offers:

Institutional: Our core Institutional members comprise Municipal Corporations, City Municipal Councils, Town Municipal Councils, Urban management / urban research institutions and Urban Development Authorities in the State of Karnataka.

Individual: Professionals with qualifications or experience in urban management as shown in the definition of City Manager and selected by the Executive Committee. The number of Individual members is restricted to 50 percent of Institutional members.

Associate: Research & Educational Institutions in urban management, NGOs engaged in urban development, Professionals and students of urban management/planning.

Membership and Fee Structure

Sl. No.	Organisation	Corpus (Rs.)	Annual Fee (Rs.)
1	BCC	10,00,000	3,00,000
2	Other City Corporations	3,00,000	1,00,000
3	CMCs	1,00,000	50,000
4	TMCs	25,000	10,000
5	TPs	10,000	1,000
6	BDA	10,00,000	3,00,000
7	Other UDAs	1,00,000	25,000
8	Institutions	25,000	10,000
9	State level boards/ KUWS&SB/ Slum Clearance Board	2,00,000	50,000
10	BWSSB	2,00,000	50,000
11	NGOs	10,000	1,000
12	Individuals		500
13	Students		100

* Eligibility subject to the number of members not exceeding 50% of Institutional members

