

Impact Assessment of Mega City Scheme

(A study sponsored by Ministry of Urban Development)

Research Study Number 87



National Institute of Urban Affairs

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April 2000

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**National Institute of Urban Affairs
New Delhi (India)
Research Study Series
Number 87**

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June 2002**

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Preface

This study on the Impact Assessment of Mega City Scheme is the first evaluation study of the scheme that the National Institute of Urban Affairs (NIUA) has prepared at the instance of Ministry of Urban Development. The present study has attempted to assess the extent of success achieved in the implementation of various projects undertaken under the Mega City Scheme (MCS) in all the five cities of Mumbai, Chennai, Bangalore, Hyderabad and Calcutta. The main justification for the study stems from the fact that in the context of scarce resources any commitment of funds for the scheme in future should be weighed against its costs and benefits and should also be based on an appraisal of whether the scheme would achieve its objectives if it were to be continued.

The focus of the present study is on documenting the physical and financial achievements compared with the physical and financial targets. The present study has looked at the scheme from various standpoints: Should the scheme be continued in the Tenth Five Year Plan or not? If the scheme is to be continued, then should it continue in the same form or in a different form? What factors have constrained the effective implementation of the scheme?

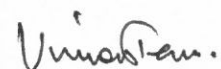
The study has shown that the criteria which have been laid down in the MCS Guidelines have inherent weaknesses which have hindered the implementation of the scheme. The guidelines have suggested that 50% of the institutional finances to be mobilised through financing institutions/ capital market, a minimum of 75% of the central and state share to remain in corpus of Nodal Agency as the Revolving Fund at the end of the Ninth Plan, the categories of projects to be undertaken in a judicious mix, and the allocation of central funds on the basis of weightages to be given on the basis of various urban reforms to be carried out in each city. The study has revealed that in many cases the judicious mix of projects could not be achieved due to prioritisation of service-based projects keeping in view the need of the city. In inter-se allocation of fund vis-à-vis urban reforms, it was difficult to quantify the various urban reforms undertaken by each city.

There has been a continuous debate on the nature of urban reforms that need to be carried out for accessing mega city scheme funds. The criterion of Revolving Fund of 75% of Central and State

share was considered to be too high in view of the long gestation periods of the projects and the prioritisation of service based projects. It was however, clear that the total allocation under the scheme was found to be inadequate to meet the needs of the mega cities keeping in view the magnitude of problems in the cities.

The study has pointed out a number of problems associated with availability of adequate staff at the level of implementing agencies, inter-agency coordination, slow pace in the completion of projects, dropping of projects after getting the approval and sanction. It has been suggested in the study that the Mega City Scheme should be continued in the Tenth Five Year Plan with suitable restructuring of its guidelines.

The Institute acknowledges the support provided by the Ministry of Urban Development for the study. The Institute wishes to place on record its appreciation to the officials of the State Urban Development Department, nodal agencies, and implementing agencies in the five cities for their assistance and co-operation. Shri V.K. Dhar, Associate Professor at NIUA coordinated this research study. Dr. Rajesh Chandra, Mr. M. Ahmed provided research support and Ms. Indu Senan and Ms. Mohini Mehta provided word processing support.



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CHAPTER I

Introduction

Background

The National Commission on Urbanisation, constituted in 1988 by the Government of India, had highlighted the importance of the metropolitan cities as they are the engines of economic growth and contribute to the national productivity and generation of resources for planned growth. The Commission had, therefore, recommended that infrastructure development in metro-cities should be supported through Central assistance since the State Government are not in a position to make adequate investments in those cities due to their limited resources and priority given to other sectors of state economy. The Commission also recommended creation of a fund administered through a specialised institution. In August 1992, following the recommendations of the Commission and requests from the State Governments, the Ministry of Urban Development and Planning Commission, Government of India, decided to introduce a Centrally Sponsored Scheme called the 'Mega City Scheme' (MCS) in cities having a population of four million and above according to the 1991 census. Five cities namely Calcutta, Mumbai, Madras, Hyderabad and Bangalore were included in the Scheme. The Government of India's support for the scheme was made available in Eighth Five Year Plan and continued in the Ninth Five Year Plan.

The purpose of the scheme was to encourage a new partnership approach and the concept of leveraging of the available government funds for raising adequate resources from financial institutions and the market, which will help to create and maintain a pool of resources for urban infrastructure upgradation on a sustained basis.

The Centrally sponsored scheme for infrastructural development in Mega cities was initiated in 1993-94 as a joint effort by the Planning Commission and Ministry of Urban Development. The scheme is governed by two Guidelines issued by Government of India during March, 1995 and June 1995. According to the Guidelines of March 1995, the goal of scheme is to improve the overall quality of urban infrastructure in the metro cities and tap institutional finance and capital market for such infrastructure development. The main features of the schemes are as follows:

- The scheme is applicable to Bombay Calcutta, Madras, Bangalore and Hyderabad. As per the financing pattern for the Scheme, the sharing between Central and State Governments is in the ratio of 25:25 and the balance 50% is to be met from institutional finance, through financing institutions/capital market. The funds from Central and State Government are given directly to a specialised institutions/Nodal Agency as a grant to build a base for the constitution of a revolving fund out of which finance could be provided to various project implementing agencies such as Water and Sewerage Boards, Municipal Corporations, Municipalities, etc.

- Project Based loans at variable rate of interest – with a judicious mix of grants (subject to maximum of 20% of Central and State shares) in certain cases and loans – are to be given by the Nodal Agency to various implementing agencies such as Municipal Corporations, Water and Sewerage Boards, etc. This will be based on due financial appraisal of projects by banks/financial institutions (wherever loans from financial institutions are availed of) and in such a manner that after accounting for interest on borrowed capital, appraisal/processing/ servicing and related costs, a minimum of 75% remains in the corpus of the nodal agency at the end of the Ninth plan. The objective is to create and maintain a fund for the development of infrastructural assets on a continuing basis.

- Urban Infrastructure schemes eligible for funding under the Mega City Scheme include: water supply, sewerage, drainage, sanitation, city transport networks, land development, slum improvement, solid waste management, etc. Finance is not to be provided for power, telecommunication, rolling stocks like buses and trams, primary health/education, projects of minor nature which can be easily implemented out of local funds, Mass Rapid Transit System/ Light Rail Transit System projects which are highly capital-intensive and long-duration projects and for long-term studies, etc.

- Only projects of regional or city-wide significance – in accordance with the Regional/ Metropolitan Master/ Development Plan – will be assisted and local projects which could ordinarily be handled by the municipal bodies, water authorities, etc. by their normal budgets and are likely to have limited impact shall not be considered.

The projects to be included under the Scheme are classified under three categories:

- A. Projects which are remunerative i.e. bankable projects which are commercially viable and profitable;
- B. Projects for which user charges could be levied as also other essential (but not amenable to user charges) projects where cost recovery in the sense of meeting the operation and maintenance costs and a part of the capital cost is expected through direct/indirect revenue generation;
For this category, funding will be available at stipulated rates of interest lower than the market rate of interest, but there will be no grants.
- C. Projects for basic services where very low or nil returns are expected – projects which are absolutely essential for upgradation of the quality of living in a Metro city but where user charges cannot be recovered. For this set of projects, two sub-sets could be considered. The first sub-set, consisting of projects on basic services but not directly related to poverty alleviation, could be funded on nominal rate of interest of say, 3 to 5%. The second sub-set, which could involve a grant component, should include urban poverty alleviation. Funds not exceeding 20% out of the grants from Central and State Governments could, however, be utilised as grant. For these projects, internal resources of implementing agencies could be substituted for institutional finance if the latter is not forthcoming.

To ensure viability of the nodal agency, the Guidelines states that the above three categories of projects should be financed in judicious mix. No fixed ratio is stipulated although the rough indication for the shares of the three categories in the total project costs could be in the ratio of 40:30:30; so that the overall package (rather than each project) should be viable in the sense of creating a sizable corpus for future investment.

The following agencies have been identified to be the nodal implementing agency for the Scheme in the respective mega cities:

Mega City	Implementing Agency
Mumbai	Mumbai Metropolitan Region Development Authority (MMRDA)
Calcutta	Calcutta Metropolitan Development Authority (CMDA)
Chennai	Tamil Nadu Financial and Infrastructure Development Corporation (TUFIDCO)
Hyderabad	Andhra Pradesh Urban Infrastructure Development Corporation (APUIDC)
Bangalore	Karnataka Urban Infrastructure Development Finance Corporation (KUIDFC)

Objectives of the Study

The main objective of the study is to assess the extent of success achieved in the implementation of various projects undertaken under the Mega City Scheme (MCS), in all the five cities of Mumbai, Chennai, Bangalore, Hyderabad and Calcutta. In particular, the study attempts to assess the success of the scheme in terms of the following.

1. The number and packaging of remunerative, cost recovery and basic services projects identified and implemented to maintain the over-all commercial viability of the basket of projects.
2. The quantum of government grant utilised, leveraging of central/state funds to mobilise finance from institutions/ capital market, investment made in various projects, and the rate of return on investments.
3. Creation of a self-sustainable revolving fund with the help of central and state government grants.

4. Conformity of the projects with urban sector reforms envisaged in the MCS guidelines, regarding innovative mechanisms for direct and indirect cost recovery measures, preparation of metropolitan development strategy/plan, and policy reforms such as using land as a resource and property tax reforms.
5. Capacity, appropriateness and strength of nodal agencies to implement the MCS vis-à-vis the role of nodal agencies in the field of planning/ development and financial management.
6. Equity consideration in the selection and design of projects.
7. Sustainability of the identified projects.
8. Impact on urban development and consequent increase in the attractiveness of the city in terms of private sector investment for infrastructure development as well as for employment generation.
9. Impact on the quality of life in the city in relation to enhanced access and improved quality of services provided under various projects.

The main justification for the study stems from the fact that in the context of scarce resources any commitment of funds for the scheme in future should be weighed against its costs and benefits, and should also be based on an appraisal of whether the scheme would achieve its objectives if it were to be continued.

Methodology

The field surveys were undertaken in five mega cities to collect relevant data from State Government, Nodal Agencies, and Implementing Agencies and discussions were held with concerned officials to better understand the issues involved in terms of planning and designing project schemes and implementation of Mega City Schemes (MCS) to achieve its targets and objectives as laid down in the guidelines of Schemes. The checklist (Annex - I) was prepared for collection of secondary data in five mega cities i.e. Mumbai, Calcutta, Chennai, Hyderabad and Bangalore. Fig.1 indicates the component of data that were collected from various agencies for this study.

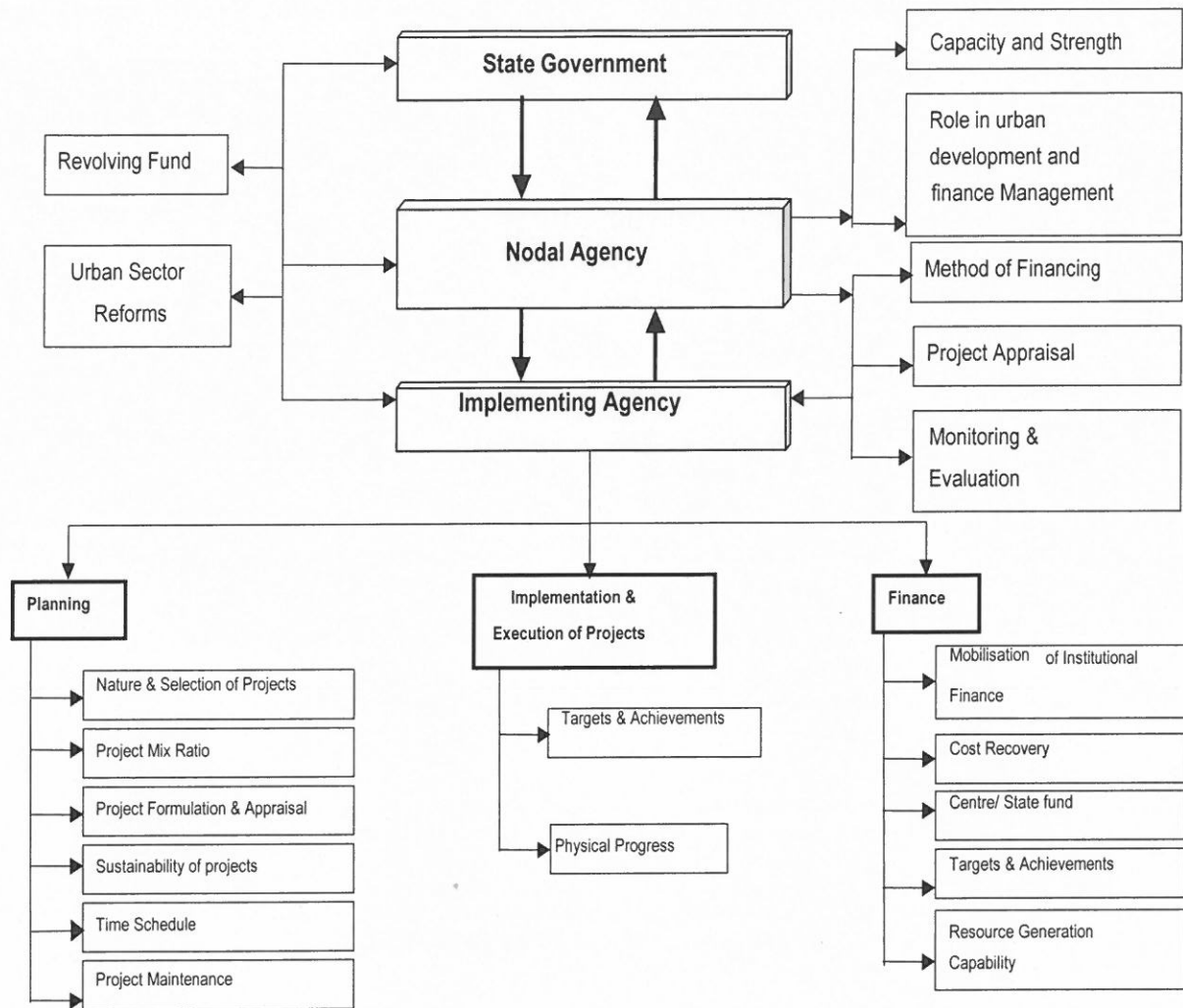


Fig.1.

Since at the time of the study, various Mega City Scheme were under progress, data related to physical and financial achievements were collected upto the period ending March, 1999 in order to analyse the project components in a comparative framework.

CHAPTER II

Mega City Schemes: Physical & Financial Profiles

In large cities, the demand for services and infrastructure such as water, sanitation, housing and transport is immense and continuously growing. At the same time, many of these cities are ill equipped to provide the services; many lack the administrative and technical ability. Most important, however, is the fact that in many cities the poor level of social and physical infrastructure is due to the difficulty of financing the expenditure necessary to provide these services. In order to come to terms with rapid urbanisation and to ensure that cities act as a vehicle for economic growth rather than as a bottleneck, it is necessary that they must find ways to finance the development of infrastructure.

The Mega City Scheme (MCS) is based on a model of progressive development seeking to improve the financial capacity of urban local government and other parastatal agencies concerned with essential infrastructure in selected mega cities. In this context, it is therefore necessary to evaluate the performance of various features of the Scheme, identify the problems and constraints and suggest effective measure to improve the efficiency of infrastructure development under the Scheme.

The following set of criteria was used to assess the impact of Mega City Scheme.

- i Adherence to Project Mix Ratio;
- ii Identification and selection of projects;
- iii Achievement of physical and financial targets;
- iv Mobilisation of institutional finance;
- v Creation of Revolving Fund; and
- vi Priortisation of projects.

Project Mix Ratio

The Mega City Scheme, envisages three categories of projects to be taken up under the scheme. These are :

- a) projects, which are remunerative – bankable, commercially viable and profitable.
- b) projects for which user charges could be levied as also other essential (but not amenable to user charges) projects where cost recovery is expected through direct/indirect revenue generation and.
- c) projects which are basic services oriented where very low or nil returns are expected.

While no fixed ratio is stipulated but the MCS guidelines indicated project mix ratio of 40(remunerative): 30 (user charge based) : 30 (basic services project). This judicious mix of projects was considered important to ensure viability of nodal institutions.

However, it was revealed that more than half of the total project cost was utilised for category 'C' (service based) projects in Bangalore and Chennai city and in Calcutta city 74 percent of the project cost was used in implementation and execution of category 'B' (user charges based) projects . Infact, project mix ratio as per guidelines was not maintained in five mega cities. (Table 1)

Table 1

City-Wise Percentage Distribution of Projects in the Three Categories

Cities	Categories		
	A (40%)	B (30%)	C (30%)
Norms			
Calcutta	19	75	6
Mumbai	23	47	30
Hyderabad	43	19	38
Bangalore	18	18	64
Chennai	7	35	58

The general consensus among nodal and implementing agencies was that the project mix ratio should not be rigidly enforced since many of the nodal/implementing agencies are not in a position to take up commercially viable projects due to low returns and costly institutional financing. Maintaining the project mix ratio was found to be difficult with implementing agencies as they were unable to undertake the remunerative projects due to non-availability of suitable land. The remunerative projects, therefore, have not generated resources required for financing non-remunerative projects. In the case of Mumbai, the implementing agencies have used their other revenues, such as revenue from the property tax and octroi to repay the loans raised under the Scheme to ensure that the project package was made sustainable even if it was not commercially viable on its own. The peculiar nature of the infrastructure projects makes it necessary to finance such projects on the basis of the overall debt-servicing capacity of the implementing agencies rather than on the basis of the revenues of individual projects. It is, therefore, necessary to adopt a flexible approach in determining the project mix ratios depending on capacity of implementing agencies to generate funds internally through other sources. If the agencies have adequate debt-servicing capacity, they would be in a position to repay the loans provided under the Scheme which will ensure the sustainability of the Revolving Fund created at the nodal agencies level.

Further, from the suggested package of investment it was clear that 20% of the funds coming out of State and Central share shall be spent on schemes on urban poverty alleviation as grants. No surplus is likely to be generated out of the grant component. Secondly, schemes in category 'C' meant for upgradation of quality of life in Mega Cities, and where user charges cannot be recovered, these schemes would have no grant component and would be funded on a nominal rate of interest of 3% to 5% and in case institutional finance for these schemes is not forthcoming the same will have to be met from internal resources of the implementing agencies. For such non-viable schemes it is quite unlikely that institutional finance would be available and with poor resource position the implementing agencies have found it extremely difficult to share the financial burden out of its own internal resources.

While 30% of the total investment is proposed to be invested in projects for which user charges could be levied as also other essential projects where cost recovery, to meet the operation and maintenance cost and part of capital costs, is expected to be generated, the implementing agencies have faced difficulties in levying user charges in case of a partial improvement or

renovation of the existing system such as augmentation of the water sources and improvement of the distribution systems, upgradation of inner city road system etc. Besides, in urban infrastructure projects the financial institutions never finance the full cost of the project. For example, in a Water Supply Scheme worth of Rs. 48.00 crores under Calcutta Metropolitan Development Authority, Housing and Urban Development Corporation (HUDCO) would finance upto 70% of the total cost subject to a ceiling limit of Rs.20 crores. Thus, a substantial portion of the total project cost will have to be borne by the State and Central share taken together even after availing of the institutional finance.

In most cases due to acute need of the implementing agencies to satisfy the requirement of providing basic amenities to the population, the service projects were prioritised over the others.

Nature of Projects

The guidelines provides for the illustrative list of projects which may be considered for financing under Mega City Scheme. (Annex 2). The list included development of urban fringes, urban renewal, provisions of serviced land and sites/ houses at affordable cost, slum improvement & rehabilitation projects, improvement & widening of roads, construction of truck terminals, improvement of water supply and sanitation, solid waste disposal schemes and construction of large commercial & trade complexes and working women hostels, baratghar, old age and destitute children's homes, night shelters etc. According to the Guidelines, the projects which are highly capital intensive or of long duration are not eligible.

As may be seen in Table 2, the category 'A' (remunerated) projects included mainly construction of commercial complexes. Housing and area development has been undertaken in Calcutta and about 61% of total projects were taken under category 'A' in Hyderabad for improvement of water supply and sewerage. Category 'B' (user fee based) included mainly construction of roads and bridges and water supply schemes, where user charge could be collected by way of toll or increase in water rates.

Table 2

Mega City Scheme (Nature of Projects)

Categories/ Type of Projects		Plan	Number of projects in cities				
			Mumbai	Chennai	Calcutta	Bangalore	Hyderabad
A	1. Housing and area development	8 th	-	-	4	-	-
		9 th	-	-	1	-	-
	2. Commercial (market)	8 th	6	21	-	3	7
		9 th	3				
	3. Water supply and sewerage		-	-	-	-	55
Sub-total			9	21	5	3	62
B	1. Construction of Road, Bridge	8 th	2	1	16	-	20
		9 th			7		
	2. Water supply scheme	8 th		8	19	1	-
		9 th			6		
	3. Sanitation programme		-	2	-	-	-
	4. Street lighting	8 th	1	-	-	-	-
	5. Others (Art Gallery, Electric Crematoria)	8 th	3	5	-	2	4
Sub-total			8	16	48	3	24
C	1. Transport (improvement & widening)	8 th	6				
		9 th	4	35	-	7	3
	2. Sanitation Programme (Sewerage & Drainage)	8 th	1	15	15	1	1
		9 th	2		3		
	3. Street Lighting		2	-	-	-	-
	4. Others (Const. Gutter, Pool & Basti Dev.)	8 th	1				
9 th		1	2	1	3	-	
Sub-total			17	52	19	11	4
Grand total			34	89	72	17	90

Construction of crematorium in Chennai, art gallery in Mumbai and development of parks in Hyderabad were also included under Mega City scheme in this category. Category 'C' (non remunerative service based projects) included mainly improvement of sewerage and drainage system. Improvement and widening of road were taken up in Mumbai, Chennai, Bangalore and Hyderabad. Few overhead bridges were also included in this category in Chennai.

It was observed that construction of commercial complex and trade complexes were not found to be income generating to sustain the civic amenities that were to be provided by the implementing agencies under the Mega City Scheme. This is due to the fact that local authorities often do not possess land required for such projects at prime locations and land acquisition is resisted by the private land owners. Besides, there were not many takers keeping in view the high price (all to be paid in white money) and the clearance of income tax department to be obtained by the proposed buyers. In such cases, the commercial complexes remains unoccupied for a long time.

The illustrative list of projects eligible for funding mentioned in the Guidelines for Mega City Scheme needed modifications as some were ambiguously worded while others imposed unrealistic conditions. For example, projects like laying of ring road/outer ring road or improvement to the water supply and sewerage and drainage system in the city would be sanctioned and approved only if cost recovery measures like toll or enhanced user charges were built into the scheme. While these projects are the need and priority in a mega city, the enhancing of charges or toll may not always be feasible. The user charges are periodically revised by the State Governments and, under the Mega City Scheme, such revisions are part of urban sector reform.

Institutional Mechanism

The MCS guidelines provides for the constitution of Sanctioning Committee at the State level to examine, approve, review and periodical monitor the implementation of the scheme. (Annexure-3). The Sanctioning Committee recommend to the Government of India through the State Government for release of Central Assistance. The guidelines provide for meeting of Sanctioning Committee as often as required. The Sanctioning Committee has the following composition:

- a) Secretary of the State Urban Development/ Municipal Administration Department dealing with the Mega City scheme
- b) Secretary, State Finance Department
- c) Chief Executive of the Mega City Scheme Authority (Nodal Agency)
- d) Joint Secretary (UD), MOUD, GOI
- e) Representative of the Planning Commission

The representative of HUDCO/ other financial institutions would be a special invitee in case the projects require funding from these institutions.

Based on the observations in the Mega City Sanctioning Committee Meeting with regard to one of five cities, the Government of India issued detailed guidelines so that more meaningful considerations of the subjects put up to the Sanctioning Committee becomes possible. (Annex 4).

According to the guidelines, the detailed project reports on mega cities programmes prepared by the nodal/implementing agency in five mega cities indicating the project area characteristics, planning and development efforts, urban development strategy, development strategy for different sectors under Mega City Scheme, need, potential and description of projects under mega city scheme, investment plan identifying financing pattern, phasing of investments and cost recovery etc. are submitted by the nodal agencies for consideration and approval by the Sanctioning Committee. However, the project formulation wing was either not available with or inadequately staffed at the implementing agency level in five mega cities. In a few cases project reports have been prepared by Consultants on behalf of implementing agencies under the scheme. The implementing agency are however, reluctant to appoint Consultants to prepare the project reports as they were not sure, whether the projects would get approved by the Sanctioning Committee for funding under the scheme.

Therefore, it is necessary to strengthen the implementing agencies in the project preparation and implementation etc. either through mega city scheme funds or exploring the possibility of obtaining funds through Research and Training budget of the Ministry of Urban Development or external aid. Alternatively, at least 2% of the Central share of the Mega City Scheme could be earmarked for the training of personnel at nodal/implementing agency level and for the project

preparation. This will help in capacity building of urban local bodies in efficient implementation of the scheme.

Nodal Agencies/Implementing Agencies

The MCS guidelines provide for administering the scheme through Ministry of Urban Development and channelising of funds through specialised institution/nodal agency at the State level. The specialised institutions/ nodal agency act as coordinating & monitoring agency for the entire range of Mega City Scheme activities. The nodal agency also channelise the fund, monitor resource mobilisation and the implementation of various projects and are responsible for the creation of Revolving Fund.

The nodal agencies have to assess clearly the revenue generation capacity of the various projects components keeping in view the overall viability of the basket of projects proposed by implementing agencies. The following agencies acts as nodal agencies and implementing agencies for implementation of Mega City Scheme in the five mega cities.

I. Mumbai City

Nodal Agency:

Mumbai Metropolitan Region Development Authority (MMRDA).

Implementing Agencies:

- 1 Mumbai Municipal Corporation (MMC)
- 2 Bombay Electric Supply and Transport Undertaking (BEST)
- 3 City and Industrial Corporation of Maharashtra Ltd. (CIDCO)
- 4 Thane Municipal Corporation (TMC)
- 5 Kalyan Municipal Corporation (KMC)
- 6 Navi Mumbai Municipal Corporation (NMMC)

II. Calcutta City

Nodal Agency:

Calcutta Metropolitan Development Authority (CMDA)

Implementing Agencies:

- 1 Calcutta Metropolitan Development Authority (CMDA)
- 2 Calcutta Metropolitan Water Supply and Sewerage Authority (CMWSA) – a wing of CMDA
- 3 Calcutta Municipal Corporation (CMC)

III. Chennai City

Nodal Agency:

Tamil Nadu Urban Finance & Infrastructure Development Corporation (TUFIDCO)

Implementing Agencies:

- 1 Madras Metropolitan Development Authority (MMDA)
- 2 Madras Metropolitan Water Supply and Sewerage Board (MMWSSB)
- 3 Tamil Nadu Tourism Development Corporation (TTDC)
- 4 Madras Corporation

IV. Hyderabad City

Nodal Agency:

Andhra Pradesh Urban Finance and Infrastructure Development Corporation (APUFIDC)

Implementing Agencies

- 1 Municipal Corporation of Hyderabad (MCH)
- 2 Hyderabad Urban Development Authority (HUDA)
- 2 Hyderabad Metro Water Supply and Sewerage Board (HMWS & SB)

V. Bangalore City

Nodal Agency:

Karnataka Urban Infrastructure Development and Finance Corporation (KUIDFC)

Implementing Agencies:

- 1 Bangalore Mahanagar Palika (BMP)
- 2 Karnataka Water Supply and Sewerage Board (KWS & SB)
- 3 Bangalore Development Authority (BDA)

In Hyderabad city, Hyderabad Urban Development Authority (HUDA) acted as the nodal agency as well as one of the implementing agency till 1998. After 1998, Andhra Pradesh Urban Finance and Infrastructure Development Corporation (APUFIDC), constituted in 1992-93, was designated as the nodal agency for Mega City Scheme.

In Calcutta, Calcutta Metropolitan Development Authority (CMDA), the nodal agency is implementing and executing all the projects under the scheme in partnership with implementing agencies. However, CMDA is responsible for the centrally planned and trans-municipal schemes, while the elected local bodies are responsible for ward level and tertiary level schemes. The projects are selected and prioritised after close interaction with local bodies and community level organisation.

In Mumbai, the Mumbai Municipal Corporation however did not participate in the Mega city Scheme because of its large, and long gestation projects could not be supported under the scheme due to limited availability of funds and duration of the scheme.

Physical Progress of the Mega City Scheme

Out of the total number of 302 projects taken up under the schemes in all the five cities, only 59 projects were completed and 45 projects were nearly completed (more than 80 percent work completed), upto 31st March, 1999 (Table 3). 115 projects were ongoing out of which the progress of nearly 33 percent of the projects was less than 50 percent.

More than half of the total projects were taken up under category 'C' (service projects) in Mumbai, Chennai and Bangalore. In Hyderabad and Calcutta, the Category 'A' (remunerative) and category 'B' (user charges based) projects taken together constituted about 94% and 75% of the total number of projects, respectively.

In Chennai, all the projects, which were taken up in 1994-95, were completed and the projects taken up in 1996-97 onward were under progress. In Bangalore, the projects taken up in 1996 under category 'A' were 85 percent completed and out of the remaining 14 schemes, the target for completion of the scheme was between Sept'99 to Jan'2001. In Mumbai, 2 schemes were dropped due to delay in acquisition of land.

It may be mentioned here that while, the project identification and project outline for the scheme were prepared during 1993-94, the revised guidelines were issued only in March, 95 and June, 95 in five mega cities. The Sanctioning Committee constituted at the State level for the purpose of implementation and monitoring of the scheme approved the projects under the schemes in 1995. In Mumbai, 22 projects were sanctioned under the Eighth Five Year Plan in its meeting held on January 1996. A new project package of 12 projects were approved by the Sanctioning Committee during 1997-98 based on the Government of India allocation for the first year of the Ninth Five Year Plan. In Calcutta, 55 projects were sanctioned under the Eighth Five Year Plan and 17 projects were sanctioned for the first year of Ninth Five Year Plan.

Table 3

Mega City Scheme : Physical Progress

City	Category of projects	Total number of projects	Number of Projects			Physical Progress of Ongoing Projects				Projects		Remarks
			Completed	Nearly completed (more than 85%)	Ongoing	<50%	50 - 70%	70 - 85%	Dropped	Yet to commence /To be started		
Mumbai	A	10	-	2	3	-	-	-	-	3	2	Progress upto June 1999
	B	7	2	1	1	-	-	-	-	2	1	
	C	17	5	1	6	-	-	-	-	3	2	
	Total	34	7	4	10	-	-	-	-	8	5	
Hyderabad	A	62	3	18	17	13	3	1	1	1	23	Progress upto June 1999
	B	24	-	1	11	11	-	-	-	2	10	
	C	4	1	1	1	1	-	-	-	-	1	
	Total	90	4	20	29	25	3	1	1	3	34	
Calcutta	A	5	1	-	4	1	2	1	-	-	-	Progress upto March 1999
	B	48	18	8	19	11	2	6	3	-	-	
	C	19	9	7	3	1	-	2	-	-	-	
	Total	72	28	15	26	13	4	9	3	-	-	
Chennai	A	21	6	-	7	-	-	-	-	-	8	Progress upto March 1999
	B	16	2	3	2	-	-	-	-	-	9	
	C	52	11	2	29	-	-	-	-	-	10	
	Total	89	19	5	38	-	-	-	-	-	27	
Bangalore	A	3	1	1	1	-	-	-	-	-	-	Progress upto March 1999
	B	3	-	-	2	-	-	-	-	-	1	
	C	11	-	-	9	-	-	-	-	-	2	
	Total	17	1	1	12	-	-	-	-	-	3	
Grand Total		302	59	45	115	38	7	10	14	69		

Keeping in view the objectives of the schemes and the physical targets to be achieved by the end of the Ninth Five Year Plan, the physical progress of the schemes remained slow. The common reasons for the slow progress of schemes in terms of completion of projects were as follows:

- a) Delay in the commencement of execution due to the delay in preparation of detailed designs, plans and estimates for the projects
- b) Changes in the original designs and inclusion of additional components of work
- c) Inter-agency coordination
- d) Priority of implementing agencies to complete the projects other than MCS projects
- e) Slow pace of work of implementing agencies

The hindrance being experienced in the implementation of projects under the scheme were mainly related to the inadequate capacity of the implementing agencies in the terms of the following:

- a) Formulation of projects with complete details including those concerning acquisition of land
- b) Preparation of long-term capital investment programmes and prioritisation of investments including those sanctioned under the scheme, and
- c) Management of finances and monitoring of project implementation

Finances for the Scheme: Targets and Achievements

The original allocation for the Mega City Scheme by the Planning Commission was Rs. 700 crores for the five cities based on the broad indication of projects of approximately Rs. 5000 crores that could be taken up during the Eighth and Ninth Plans. However, the actual allocation of Planning Commission was far below its own target being Rs. 290.50 crores for the entire

period of the Eighth Plan. Similarly in the Ninth Plan as against total allocation of Rs. 500 crores, the actual allocation till 1999 – 2000 (three years of the Ninth Plan) has been Rs. 230.47 crores. The annual allocation of the Mega City Scheme has been of the order of approximately Rs. 75 crores, which is negligible compared to the overall plan size and the financial requirements for infrastructure development in mega cities.

Under MCS, a sum of Rs. 2146.83 crores was approved as projects costs for the entire projects of the five mega cities. The amount sanctioned by the nodal agencies (Central + State) was nearly half (Rs. 1011.93) of the approved amount. The amount released by the nodal agencies was Rs. 919.45 crores against the sanctioned amount. However, amount of Rs. 618.33 crores was released by the financial institutions aggregating a total release of Rs. 1537.54 crores. On the other hand, the expenditure incurred in implementing the projects was Rs. 1075.00 crores which is 30 percent less than the released amount. In other words, the financial performance of the scheme was 70.37 per cent.

Amongst the five mega cities, the best financial performance was worked out in case of Bangalore which is more than 100 per cent. Barring Bangalore, the outstanding financial performance was registered in Mumbai (about 80 per cent) followed by Hyderabad (75 per cent). The poor performance was recorded in case of Chennai, i.e. 55 per cent. Some of the reason for this may be attributed to the changes in original design and inclusion of additional component of works and slow pace of progress by implementing agencies etc. (Table 4)

Although Mega City Scheme has been the only programme in the field of planning for urban development where physical planning has been integrated with financial planning, there was mismatch of resources with physical targets. It is suggested that the finance for the central assistance needs to be enhanced in the light of needs of the mega cities. The procedural delays owing to lack of guidance and initiative by the implementing agencies in project formulation, design etc. have resulted in delaying of projects, or dropping even some of the projects.

Further, considering the objective of the Scheme to act as vehicle for urban sector reforms to promote the objectives of constitution 74th Constitution Amendment Act, there is a need to enhance the flow of funds in order to implement the scheme successfully.

**Table 4: Mega City Scheme: Financial Progress
(upto 31.3.99)**

Mega Cities	Total cost of approved projects	Amount sanctioned by the Nodal Agencies			Total amount of loan released by the Nodal Agency	Percentage of amount released	Source & Amount of Institutional Finance			Total amount of loan released by the Nodal Agency & Financial Institution	Expenditure Incurred	Financial Progress (% of the expenditure to the total)	Remarks
		Central	State	Total			Source	Released Amount	Rate of Interest				
Mumbai	391.82	102.38	95.34	197.72	166.75	84.33	HUDCO	73.08	15% (8 th plan)	299.39	236.71	79.06	
							MMRDA	59.56	14% (9 th plan)				
Total	391.82	102.38	95.34	197.72	166.75	84.33		132.64		299.39	236.71	79.06	
Calcutta	598.45	99.55	209.65	309.20	309.20	100	NON SLR Bonds	141.5	-	455.69	283.73	62.26	CMDA is also an implementing agency
Total	598.45	99.55	209.65	309.20	309.20	100	HUDCO	4.99	-	455.69	283.73	62.26	
Bangalore	315.55		KUIDFC (Central + State)	129.84	89.85	69.20	HUDCO	68.90	15% for "A categ." 11% for "B categ." 5% for "C categ."	158.50	173.41	109.40	
Total	315.55			129.84	89.85	69.20		68.90		158.50	173.41	109.40	
Chennai	481.19	120.30	120.30	240.60	190.98	79.37	Own	31.87	-	441.29	244.37	55.37	
							HUDCO	136.54					
							TNUJFSL	22.20					
							TUFIDCO	50.01					
							MUDF	9.68					
Total	481.19	120.30	120.30	240.60	190.98	79.37		250.30*		441.29	244.37	55.37	
Hyderabad	359.82	65.43	69.14	134.57	162.67		HUDCO	20.00		182.67	136.79	74.88	
Total	359.82	65.43	69.14	134.57#	162.67			20.00		182.67	136.79	74.88	
G. Total	2146.83			1011.93	919.45			618.33		1537.54	1075.01		

* Amount released by:

- own sources (implementing agencies): Rs. 31.87 crores

- HUDCO: Rs. 136.54 crores

- Other financial Institutions: Rs. 81.88 crores

upto 1998

Institutional Finance

The scheme guidelines provide for mobilisation of matching share of Institutional Finance (50%) against the total Central and State share (50%). It may be seen from table 4, that as against the total Central and State share of Rs. 919.46 crores released, the amount released through Institutional Finance has been Rs. 618.83 Crores though a total amount of Rs. 1127.44 crores was sanctioned by the Primary Financial Institutions. The gap of Rs. 508.61 crores between sanctions and releases was very large.

It was observed that Nodal Agencies were finding it difficult to raise loan (50% share of institutional finance) from financial institutions due to following reasons:

- a) Owing to high rate of interest (between 15% - 17%) charged by financial institutions, e.g. ICICI & IDFC. In addition financial institutions insists on either state guarantee or mortgage of assets.
- b) Financial institutions are keen to finance individual projects on their individual merits and not the scheme as a package. In such a case, only remunerative projects are picked up for financial assistance. The cost increases further as the borrowers have to pay 2% of loan amount for obtaining State Government. Guarantee.
- c) The local bodies and other implementing agencies which receives financial support from State to execute infrastructure projects are not prepared to borrow institutional finance on market rate of interest due to their inability to service the debt on account of inadequate internal income generation.
- d) The main source of institutional finance has been from HUDCO in five mega cities, Besides the Nodal Agencies in Mumbai and Chennai have themselves become the financiers using their internal resources as Institutional Finance for implementing the projects. In fact, it was also the observed that implementing agencies have also been using their internal resources as Institutional finance for financing their projects.

In Chennai, a tie up arrangement to the tune of Rs. 100 crores with Nationalised Banks has been made and funds are released by the Tamil Nadu Urban Infrastructure Development Corporation (TUFIDCO) the Nodal Agency. Apart from TUFIDCO, other financial institutions like Housing Urban Development Corporation (HUDCO) & Tamil Nadu Urban Infrastructure Financial

Services Ltd. (TNUIFSL) are also extending Institutional Finance to the implementing agencies. An appraisal of projects by financial institutions to assess the risk takes additional time. It may be mentioned here the Mumbai Metropolitan Regional Development Authority (MMRDA) on its financial strength has offered 100% financial collateral for loans proposed to borrowed from HUDCO.

Keeping in view the high interest charged by from Financial Institutions and the difficulty in obtaining loan for the scheme as a package from the financial institution, it was difficult to formulate projects involving institutional finance especially in the sectors of Sewerage and Drainage, Traffic and Transportation and get them cleared by the Sanctioning Committee. Reluctance of the financial institutions is mainly on account of perceived risks for the projects which were user fee based or no-or low return projects having a higher degree of poverty alleviation component.

The reduction in budgetary allocation and the range of projects on the one hand and the enhancement of institutional finance component on the other further reduces the total resources that can be mobilised for the scheme in general and for non-remunerative projects in particular.

Therefore, it is necessary that the cheaper finance be made available for 'user fee based' and non-remunerative projects or a package of projects be considered by financial institution to advance institutional finances.

Revolving Fund

The Mega City Scheme aimed at creation of infrastructure facilities with emphasis on the fact that either the facilities should pay for themselves or they should be cross subsidised by remunerative projects. Once the assets are created, they must be maintained on a sustainable basis and for this the principle of cost recovery in built into the scheme was very relevant.

The MCS guidelines provide that by the end of Ninth Plan a minimum of 75 percent of central and state share should remain in the corpus fund of Nodal Agencies, after accounting for interest on borrowed capital, appraisal / processing/ servicing and related costs. Once such a fund is in place, it would be used for creation and maintenance of capital assets or used for other infrastructure projects.

In Mumbai, MCS Revolving Fund (MCS-RF) was credited with Rs. 177.72 crores till May 1999, with the help of Central and State share of the Scheme. This did not include Rs. 20 crores provided during 1993-94 by Central Government to State Government which was released to Mumbai Municipal Corporation as additional central assistance. In addition, Rs. 59.56 crores contributed by MMRDA as institutional loan were routed through MCS-RF. However, with the commencement of repayments in December, 1997 the MCS-RF has received Rs. 24.84 crores including a component of Rs. 10.77 crores against the institutional loan provided by the MMRDA. Moreover, the MCS-RF has earned Rs. 13.31 crores by way of interest on investment of unutilised amount. Thus, the MCSRF has a net balance of Rs. 86.46 crores (Table 5).

Table 5
MCS Revolving Fund in Mumbai

(Rs. In crores)

Contributions		Institutional finance by MMRDA	Interest on deposits till 31.3.99	Repayment till Dec'99 (excl.1f)	Total funds of MCSRF	Disbursement till May'99	Balance in MCSRF
GOI	GOM						
82.38	95.34	59.56	13.31	14.01	264.66	178.20	86.46

Source: Mumbai Metropolitan Regional Development Authority (year-nil): Mega City Scheme: Mumbai, Review of projects, p.2.

In Calcutta, the building of revolving fund was being attempted through toll charges on express ways, water charges, sales of developed lands and housing stocks and through commercial complexes. It is felt by the Nodal Agencies/ Implementing Agencies in Calcutta that 6-7 years may be appropriate for generation of corpus funds. In case of Bangalore City, a revolving fund of Rs. 8.2 crores was created till March, 1999. As far as Chennai city is concerned, a revolving fund of Rs. 38.85 crores was created till March, 1999 against the target of Rs. 138.59 crores by the end of Ninth Plan.

However, in Hyderabad, the discussion with nodal agencies and implementing agencies reveals that the creation of MCS-RF is being contemplated at the level of each implementing agencies. While the guidelines states the creation of revolving fund at the level of nodal agency, assigning this role to the implementing agencies may create problems in the use of meager resources generated in MCS-RF in a manner that would lead to a balanced development of the city and region.

The creation of revolving fund by mid Ninth Five Year Plan, falls much short of the target. The main reason for the short fall in the credit to the Revolving Fund were as follows:

- a) While the Mega City Scheme was introduced in 1993-94, the specific Guidelines were issued only in 1995. Under the circumstances, the Mega City Scheme Revolving Fund could be established in 1995-96 only.
- b) Most of the projects for which loans were given are service projects. The repayment period for these loans were with an elongated period of 15 years and the interest rate was also very low i.e. 5 percent. Consequent to this, interest earning and principle collections upto period of 9th Five Year Plan would be less. Further, most of the projects have long gestation period i.e. 6-8 years and are yet to start yielding benefits. In Calcutta, good number of projects were for renovation and replacement of the present infrastructure to maintain the same level of services.
- c) It was observed that while for the service projects in the category 'C', the interest rate was minimum i.e. 5% for a repayment period of 15 years, the category 'B' projects have a repayment period of 10 years with interest rate of 8% – 10% and category 'A' projects have a repayment period of 10 years with 14% – 15% rate of interest. Generation of 75 % of corpus fund as stipulated in the Guidelines by the end of 9th Five Year Plan may be difficult due to low returns from remunerative projects. The implementing agencies however, levy user charges for category 'B' projects, which have generated some resources. The direct recoveries of the implementing agencies from the projects were however, not sufficient for repayment of loans. The repayment loans were paid through indirect mobilisation of internal resources.

Thus, creation of a Revolving Fund of 75% of Central and State share in the Mega City Scheme is too high and needs reconsideration. The Nilopat Basu Committee report also “desired Government to clearly specify in the guidelines, the modalities for creation of Revolving Fund as they are ambiguous.

In view of this, it is suggested that the target of 75% of Revolving Fund be brought down to 50% by the end of the Ninth Plan and there should be a moratorium on the repayment of loan by the implementing agencies at least for a period not beyond 5 years or as decided by Sanctioning

Committee as the project takes some time to take off. The provision of moratorium can be with stipulation of having some securitisation of the loan either through escrow account or any other means of security which Nodal Agency is ready to consider.

It may be mentioned here that Implementing Agencies in Hyderabad availed the institutional finance by using land as resource or selling its properties in the open market. As no repayment exercise is being worked out, the implementing agencies are contemplating to evolve revolving fund at their own agency level after completing their projects and through the internal mobilisation of resources.

The MCS guidelines are however silent on the use of Revolving Fund resources by the end the project cycle. It was felt by the Nodal Agencies / Implementing Agencies that whatever little has been created in the Revolving Fund by the middle of Ninth Five Year Plan under Mega city Scheme by the Nodal Agencies can be utilised for undertaking urban infrastructure projects in the same way as the funds are utilised at present under the Mega City Scheme.

Prioritisation of Projects

The urban infrastructure projects which constitutes a majority of the projects of the Mega City Scheme, typically have long gestation periods due to nature of such projects. Infact, in case of Mumbai, the Bombay Municipal Corporation (BMC) did not participate in the scheme because its large, long gestation period could not be supported under the scheme due to limited size of funds and duration of the scheme. Moreover, the larger number of smaller projects would further burden the limited capacity of the implementing agencies in preparing and implementing projects in a timely manner.

Due to inadequacy of funds and the meager outlays there is a need for prioritisation of projects as outlined in the guidelines so as to create an impact and achieve the objectives of the Mega-City Scheme. Projects which are highly capital intensive and long gestation period should not be taken up under Mega City Scheme.

CHAPTER III

Inter-se Allocation of Funds and Urban Sector Reforms

This section covers the impact of MCS in terms of urban sector reforms that have been undertaken to improve the capacity of urban local bodies in sustaining the infrastructural development. It is important to recall that the project guidelines provides for the release of central assistance for the Scheme on the recommendations by the Sanctioning Committee to Government of India through the State Governments. The Projects which do not fulfill the guidelines or which fall within the negative list of projects indicated by the Ministry of Urban Development will not be eligible for Central Assistance. Releases are based on appraisal reports by banks/financial institutions and the recommendations of Sanctioning Committee thereon.

The MCS guidelines states that the actual release by the Ministry of Urban Development to a nodal agency will depend on :

- a) Projects performance including utilisation of funds released earlier
- b) Availability of state share
- c) Conformity of proposed projects to scheme guidelines
- d) Mobilisation of 50% institutional finance, and
- e) Progress of policy reforms envisaged under the scheme, which is expected to be a vehicle of urban sector reforms as envisaged by the constitution (74th) amendment Act.

The rational formula for allocation of funds among five Mega Cities was adopted in 1998 after detailed discussions were held with representatives of Planning Commission, State Government and Nodal agencies to formulate a basis for allocation of central share. Weightages were given on the basis of population, decadal growth of population, geographical factors and various urban sector reforms to be undertaken in the Mega City. The distribution of weightages are shown in Table 6.

Table 6

Mega City Scheme

Rational Formula for Inter-se Distribution of Funds

Factor		Weightage
A.	Population	30%
	(a) Population as on 1991 Census	20%
	(b) Decadal Population Growth (1981-91)	10%
B.	Geographical Area of the City/Towns/Agglomeration covered under the Mega City Scheme	10%
C	Urban Sector Reforms	60%
	(a) Internal Resource Mobilisation – Adoption of Cost Recovery Instruments and actual recoveries (Full weightage if all costs are recovered, either directly or indirectly through dedicated civic levies so as to inject resources equal to 75% of (Central + State Grants) into the “Revolving Funds)	10%
	(b) External Resource Mobilisation (Market Funds/ Institutional Finance) (Full weightage if these resources match or exceed the Central + State Grants)	20%
	(c) Preparation of Metropolitan Development Strategy, Metropolitan Development Plan and Metropolitan Financing Plan, using modern techniques.	10%
	(d) Policy Reforms such as Property Tax Reforms, Use of Land as a Resource, etc.	10%
	(e) Formation of independent Corporate Special Purpose Vehicles (SPVs) to handle Mega City/ IDSMT and other urban infrastructure development schemes (Initial weightage 5%. Subsequently, it is proposed to allocate 25% of the Central Assistance under the Mega City Scheme as Central Government Equity to State Urban Infrastructure Financing/ Development Corporations in the States where they exist. The States should set up the same so that the said % of funds could be transferred to them as Central Government Equity w.e.f. 1998-99)	5%
(f) Close adherence to ratio between remunerative, no profit no loss and non-remunerative categories of profits (40:30:30 – with allowance of + or – 20%)	5%	
Total		100%

Under the Inter-se allocation of fund by the Government of India, weightage of 30% was given to population (20% for population in 1991 and 10% for decadal growth) and 60% of weightage was given to urban sector reform which include internal resource mobilisation (10%), external resource mobilisation (20%), preparation of metropolitan development plan and metropolitan financing plan etc. (10%), Formation of independent corporate special purpose vehicle (5%) and close adherence to project mix ratio (5%). The rationale behind the inter-se allocation of funds is to bring about reforms in this sector at a swift pace to keep up with the changing urban scenario and trends. Urban local bodies now need to become more commercially oriented, transparent with steady source of income if they are to raise finances from the capital markets. Today budgetary support is dwindling and only those which can raise private funds can survive and maintain the amenities at the required levels. Thus, reforms are the need for the day and making them the most important parameter for allocation has resulted in state governments undertaking reforms ranging from property tax reforms to raising of funds from capital market.

While there is a general agreement on the urban sector reforms to be undertaken in the five Mega Cities; the debate on the type of urban reforms to be carried out is still continuing in five Mega Cities. While there is a consensus on retaining the criteria regarding population, decadal growth of population and geographical area, it is felt that there is a need to re-examine the criteria relating to urban sector reforms under Mega City scheme, as mentioned in the guidelines.

The nature of urban reforms carried out under the Mega City scheme is given in Table 7 and Table 8. It may be mentioned here that reforms are being carried out in cities despite the Mega City Scheme.

The review of urban sector reforms in the five Mega Cities as prescribed in the guidelines revealed the following:

a) *Internal Resource Mobilisation*

The implementing agencies have attempted to mobilise internal resources by way of levying taxes/development charges and users charges.

Table 7
Mega City Scheme: Urban Sector Reform

City	Nature of Urban Reforms
Mumbai	<ul style="list-style-type: none"> i. Preparation of the Regional Plan for Mumbai Metropolitan Region for 1996-2011. ii. Use of land as a resource by CIDCO & MMRDA. iii. Use of market-oriented mechanisms such as Transfer of Development Rights & Accommodation Reservation in the proposals of the master plans prepared for the cities in the Mumbai Metropolitan Region. iv. Introduction of Development charge for mobilising resources required for urban infrastructure in all cities and major towns. v. A study for preparation of Capital Investment Programmes and A & B class Municipal Councils in Maharashtra carried out which is used in identifying and financing projects by MMRDA. vi. Preparation of annual Environmental Status Reports has been made mandatory for all the municipal corporations and A class Municipal Councils. MMRDA is supporting this activity through financial assistance. vii. The state government in July, 1998 issued instructions to all Municipal Corporations and A class Municipal Councils in Maharashtra to prepare capital investment programmes and issued guidelines for carrying out various activities relating technical, financial and institutional aspects of urban infrastructure development.
Calcutta	<ul style="list-style-type: none"> i. Property tax has been revised and revision of powers given to the municipal bodies. ii. Water rates have also been revised. iii. DPC has been constituted in 17 districts. iv. First state to enact an Act (Town Planning Act) to constitute MPC – rules have been framed. v. Land is used as a resource. vi. Housing projects will be beneficiary contribution. vii. Toll charges on express ways.

City	Nature of Urban Reforms
	<p>viii. External resource mobilisation.</p> <ul style="list-style-type: none"> • Loans raised from HUDCO, open market and through SLR bonds. • Loan from WB Infrastructure Financial Development Corporation. • CMC updates rates on property tax, water tax in every five years. <p>ix. Calcutta 300: A perspective plan upto 2011 has been prepared.</p>
Bangalore	<p>i. Creation of SPV (KUIDFC).</p> <p>ii. Land is used as a resources.</p> <p>iii. Self assessment for property tax on the basis of capital value (proposal).</p> <p>iv. Toll tax and advertisement right for flyovers.</p> <p>v. Cess on Petrol for LRTS.</p> <p>vi. Municipal Act modified for public private provision.</p> <p>vii. Water and electricity rates revised once in three years.</p> <p>viii. Trying to impose a betterment tax/development cess on outer ring road.</p> <p>ix. Garbage disposal privatised partially.</p> <p>x. Cauvery cess on property tax, 6% of which is given to BMWSSB.</p>

Chennai	<p>i. Property Tax has been revised w.e.f. 1.10.1998. Property Tax data have been computerised for online monitoring.</p> <p>ii. The Tamil Nadu Urban Local Bodies Act 1998 has been enacted by replacing the Tamil Nadu District Municipality Act 1920 and Municipal Corporation Acts of Chennai, Madurai, Coimbatore, Tiruchirappally, Thirunelvely and Salem. Now this unified act has been enacted to bring all the urban local bodies, namely, Town Panchayats, Municipalities and Corporations in Tamil Nadu state under one comprehensive Act.</p> <p>iii. Wards committees have been constituted.</p> <p>iv. Accrual Accounting for local bodies from the year 2000.</p> <p>v. Profession Tax has been revamped.</p> <p>vi. The Government of Tamil Nadu have made land available to the Tourism Department for developing Tourism complexes.</p> <p>vii. TUFIDCO has sanctioned a sewerage project of Rs. 34 crores to Alandur Municipality in the suburb of Chennai city on a BOT basis.</p> <p>viii. CMWSSB has also raised tariff or tax rate by 10% on Water & Sewerage tax charges.</p>
Hyderabad	<p>i. Enhancement of development and land use conversion charges – Rs. 20.48 crores.</p> <p>ii. Mobilisation of funds from Institutional Finance – Rs. 98.40 crores.</p> <p>iii. For the Municipal Corporation of Hyderabad, the credit rating by CRISIL is presently in progress for public borrowings.</p> <p>iv. For Hyderabad Metropolitan Area a revised Master Plan is being prepared using remote sensing Technology & GIS.</p> <p>v. Government lands are transferred to HUDA for sale by auction after developing these lands into plots, for increasing financial resources.</p> <p>vi. Transferable Development Rights (TDR) for reserved sites, in the Master Plan and Zonal plans are under progress. Under the TDR, reserved spaces for public use can be acquired by the government and in lieu of it, the land owner will be given a development right certificate to the extent of built up area (FAR) as permissible on that plot.</p>

Table 8

Mega City Scheme: Urban Sector Reforms

Urban Sector Reforms	Mega Cities			
	Mumbai	Calcutta	Bangalore	Chennai
A. Internal Resource Mobilisation				
i. Adoption of Cost Recovery Instrument	Introduction of Development Charge for mobilising resources for urban infrastructure in all the cities and major towns			CMWSSB has raised the tariff rate by 10% on water & sewerage tax charges
ii. Actual Recoveries		Revised water rates, toll charges on express ways	Toll Tax and advertisement rights on flyovers, cess on Petrol for LRTS. water and electricity rates revised once in three years; trying to impose abatement tax/ development cess in outer ring road	Revamped professional tax
B. External Resource Mobilisation				
i. Market Funds		Non - SLR Bonds and open market		Credit rating of Hyderabad Municipal Corporation by CRISIL is in progress for public borrowings.

ii. Institutional Finance	HUDCO & MMRDA	HUDCO/ WB Infrastructure Development Corporation	HUDCO	HUDCO, TNUJFSL, TUFIDCO, MUDF	HUDCO (mobilisation of funds from Institutional Finance – Rs. 98.40 crores)
C. Policy Reforms					
i. Property Tax Reforms		Property tax has been revised	Proposed self assessment for property tax on the basis of capital value. Cauvery cess on property tax	Revised property tax w.e.f. 1.10.98 and the property tax data have been computerised	
ii. Use of land as a source	BY CIDCO & MMRDA	Used land as a resource	Used land as a resource	The government of Tamil Nadu has made land available to Tourism Department for developing Tourism Complexes	Enhancement of development and land use conversion charges – Rs. 20.48 crores; Government lands transferred to HUDA for sale by auction
D. Preparation of					
i. Metropolitan Development Strategy	Issued instruction to all MCS and A class municipal councils to prepare capital investment programmes		Garbage disposal privatised partially, municipal Act modified for public-private partnerships	Wards committees have been constituted, accrual accounting for local bodies from year 2000.	
ii. Metropolitan Development Plan	Regional plan for Mumbai Metropolitan Region for 1996-2011				Revising Master Plan for Hyderabad Metropolitan Area by using the latest remote sensing Technology and GIS.
iii. Metropolitan Financing Plan	Annual Environmental Reports				

E. Formation of Independent Corporate Special Purpose Vehicles (SPVs)	
To handle Megacity/IDSMT and other Infrastructure Development Schemes	Mumbai Region Development Authority (MMRDA). (Nodal Agency)
	Calcutta Metropolitan Development Authority (CMDA) (Nodal Agency)
	Karnataka Urban Infrastructure Development and Finance Corporation (KUIDFC) (SPV as Nodal Agency)
	Tamil Nadu Urban Finance & Infrastructure Development Corporation (TUFIDCO) (SPV as Nodal Agency)
	Andhra Pradesh Urban Finance and Infrastructure Development Corporation (APUFIDC) (SPV as Nodal Agency)
F. Close adherence to ratio between remunerative, no profit no loss and non remunerative categories of profits	No
G. Others	<p>i. Use of market-oriented mechanisms such as Transfer of Development Rights & Accommodation Reservation in development proposals of the master plans</p> <p>ii. A study for preparation of Capital Investment plan in progress and A & B class Municipal Councils in Maharashtra to carried out which is used in identify and financing projects</p>
	<p>i. DPC has been constituted in 17 districts</p> <p>ii. First state to encated an act (Town Planning Act) to constitute MPC – rules has been framed</p> <p>iii. Housing project will have beneficiary contribution</p>
	<p>i. TN Urban Local Bodies Act 1998 has been enacted by replacing TN District Municipality Act, 1920 and Municipal Corporation Acts of Chennai, Madurai, Coimbatore, Tiruchirapalli, Tirunelvely and Salem, to bring all local bodies under one comprehensive act.</p> <p>ii. TUFIDCO sanctioned a sewerage project to Alundur Municipality on BOT basis</p>
	<p>i. Transferable Development Rights (TDR) for reserved sites in the Master Plan and Zonal plans are under progress.</p>

In Chennai, under the Mega City Scheme, charges under cost recovery projects (category 'B') are collected through enhanced water charges and separate sewerage charges. Water charges and sewerage taxes are revised on quinquennial basis and have been revised and hiked by 40% in March, 1999. Chennai Metropolitan Development Authority (CMDA) has enhanced development charges and is also collecting scrutiny fees. On behalf of the Metro Water, CMDA collects water and sewerage charges at the rate of Rs.64 per sq. mt. of floor area before issuing planning permission to various developments. Similarly, local bodies also collect improvement charges on running foot basis for ground frontage of the plot and Building License Fee on slab rate basis which is double than the development charges collected. Recently, the state government has approved proposals for collecting compounding fee for regularising the unauthorised construction and deviated buildings according to the degree of violation. All these charges collected go into the funds maintained by the implementing agencies from which the loans for infrastructure developments will be repaid. Based on recoveries made from borrowers, the nodal agencies constitute the revolving fund.

In Calcutta, internal resource mobilisation is attempted through toll charges on express ways, water charges, and sale of developed lands and housing stocks and through commercial complexes (under contemplation). In Hyderabad city, mobilisation of internal resources are through enhancement of development and land use conversion charges. As mentioned earlier, urban reform in the city is a continuous process and are undertaken irrespective of the Mega City scheme. To give an example in Hyderabad, the Government of Andhra Pradesh has issued an order for regularisation of unauthorised constructions made before 30th June, 1998 duly collecting the penal amount and other charges and also ordered that the penal amount so collected shall be utilised for the specific purpose of developmental works like widening of roads, construction of bridges, fly-overs, parks and playgrounds etc. The Municipal Corporation of Hyderabad, has proposed to utilise the amount for capital projects of regional significance and city level infrastructure projects such as widening of roads, development of roads, parallel roads, link roads (intra and inter municipal), nallahs development, open spaces development, clean and green programme and greening of Hyderabad. The money has also been proposed to be utilised for establishment of information system in the Town Planning Section of the Municipal Corporation of Hyderabad.

In Mumbai, under Mega City Scheme, the implementing agencies have used their other sources of revenue for repayment of loans where enough revenues are not generated through the projects implemented under the Mega City schemes to create the revolving fund.

In Bangalore, internal resource mobilisation under the schemes is attempted through toll charges and advertisement rights on the roads. A betterment tax/ development cess is being proposed to be charged equal to one-third of the incremental land values for one of the projects construction of outer ring road.

b) External Resource Mobilisation

Institutional finance has been mobilised mainly from Housing & Urban Development Corporation (HUDCO) in all the five Mega Cities. However, in Hyderabad city, institutional finance has been mobilised from Banks as well at prime lending rate. In Mumbai, the institutional finance has been provided by the Mumbai Metropolitan Regional Development Authority (MMRDA) which is the Nodal Agency, with the concurrence of the Ministry of Urban Development. In Chennai, the implementing agencies have put in their own resources in terms of institutional finance. Under Mega City Scheme, the Tamil Nadu Urban Financial and Development Corporation Ltd. (TUFIDCO), the nodal agency in Chennai, has made a tie-up arrangement to the tune of Rs.100 crores with the nationalised Banks and funds are released by TUFIDCO. Apart from this, the Tamil Nadu Urban Investment and Financial Services Ltd. (TNUIFSL), which is a financial institution, is also extending financial assistance to the implementing agencies. In Calcutta, besides HUDCO, institutional finance has been mobilised through non-SLR Bonds and from the West Bengal Infrastructure Development Corporation (WBIDC).

With regard to mobilisation of resources from financial institutions like ICICI, IDBI etc. the nodal agencies, as mentioned earlier, are finding it difficult to raise institutional finances primarily owing to high rate of interest charged by them as compared to HUDCO and Nationalised Banks which provide finances at the prime lending rate. Besides, most of the projects undertaken under the Mega City Scheme are service oriented projects which are not commercially not viable.

c) Preparation of Development Plan

The Mumbai Metropolitan Regional Development Authority (MMRDA) has prepared the Mumbai Metropolitan Regional Plan for a period covering 1996-2011. The plan spells out development strategy responding to macro economic reforms, and has proposed market driven urban management programmes for the metropolitan region. The Development Plan for other urban centres have either been lately revised or are under process of revision and updating. The projects proposed under the scheme are in conformity with these development plans. The implementing agencies in Mumbai have also prepared Environmental Status Reports which is intended to be updated each year indicating the status of water supply and sewerage, solid waste, air and noise pollution and the status of other environmental factors existing within the city.

In Chennai, the nodal agency, the Tamil Nadu Urban Finance and Development Corporation (TUFIDCO) has prepared a comprehensive Metropolitan Development Plan in consultation with the implementing agencies. The plan indicates infrastructure projects worth about Rs. 2100 crores and the proposals for the Ninth Five Year Plan for Chennai Metropolitan Area which could be considered under the Mega City Scheme . Besides, Comprehensive Metropolitan Development Strategies are being implemented through the following instruments:

- Chennai Metropolitan Development Authority (CMDA) has revised the Second Master Plan for the year 1995-2011. It is in the final stages of approval.
- CMDA has also undertaken detailed development plans for the Chennai Metropolitan Area.
- CMDA has prepared New Town Development Plan for Maraimalai Nagar. Further, two selected towns, one at Thiruvellore on the Western Corridor leading to Bangalore and Gummidipoondi on the Northern Corridor leading to Nellore are being developed integrating the existing towns.
- Master Plans for 6 urban nodes within Chennai Metropolitan Area outside the city have been prepared and developments are regulated.

- A Comprehensive Traffic Transportation Plan for Chennai Metropolitan Area has been prepared and Traffic Action Plans have been formulated to ease the traffic congestion within the city area.

In Calcutta, the programme and projects under the scheme follows from the “Urban Development Strategy for West Bengal” and development strategy for Calcutta Metropolitan Area (CMDA) upto – 2011 i.e. “Calcutta -300” has been prepared by the Calcutta Metropolitan Development Authority (CMDA). In case of Hyderabad and Bangalore Metropolitan Area, a revised Master Plan has been prepared using GIS technique.

Thus, in all the five Mega City the Metropolitan Development Plan and Metropolitan Development Strategy has been prepared.

d) Reform in Property Tax and Use of Land as a Resource

Property Tax rates have been revised and increased in the Chennai city. The system of self-assessment have been introduced for the first time in the State of Tamil Nadu and property tax is being determined accordingly. In Calcutta, the function of West Bengal Assessment and Valuation Board is to assess and value the property tax for revision after every five years. While property tax reforms have not been undertaken in Mumbai, the land as a resource has extensively been used by The City and Industrial Development Corporation (CIDCO) for the development of Navi Mumbai and by the Mumbai Metropolitan Regional Development Authority (MMRDA), which provides institutional finance for the scheme. Other market oriented mechanisms such as Transfer of Development Rights (TDR) and Accommodation Reservation were being used in developing proposals under the Master Plan prepared for the cities in Mumbai Metropolitan region. Land has also been used as a resource in Chennai, Hyderabad, Bangalore and Calcutta. In Hyderabad, the Government lands were transferred to Hyderabad Urban Development Authority (HIUDA) for sale by auction, after developing these land into plots for increasing the financial resource base. In Chennai, most of the local bodies and implementing agencies have their own land for project execution and was not an impediment for the implementation of the projects under the Mega City Scheme . The State of Tamil Nadu has come up with a detailed draft agreement for private operators to put up commercial complexes on the land owned by the local body through BOT (Built, Operate, Transfer)

mechanism. In Hyderabad, Transferable Development Rights (TDR) for reserved sites in the Master Plan and Zonal Development Plan, as is being undertaken in Mumbai, was under progress. Under TDR, reserved spaces for public use could be acquired by the Government, and in lieu of it, the land owner will be given a Development Right Certificate (DRC) to the extent of built up area (FAR) as permissible on that plot. This certificate of right can be utilised by landowners on other property or sell it to a third party. Land, has been acquired for implementation of some of the projects under the scheme in the Bangalore city. However, the process of acquisition of land has delayed the completion of some of the projects in Bangalore city under Mega City Scheme .

e) Formation of Independent Special Purpose Vehicle (SPV) at the state level

Special Purpose Vehicle (SPV) at the state level with a specific mandate of channelising financial resources for urban infrastructure and acts as a nodal agency for the Mega City scheme has been established in Karnataka (Karnataka Urban Infrastructure and Development Finance Corporation (KUIDFC)), Andhra Pradesh (Andhra Pradesh Urban Infrastructure Finance Corporation Ltd. (APUIFC)) and Tamil Nadu (Tamil Nadu Urban Finance and Infrastructure Development Corporation Ltd. (TUFIDCO)) In Mumbai, the Mumbai Metropolitan Regional Development Authority (MMRDA) responsible for overall planning and development of Mumbai Metropolitan Region (MMR) and financing of infrastructure projects in MMR area acts as a Nodal Agency for the Mega City scheme. Hyderabad Urban Development Authority (HUDA) was the Nodal Agency for Hyderabad city earlier, which has been replaced by Andhra Pradesh Urban Infrastructure Finance Corporation Ltd (APUIFC) in 1998.

f) The Project Mix

As mentioned earlier, maintaining a project mix ratio of 40:30:30 of the total cost for remunerative, user- charge based and non-remunerative categories of projects as suggested in the 'guidelines' is found to be difficult to adhere to by Nodal/ Implementing agencies. This is because of the non-availability of suitable land with the implementing agencies and due to the acute need of implementing agencies to provide the basic amenities within the city. Besides, the 'package' as a whole is not in a position to earn enough revenue that are adequate to service the

debt after meeting the operation and maintenance requirement. Consequently, the agencies will have to use their general revenue for debt servicing. There has been a general consensus among nodal/ implementing agencies that since the funds provided by the nodal agencies are in the form of loans which are to be paid back with interest which forms part of the Revolving fund, the stipulation regarding project mix ratio may not be insisted upon as one of the criteria for inter-se allocation of funds.

During the review of urban sector reforms vis-à-vis inter-se allocation of funds, it was felt that while the urban sector reforms were the need of the day, the quantification of these urban reforms for inter-se allocation of funds was found to be difficult. For example, some of the reforms like creation of SPV or the preparation of metropolitan plans etc. were only one time phenomenon. Therefore, it was suggested that urban sector reforms vis-à-vis inter-se allocation of funds formulae be suitably modified to make them more transparent, and objective clearly spelling out issues.

There is no doubt that one of the main purposes of Mega City Scheme is to promote urban sector reforms. The need for effecting financial and institutional reforms will have to be given top most priority by the State Government as envisaged in the 74th Constitution Amendment Act, 1992. While there is a need to establish a range of financing mechanism that can provide funds on sustained basis for urban infrastructure, the concerted effort are also required to undertake adequate reforms of current practices by urban local governments. The infrastructure agencies and urban local governments will have to improve their efficiency through better management practices and accountability to ensure that full cost of services is recovered and the subsidies, if any are targeted and transparent. Many urban governments have no credit history or a poor credit history of non-payment of government loans. Under the circumstances, it is difficult to attract private or corporate investors. Secondly, with increased functional responsibilities and emerging fiscal necessities, the local governments and other implementing agencies will need to demonstrate adequate capacity for efficiency in use of resources and ensure proper debt servicing. The range of urban sector reforms to improve the capacity building of local bodies should include credit rating of ULB's, adoption of double entry accounting system and improvement in technical and managerial capacities that would help to reduce the current leakage and misallocation of resources.

The nodal agencies and implementing agencies under the Mega City Scheme stressed the need to replace the existing criteria for inter-se allocation of funds vis-à-vis urban sector reforms. They, however suggested the adoption of: i) preparation of capital investment programme; ii) credit rating for ULB's; iii) preparation of environmental status report iv) property tax reform and v) constitution of MPC/DPC's under the 74th Constitution Amendment Act, as some of urban sector reforms to be undertaken in cities and due weightage to be given to them in the criteria for inter-se allocation of funds by the Central Government.

CHAPTER IV

Improving the Infrastructural Development of Mega Cities

It is still rather early to expect tangible and quantifiable evidence of Scheme's targets having been realised. Much of the impact has been towards physical improvement of infrastructure and environment whose impact can only be verified indirectly over time. The period upto present can be taken as an initial phase where the direction of sustainable growth has been set up. Considering the need of economic growth without sacrificing the consideration of welfare, the Mega City Scheme suggest the Government initiatives to improve the management capacities at the city level.

The Mega City Scheme has no doubt improved the physical infrastructure in five mega cities, but there have been problems alongside. As mentioned earlier, these relate to project mix ratio, criteria for selection and prioritisation of projects, criteria for inter-se allocation of funds and creation of revolving fund and training needs.

It is however, clear that the total allocation under the scheme is found to be inadequate to meet the needs of the cities keeping in view the magnitude of problems in mega cities.

During the review of the Mega City Scheme , some of the other issues which needs consideration are as follows:

Inadequate staff with Implementing Agencies

Stagewise monitoring of the implementation of Scheme were undertaken by Nodal Agencies. In the first stage, monthly progress report of physical and financial status of implementation were collected from the implementing agencies and in the second stage nodal agencies prepared quarterly progress report in the format prescribed by the Ministry of Urban Development and conducted quarterly review meeting with implementing agencies. In the third stage at State Government level, the Secretary to the State Urban Development/Municipal Administration

conducted regular review meeting on the implementation of Scheme . Finally State Government, Central Government and Nodal agencies monitored regularly about the implementation of Scheme. The lack of adequate staff at the level of implementing agencies was observed in mega cities to implement and monitor number of projects undertaken by them under the Scheme which hindered the completion of projects as per schedule.

Inter-Agency Co-ordination

While the review meeting on progress of Mega City Scheme was held periodically at the State Government level conducted by Secretary, State Urban Development Department, the delay in completion of projects as per the schedule has also been attributed to non inter-agency coordination by the implementing agencies.

Project Size

Due to the limited availability of funds, the Guidelines proposed the nodal agencies to take up projects for submission to the Sanctioning Committee at least six times of the Central Government share. For instance, for a mega city for which Rs.20 crores has been released by Government of India as its share during 1994-95, the total Government of India share for Eighth Plan would be Rs.60 crores ending March, 1997. Since, this forms 25% of the total outlay proposed, amounting to Rs.240 crores, the Nodal Agency concerned may take up projects worth at least 1.5 times this amount, namely Rs.360 crores.

In fact, all the Nodal Agencies have suggested to increase the project size from the existing six times to eight times of the central share released to be approved by Sanctioning Committee keeping in view the longer gestation period for infrastructure projects.

In view of this, it is suggested that the present policy of allowing Nodal Agencies to take up projects six times of the central share released, be increased to eight times subject to availability of funds

Completion of Projects

As may be seen in the Table 9, out of 302 projects, only 59 projects have been completed by 31 March, 1999. While only 1 project have been completed out of 17 projects in Bangalore city, only 4 projects out of total 90 approved projects have been completed in Hyderabad city.

Table 9

City and Category wise Number of Projects approved and completed upto 31.3.99

Name of the city	Total project approved / sanctioned (category wise)				Total completed project (category wise)			
	A	B	C	Total	A	B	C	Total
Mumbai	9	8	17	34	-	2	5	7
Chennai	21	16	52	89	6	2	11	19
Calcutta	5	48	19	72	1	18	9	28
Bangalore	3	3	11	17	1	-	-	1
Hyderabad	62	24	4	90	3	-	1	4
Total	100	99	103	302	11	22	26	59

While the projects started in 1994-95 under the Scheme have been completed or partially completed, most of the projects started in 1996-97 were in progress and due for completion by the end of 1999. More than three fourth of completed projects were either 'cost recovery projects' or 'service projects' in the category 'B' & 'C' respectively. The reasons for slow progress in completion of projects were multiple and vary from city to city, in general they may be summarised as delay in finalisation of conceptual designs and drawings and tenders, in getting administrative sanctions from the Government for the revised project cost, delay in acquisition of land (as in the case of Bangalore City), lack of proper coordination among different agencies, inadequate staff with implementing agencies, the delay in getting the institutional finance which required the state guarantee and time taken in signing of tripartite agreement between implementing agency, nodal agency and State Government which took a long time as in the case

of Calcutta city. Further, the identification and appraisal of projects has been the time consuming process due to non-availability of data and unpreparedness of the participating or implementing agencies.

Adequate time should be allotted for carrying out project appraisal prior to actual implementation of the project and finances should be made available only after appraisal of the projects so that projects are not unduly dropped after getting sanctioned and approved by the Sanctioning Committee under the Scheme . Suitable mechanisms and systems need to be devised along with close monitoring for effective and efficient implementation of Scheme in order to avoid cost and time over run of the sanctioned projects.

Exemption from payment of Income Tax by Nodal Agencies

The Urban Infrastructure Development corporations in the State Tamil Nadu, Karnataka and Andhra Pradesh is a Government Company registered under the Companies Act providing finance for infrastructure projects to various local bodies and development authorities in their State. However, under Section 10 (23 G) of the Income Tax Act, 1961 they are required to pay tax on the interest income. Considerable amount of interest income earned under the Scheme is being paid as Income Tax (i.e. 38.5% of interest income).

Tamil Nadu Urban Finance and Infrastructure Development Corporation Ltd. (TUFIDCO) and Karnataka Urban Infrastructure Development Finance Corporation (KUIDFC) pays huge sum towards income tax every year almost an amount equal to 50% of the central share received from Government of India. Ministry of Urban Development took up this matter with Ministry of Finance Government of India. However, under the existing provision of law, the suggestion of exemption under Section 10(23 G) on the interest income earned from loans, advances to local bodies etc. was not approved by the Ministry of Finance, Government of India.

It may be mentioned here that if the lending to urban local bodies and authorities by the Nodal Agency under the Scheme are exempted under Section 10(23 G), the benefit will be as follows:

- i) The funds for the share of financial institutions can be made in the lower rate of interest;

- ii) Creation of Revolving Fund with the exemption of payment of Income Tax will help in funding more infrastructure projects.

Since the past policies and programmes to control rural to urban migration and diffusion of urban population have not been successful, there is an increasing recognition that the growth of cities is inevitable and that the solutions to the problems of cities depend heavily on their effective management. The most common issues faced by large cities are improving financial structure and management, providing basic services and infrastructure, improving urban information system and strengthening urban institutional capacities, including the role of municipal governments.

The Mega City Scheme emphasises a new partnership approach and the concept of leveraging governmental resources to tap market funds/institutional finances and multiply the government resources available for urban development. The objective is to enable the mega cities to improve their own resource base so that they can ultimately fund their infrastructural development through market borrowing and not depend on budgetary resources.

CHAPTER V

Major Findings and Recommendations

Within the framework of liberalisation and decentralisation, many important initiatives are being taken at the national and state level to increase infrastructure investments. The Central Government schemes for mega cities is structured to leverage soft loan with commercial borrowing. It is expected that by the end of Ninth Five Year Plan additionality of funds for urban infrastructure as well as mechanisms to attract private and institutional funds to the urban infrastructure sector will be provided.

This evaluation study of impact of Mega City Scheme in five mega cities of Mumbai, Calcutta, Hyderabad, Bangalore and Chennai was undertaken for the period of Eight Five Year Plan and Ninth Five Year Plan upto the 31st March, 1999. The study focuses on evaluation of the Scheme inputs and has raised some issues which need to be addressed for effective and efficient implementation of Mega City Scheme. This chapter recapitulates the major findings of the study and presents recommendations to remove the bottlenecks which hinders the implementation of the Scheme.

Major Findings

1. The review of Mega City Scheme in five mega cities revealed that existing project mix ratio of 40:30:30, between commercially viable projects (category 'A'), user charges based projects (category 'B') and the basic service projects (Category 'C'), was not being adhered to by the nodal/implementing agencies. Due to acute need of implementing agencies to satisfy the provision/ improvement of basic amenities in the city, the service projects were given priority over the other two categories. The general consensus among the nodal/implementing agencies was that project mix ratio should not be rigidly enforced since the implementing agencies were not in a position to take up commercially viable projects due to low returns and costly institutional financing. Moreover, the remunerative projects did not generate enough resources required for financing non-remunerative

projects. The implementing agencies have used their other revenue sources to repay the loans raised under the Scheme. This ensures that projects package was made sustainable even if it was not commercially viable on its own. The peculiar nature of infrastructure projects makes it necessary to finance such projects on the basis of overall debt servicing capacity of implementing agencies rather than on the basis of revenues of individual projects.

2. In the review of urban sector reforms vis-a-vis inter-se allocation of funds, it was felt that while the reforms were the need of the day and making them the most important parameter for allocation of funds was appropriate, it was difficult to quantify various reforms undertaken by each Mega City. Reforms were carried out irrespective of the Mega City Scheme. Further, some of the reforms like creation of Special Purpose Vehicle (SPV), preparation of metropolitan plan etc. were only one time phenomenon.
3. There has been a continuous debate on the nature of urban reforms that need to be carried out for accessing mega city scheme funds. While there was general consensus among nodal/implementing agencies in the mega cities on retaining the weightages given on population, decadal growth of population and geographical area of the city in the inter-se allocation of funds, it was felt that there is a need to re-examine the criteria relating to nature of urban sector reforms under Mega City Scheme as mentioned in its Guidelines.
4. In Chennai, some of the State-wide urban sector reform which have been implemented, or were in progress in the light of the state fiscal reforms process, included the adoption of accrual accounting system, computerisation of municipal records and enactment of a Comprehensive Act in consonance with the 74th Constitution Amendment Act.
5. The Mega City Scheme Guidelines provide that by the end of Ninth Plan a minimum of 75 per cent of the Central and State share remain in the corpus of the Nodal Agencies after accounting for interest on borrowed capital, appraisal/processing/ servicing and related costs. No nodal agency has been able to achieve this. The main reasons for the shortfall in the credit of Revolving Fund by the Nodal Agencies were as follows:

- a) While the Mega City Programme was introduced in 1993-94, the specific 'Guidelines' were issued only in 1995. Under the circumstances, the Mega City Scheme Revolving Fund could be established only in the year 1995-96.
- b) Most of the projects for which loans were given were service projects. The repayment period for these loans were with an elongated period of 15 years and the interest rate was also very minimum i.e. 5 per cent. Consequent to this, interest earning and principle collections upto period of 9th Five Year Plan was less. Further, most of the projects has long gestation period i.e. 6-8 years and are yet to start yielding benefits. In Calcutta city, a good number of projects were for renovation and replacement nature to maintain the existing level of services.
- c) It was observed that for the service projects in the category 'C', the interest rate was minimum i.e. 5% for a repayment period of 15 years, the category 'B' projects have a repayment period of 10 years with interest rate of 8% to 10% and category 'A' projects have a repayment period of 10 years with 14% to 15% rate of interest. Generation of 75% of corpus fund as stipulated in the 'Guidelines' by the end of 9th Five Year Plan was found to be difficult due to low returns from remunerative projects. The implementing agencies however, levy user charges for category 'B' projects, which generate some resources. The direct recoveries of the implementing agencies from the projects were, however not sufficient for repayment of loans. The repayment of loans were paid through indirect mobilisation of internal resources.

Thus, creation of a Revolving Fund of 75% of Central and State share in the Mega City Scheme is considered to be too high and needs reconsideration

6. The implementing agencies in Hyderabad city availed the institutional finance by using land as resource or selling its properties in the open market. As no repayment exercise was worked out, the implementing agencies were contemplating to evolve revolving fund at their own level after completion of their projects and through the internal mobilisation

of resources. The Guidelines were however silent on the use of Revolving Fund resources by the end of the project cycle.

7. The urban infrastructure projects which constituted a majority of the projects under the Mega City Scheme, typically have long gestation periods due to nature of such projects. In fact, in case of the Mumbai, the Bombay Municipal Corporation (BMC) did not participate in the Scheme because of its large and long gestation project could not be supported under the scheme. Due to limited fund availability and uncertainty about the continuation of scheme, many projects which could have made significant impact on the city, could not be taken up under the Scheme. It was pointed out in Calcutta that projects taken up under the Scheme started during the 8th plan, spilled over to the 9th plan period as it was found difficult to execute major water supply schemes or construction of road bridges/flyovers within a short period of time involving land acquisition or in certain cases shifting of houses.
8. The projects like laying of ring road/outer ring road or improvement in water supply and sewerage and drainage system in the city were sanctioned and approved only if cost recovery measures like toll or enhanced user charges were built into the scheme . While these projects are the need and priority in a mega city, the enhancing of charges or toll may not always be feasible. The user charges were periodically revised by the State Governments and, under the Mega City Scheme, such revisions were part of urban sector reform. Sometimes a project may be for partial improvement or renovation of an existing system as in the cases of augmentation of water resources, improvement of distribution system, and upgradation of inner city road system, where cost recovery by way user charges are difficult to built into the project.
9. The detailed project report under Scheme have been prepared by all the Nodal agencies in five mega cities indicating the project area characteristics, planning and development efforts, urban development strategy for different sectors, need, potential and description of projects, investment plan identifying financing pattern, phasing of investments and cost recovery etc. The detailed project reports were submitted by implementing agencies to the Nodal Agencies in the five mega cities for consideration and approval by the

Sanctioning Committee. Few project reports have been prepared by Consultants on behalf of implementing agencies under Mega City Scheme. However, due to inadequate staff, the implementing agencies took a long time in conceptualisation, identification and formulation of projects. The project formulation wing was either not available or inadequately staffed at the implementing agency level in five mega cities. Besides, the implementing agencies were reluctant to appoint Consultants to prepare the project reports as they were not sure, whether the projects would get approved by the Sanctioning Committee or whether the necessary funding would be available from the financial institutions.

10. Out of the total number of 302 schemes in all the five cities, only 59 schemes have been completed and 45 schemes were nearing completion (more than 80%). Upto 31 March, 1999, 115 schemes were ongoing out of which the progress of nearly 33 per cent of the schemes was less than 50 per cent.

While Hyderabad, Calcutta and Chennai cities have taken a number of smaller projects under the scheme, Mumbai and Bangalore cities took large projects under category 'A' and 'B'.

In Chennai, all the projects under the Scheme, which were taken up in 1994-95 have been completed and the projects which were taken up in the year 1996-97 and onwards are under progress. In Bangalore city, the projects taken up in the year 1996 under category 'A' were 85 per cent completed and, the target for completion remaining 14 projects was between Sept'99 to Jan'2001. In Mumbai, 2 projects have been dropped due to delay in acquisition of land. A total of 8 number of projects were dropped in Mumbai out of 34 sanctioned projects either due to the delay in acquisition of land or the local bodies decided not to take up the project later.

11. Keeping in view the objectives of the schemes and the physical and financial targets to be achieved by the end of the Ninth Plan, the physical progress of the projects was slow. The main reasons for the slow progress of the projects were:

- a) Delay in the commencement of execution due to the delay in preparation of detailed designs, plans and estimates.
 - b) Changes in the original designs and inclusion of additional components of work.
 - c) Inter-agency coordination.
 - d) Priority of implementing agencies to complete the projects other than Mega City Projects.
 - e) Slow pace of work of implementing agencies.
12. The hindrance being experienced in the implementation of projects under the scheme was mainly related to the inadequate capacity of the implementing agencies in the following areas:
- a) Formulation of projects with complete details including those concerning acquisition of land.
 - b) Preparation of long-term capital investment programmes and prioritisation of investments including those sanctioned under the scheme and
 - c) Management of finances and monitoring of project implementation.
13. The MCS Guidelines provide for mobilisation of matching share of Institutional Finance (50%) against the total Central and State share. As against the total Central and State share of Rs.919.46 crores released, the amount released through Institutional Finance has been Rs.618.83 crores though a total amount of Rs.1127.44 crores was sanctioned by the Primary Financial Institutions. The gap between sanctions and releases was found to be large.
14. It was observed that Nodal Agencies/Implementing agency were finding it difficult to avail loan (50% share of institutional finance) provided by the financial institutions due to following reasons:
- a) Owing to high rate of interest (between 15%-17%) charged by financial institutions and the requirement either state guarantee or mortgage of assets.

- b) Financial institutions have been financing individual projects on their individual merits and not the scheme as a package. In such a case, only remunerative projects are picked up for financial assistance. The cost increases further as the borrowers have to pay 1-2% of loan amount for obtaining state government guarantee.
- c) The urban local bodies and other implementing agencies which receives financial support from State to execute infrastructure projects were not prepared to borrow institutional finance on market rate of interest due to their inability to service the debt on account of inadequate internal income generation. The main source of institutional finance has been from Housing and Urban Development corporation Ltd. (HUDCO) in five mega cities. Besides the Nodal Agencies in Mumbai and Chennai have themselves been financing implementing agencies using their internal resources as Institutional Finance for implementation of the projects. In fact, it was also the observed that implementing agencies have also been using their internal resources for financing their projects under the Scheme .
15. In Chennai, a tie up arrangement to the tune of Rs.100 crores with Nationalised Banks has been made and funds were released by the TUFIDCO, the Nodal Agency. Apart from TUFIDCO, other financial institutions like HUDCO and Tamil Nadu Urban Infrastructure and Financial Services Ltd. (TNUIFSL) were also extending financial assistance as Institutional Finance. An appraisal of projects by financial institutions to assess the risk may take additional time. Mumbai Metropolitan Region Development Authority (MMRDA) on its financial strength has offered 100% collateral for loans proposed to be borrowed from HUDCO.
16. Keeping in view the high interest charged by Financial Institutions and the terms and conditions of availing loan for the scheme as a 'package' from the financial institution, it was difficult to identify the projects involving institutional finance especially in the sectors of Sewerage and Drainage, Traffic and Transportation and get them cleared by the Sanctioning Committee. Reluctance of the financial institutions was mainly on account of perceived risks for the projects which were user fee based or no or low return projects which have a higher degree of poverty alleviation component. The reduction in

budgetary allocation for the range of projects on the one hand and the enhancement of institutional finance component of the other, further reduced the total resources that could be mobilised for the scheme in general and for non-remunerative projects in particular.

17. Since the Nodal Agencies in Tamil Nadu, Andhra Pradesh and Karnataka, which have been established under the Companies Act, pay large sums towards income tax every year (almost an amount equal to 50% of the grant received from Government of India towards its Mega City Share), the Nodal Agencies requested the Ministry of Urban Development to take up the matter with Government of India so that the meager funds available under the scheme could be saved which is essentially needed for sustained urban infrastructure development. The Ministry of Urban Development did take up a matter with Government of India for necessary exemption under section 10(23 G) of the Income Tax Act, 1961. However, Ministry of Finance did not accord the approval for the exemption under the scheme.
18. The Mega City Scheme has no doubt improved the physical infrastructure in five mega cities, but there have been problems alongside. These relate to project mix ratio, criteria for selection and prioritisation of projects, criteria for inter use allocation of funds and creation of revolving fund and training needs. It is however, clear that the total allocation under the scheme was found to be inadequate to meet the needs of the cities keeping in view the magnitude of problems in mega cities.
19. It is still rather early to expect tangible and quantifiable evidence of scheme's targets having been realised. Much of the impact has been towards physical improvement of infrastructure and environment whose impact can only be verified indirectly over time. The period upto present can be taken as an initial phase where the direction of sustainable growth has been set up. Considering the need of economic growth without sacrificing the consideration of welfare, the Mega City Scheme suggest the Government initiatives to improve the management capacities at the city level.

Recommendations

1. Considering the main objectives of the Mega City Scheme viz (i) to development of infrastructure projects of city wide/regional significance in selected mega cities (ii) to enable the Nodal agencies to create a Revolving Fund by the end of Ninth Plan through mobilisation of market funds and adoption of cost recovery measures for sustained development of infrastructure and (iii) to act as vehicle for urban sector reforms to promote the objectives of the Constitution 74th Amendment Act, and the extent of funds requirements to achieve the same, there is a need to enhance the flow of funds under the scheme.
2. It is necessary to adopt a flexible approach in determining project - mix ratio taking into account the capacity of implementing agencies to generate funds internally through other sources. Besides, since the funds provided by Central and State Government are to be in the form of loans which were to be paid back with interest, constituting part of Revolving Fund, the stipulations regarding project mix ratio may not be insisted upon as one of the criteria of inter-se allocation of funds.
3. The need for effecting financial and institutional reforms, as envisaged in the Constitution 74th Amendment Act, will have to be given top most priority by the State Governments Nodal agencies. While there is a need to establish a range of financing mechanism that can provide funds on sustained basis for urban infrastructure, concerted efforts are required to undertake adequate reforms of current practices by urban governments. The Municipal Government and infrastructure agencies will have to improve their efficiency through better management practices and accountability to ensure that cost of providing services is recovered and the subsidies, if any, are targeted and transparent.
4. The range of urban sector reforms to improve the capacity building of local agencies as suggested by nodal implementing agencies should include credit rating for urban local bodies, adoption of double entry accounting system and improvement in technical and

managerial capacities that would help to reduce the current leakage and misallocation of resources.

5. The nodal agencies / implementing agencies under the Mega City Scheme have also stressed the need to modify the existing criterion for inter-se allocation of funds vis-a-vis urban sector reforms. Other reforms such as (i) preparation of capital investment programme (ii) preparation of environmental status report (iii) property tax reforms and (iv) Constitution of MPC/DPC's under the 74th Constitution Amendment Act, need to be included in the urban sector reforms and due weightage to be given to these in the criterion for inter-se allocation of funds.
6. It is suggested that the target of 75% of Revolving Fund be brought down to 50% by the end of the Ninth Plan and there should be a moratorium on the repayment of loan by the implementing agencies at least for a period not beyond 5 years or as decided by the Sanctioning Committee as the project takes some time to take off. The provision of moratorium can be with stipulation of having some securitisation of the loan either through escrow account or any other means of security which Nodal Agency is ready to consider.
7. The creation of Revolving Fund at the Nodal Agency level as mentioned in the MCS Guidelines should be retained as it will strengthen the coordinating and fund management role of the agency in the State. Assigning this role to the implementing agencies may create problems in the use of the meager resources generated in the fund and would hamper the balanced development of the city and its region. The Revolving Fund created by the mid-Ninth Five Year Plan under Mega City Scheme by the Nodal Agencies can be utilised for undertaking urban infrastructure projects in the same way as the funds are utilised at present under the Mega City Scheme.
8. Due to inadequacy of funds and the meager outlays there is a need for prioritisation of projects as outlined in the Guidelines so as to create an impact and achieve the objectives of the Scheme. Projects which are highly Capital intensive and long duration should not be taken up under the Scheme. Further, the illustrative list of projects eligible for funding

- mentioned in the MCS Guidelines need modifications as some were ambiguously worded while others impose unrealistic conditions.
9. It is necessary to strengthen the implementing agencies in the project preparation and implementation etc. either through mega city scheme funds or exploring the possibility of obtaining funds through Research and Training budget of the Ministry of Urban Development or external aid. Alternatively, at least 1-2% of the Central share of the Mega City Scheme could be earmarked for the project preparation and training/ capacity building.
 10. The Sanctioning Committee as well as Nodal Agencies should evolve suitable mechanisms alongwith close monitoring to avoid cost and time overrun of the sanctioned projects and details of various aspects of the projects be prepared by the implementing agencies before submitting them to the Sanctioning Committee, so that projects are not disbanded at a later date and the funds be utilised in a time duration in effective and efficient manner.
 11. The cheaper finance should be made available for 'user fee based' and 'non-remunerative projects' or a package of projects be considered by financial institution to advance programme loans.
 12. The present policy under the Mega City Scheme is to allow the Nodal Agencies to take up projects six times of the central share released. Keeping in view the longer gestation period of the projects, the Nodal Agencies are of the view that this should be increased to eight times of the Central share. subjected to the availability of funds with the Government of India.
 13. The Mega City Scheme, no doubt is the first governmental initiative to improve the management capacities in selected large cities. The institutional setup for financing urban infrastructure is still in a nascent stage in the country. A realistic investment programme, identifying the prospective projects, is critically important in view of the investment requirements at the metropolitan regional level. State Governments should

facilitate the development of appropriate management strategies for the mega cities and their implementation through suitable action plans.

14. With increased financial responsibilities and emerging fiscal necessities, the local government and implementing agencies will need to demonstrate adequate capacity for efficiency in use of resources, ensure proper debt surviving and development skills to negotiate satisfactory arrangements with private sector forms. Such capacity building programme should include:

- a) Awareness building among elected representatives, which is crucial as decisions regarding tariff revision for cost recovery will need to be taken by them. They will have to made aware that in the absence of such decisions, finances from institutions will not be forthcoming. Under the 74th Constitution Amendment Act, elected representatives have already been given representations in the District/ Metropolitan Planning Committees. It is therefore, suggested that elected representatives may also be included in the Sanctioning Committee.
- b) Accounting practices of municipal governments will have to undergo a drastic change to reflect the true cost of service provisions and ensure transparency in the revenue stream of specific infrastructure projects. Introduction of such practices are crucial as financial institutions would need to assess the credit worthiness of the local agencies.
- c) Improvement in technical and managerial capacities would help reduce the current leakages and misallocation of resources.

The above recommendations present an initial set of actions that are required for ensuring greater flow of funds for urban infrastructure. For such flows to occur on a sustained basis, it is a prerequisite that urban infrastructure projects be made commercially viable. This requires not only a change of mind-set among the present decision makers, but a range of actions to reform the existing local governance. It is only through these reforms that the growing needs for urban infrastructure and services can be met.

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Acknowledgement

The Institute wishes to place on its appreciation to the following officials of State Government, Urban Local Bodies and Development Authorities in the five Mega Cities for their assistance and cooperation. We would also like to thank the staff of the organisation involved in Planning and Implementation of Mega City Scheme.

Mumbai

- i. Shri Ajit Warti, IAS, Chairman and Managing Director, BMRDA
- ii. Shri T Chandrasekhara, IAS, Commissioner, Thane Municipal Corporation
- iii. Shri S P Pendharkar, Chief (Planning Division), MMRDA
- iv. Shri Rahul Asthana, IAS, General Manager, BEST
- v. Shri K C Holani, Chief Project Officer, Thane Municipal Corporation
- vi. Shri S A Bhandari, IAS, Commissioner, Kalyan-Dombivili Municipal Corporation
- vii. Shri K S Bahulian, Chief Economist, CIDCO
- viii. Shri Arun Patil, City Engineer, Navi Mumbai Municipal Corporation
- ix. Shri A A Khanolkar, Chief Engineer, BEST
- x. Shri K R Ghorpade, Senior Planner, MMRDA
- xi. Shri V K Pathak, Chief (Planning Division), MMRDA
- xii. Commissioner, Mumbai Municipal Corporation

Hyderabad

- i. Shri N S Hariharan, IAS, Principal Secretary (UD), Government of Andhra Pradesh, Hyderabad
- ii. Dr Laxmi Parthasarthy, IAS, Vice Chairman, HUDA
- iii. Dr P K Mohanty, IAS, Commissioner, Municipal Corporation of Hyderabad
- iv. Shri C T R Mahadevan, Finance Manager, APUFDIC
- v. Chief Accounts Officer, HUDA
- vi. Shri P V R Ravindra, Engineer in Chief, HMWSB, Hyderabad
- vii. Shri G K Rao, Manager (Finance) HMWSB, Hyderabad

Calcutta

- i. Sh. B.K. Sen Gupta, Director – General (Operations), Management and Coordination, Calcutta Metropolitan Development Authority
- ii. Sh. N.L. Basak, Secy. (Urban Development)
- iii. Dr. Swadesh Kr. Bhattachaya, Director, CMDA

- iv. Sh. S. Mukerjee, Ex. Engineer, CMDA and Sh. S.K. Das (Dy. Director) CMDA
- v. Sh. S.C. Boral, Asstt. Engineer Project Division, CMDA
- vi. Sh. A. Burman, Municipal commissioner, Calcutta Municipal Corporation (CMC)
- vii. Sh. D. Roy Choudhary, Chief Municipal Engineer, CMC, Calcutta
- viii. Sh. N.B. Basu, Chief Municipal Engineer (Planning and Development Department), CMC
- ix. Sh. D.K. Sinha, Director General (Projects), CMC

Chennai

- i. Sh. T.P. Nagarajan, Chairman and Managing Director, TUFIDCO
- ii. Sh. Sheriff Ali, Project Manager, TUFIDCO
- iii. Sh. M. Subas Chandra, Senior Planner, Madras Metropolitan Development Authority
- iv. Sh. G. Govindaswamy, Supdt. Engineer, (Bridges), Corporation of Chennai
- v. Sh. N. Prabhakaran, Manager, (Finance), Tamil Nadu Tourism Development Corporation Ltd.
- vi. Sh. M. Xavier, Divisional Engineer (H), Corporation of Chennai, Chennai
- vii. Sh. S.K. Guha Thakuta, director, Gammon Group, Gammon House
- viii. Sh. Rajesh Lakhani, Dy. Commissioner (Works), Corporation of Chennai
- ix. Smt. Malathi, Secy. (UD), Chennai
- x. Sh. C.P. Singh, MD, Chennai Metro Water Board, Chennai

Bangalore

- i. Dr. K.T. Ravindran, IAS, Chairman and Managing Director, Karnataka Urban Infrastructure Development and Finance Corporation (KUIDFC), Bangalore
- ii. Sh. Jaikar Jerome, IAS, Commissioner, Bangalore Development Authority, Bangalore
- iii. Sh. Sandeep Das, Finance Member, Bangalore Development Authority, Bangalore
- iv. Sh. Sanjay Kaul, IAS, CMD, Bangalore Metro Water Supply Sewerage Board, Bangalore
- v. Sh. Krishan Kumar, Principal Secretary (Urban Development), Karnataka
- vi. Sh. K. Ramagowda, Chief Engineer (Projects), Bangalore Municipal Corporation, Bangalore
- vii. Sh. M.A. Sadiq, Secretary, Karnataka Clearance Board, Bangalore

ANNEXURES

CHECK LIST FOR DATA COLLECTION FROM NODAL AGENCIES AND IMPLEMENTING AGENCIES

A. CHECKLIST FOR NODAL AGENCIES

Nodal Agencies

- a. The Project Area details, No. of implementing agencies, Organisational chart of Nodal Agency, Organisational chart for Mega-city Project.
- b. Financial Targets (Implementing Agency wise)
- c. Funding Pattern : Project category, proportion, grant, and institutional finance and loan.
- d. Agency wise distribution : category, outlay and break-up
 - i. Remunerative, cost recovery and basic services
 - ii. Project wise details
 - iii. Are they in accordance with R/MDP Plan of regional or city wide significance.
 - iv. Land (owned/acquired/adjusted for inst. finance)
- e) Status of implementation and cost of project, allocation and expenditure till 31.3.1999 a) agency wise and project wise b) under progress, completed, yet to start.
- f) Financial Progress : No. of projects approved, total project cost, central share released, state share released, institutional finance (sanctioned by HUDCO, other sources, other financing institutions), expenditure incurred till 31.3.1999
- g) Urban Sector Reform :
 - i. Internal resource mobilisation
 - ii. External resource mobilisation
 - iii. Preparation of MDP strategy, etc.

- iv. Policy reforms such as property tax, land as a resource.
- v. Formulation of SPV
- vi. Adherence to ratio between 40:30:30 with allowance of +/-20%
- h) Opening and maintaining a separate bank Account in commercial bank and maintaining:
 - i. borrowing-institution wise
 - ii. Project wise account
 - iii. Receipt and expenditure of all money received/spent.
- i) Monitoring and review of the implementation of various projects.
- j) Manner of cost recovery, repayment of loan etc.
- k) Performance Review
 - i. Utilisation of funds/physical progress
 - ii. Availability of state share
 - iii. Conformity of proposed project to scheme guidelines
 - iv. Mobilisation of 50% institutional finance
 - v. Progress of policy reforms as per 74th amendment.
 - vi. Other problems and issues (coordination and fund management)

B. CHECKLIST FOR IMPLEMENTING AGENCIES

- i. Type of project, category
- ii. Whether land owned/acquired/adjusted for Institutional Finance.
- iii. Date of commencement and scheduled date of completion.
- iv. Whether project used amendment to an existing land or enactment of new legislation.

- v. Source of funds.
- vi. Schedule of drawl by implementing agency from nodal agency (quarterly ending).
- vii. Problems and issues
(coordination and fund management & implementation of the project)

C. GENERAL CHECKLIST (IF POSSIBLE, WITH SUPPORT OF DATA) TO NODAL AGENCY/ IMPLEMENTING AGENCY

- i. Criteria for selection of projects.
- ii. State level reforms and policy reforms done.
- iii. Submission of utilization certificate within a month? Whether the state govt. spend the money of its own and release come much later.
- iv. Whether 6-7 years is enough for generation of corpus fund (80% of fund)?
- v. What guidelines do you suggest on creation of revolving fund or utilisation certificate?
- vi. Whether the inter-se fund formula is appropriate; what necessary changes are suggested in the allocation of fund formula?
- vii. Steps on evaluation for allocation and how much to allocate on the basis of reforms.
- viii. Constraints of Nodal Agency/Implementing Agency.
- ix. Land availability, capacity of Nodal Agency/Implementing Agency to implement.
- x. Project mix - whether recasting is required.
- xi. Requirement of 50% from institutional finance from Nodal Agency/market.
- xii. Are the nodal agency paying back to revolving fund? How can they achieve 70%-80% target?
- xiii. Whether beneficiaries are involved, community participation, cost recovery (old tariff/new tariff)?

- xiv. Gestation period - return of commercial complex etc.
- xv. will the existing allocation make any impact on scheme or enhanced allocation and to what extent?
- xvi. Whether budgetary allocation be reduced and institutional finance mobilised or the range of project reduced?
- xvii. What are the hinderance faced in implementation?
- xviii. Whether the land issues be settled before the projects are placed for approval before SLCC?
- xix. Whether short term gestation for projects will be better than long term?
- xx. Whether revision in project mix ratio is desirable to maintain commercial viability and generation of Revolving Fund?
- xxi. Are Nodal Agency satisfied with urban sector reforms? Whether reforms be laid down as a pre-condition for fund release? Whether rational formula outlived its relevance and needs revision?
- xxii. Utilisation certificate against actual usage of fund vis-a-vis allocation of funds.
- xxiii. Strengthening of monitoring mechanism regarding project implementation.

E. CHECKLIST FOR STATE GOVERNMENT

- i. Convergence of schemes
- ii. Specific guidelines/instruction issued to ULB/ implementing agencies.

LIST OF ILLUSTRATIVE PROJECTS

Mega City Scheme

Illustrative list of projects which may be considered for financing under the Mega City Programme.

- a) Development of urban fringes: (These areas are generally neglected and new slums often come up in these area.)
- b) Urban renewal: (i.e. redevelopment of inner (old) city areas). (this would include items like widening of narrow streets, shifting of industrial/commercial establishments from non-conforming (inner-city) areas to 'conforming' (outer-city) areas to reduce congestion, replacement of old and worn-out water pipes by new/higher capacity ones, renewal of sewerage/drainage/solid waste disposal systems, etc). Land Acquisition Costs will not be financed under this component of the programme.
- c) Increasing the provision of serviced land and sites/houses, at affordable costs, specially for the urban poor, to meet the growing urban needs. However, the construction cost of the housing units will not attract any grant assistance under the Mega-City Programme and reduction of costs of such units for the poor should be brought about through mechanisms like cross-subsidisation, HUDCO's, scheme of land bank for the shelterless', MHADA's scheme of land sharing and pooling to reduce the acquisition costs, etc.
- d) Slum improvement and rehabilitation projects.
- e) Laying/improvement/widening of arterial/sub-arterial roads within the metropolitan areas to remove transport bottlenecks.
- f) Laying of ring roads/ outer ring roads and by-passes around mega cities, provided certain cost recovery measure like tolls are built into such schemes.
- g) Construction and development or expansion of "truck terminals"
- h) Improvements to the water-supply and sewerage and drainage systems in the city, provided they are not too capital-intensive and enhanced user charges are built into the scheme.
- i) Solid waste disposal schemes and setting up of urban waste composting plants in the city to convert garbage (biodegradable portion) into manure.

- j) Environmental improvement and sanitation and city beautification schemes.
- k) Construction of large commercial and trade complexes, and National/ International convention centres, World Trade and Exhibition Centres, and the like, provided they are shown to be financially and commercially viable.
- l) Construction of buildings like Working Women's' hostels, tourist complexes (but not hotels), barat ghars, old age and destitute Children's homes, night shelters with community toilets, etc. provided their necessity and viability is established.

INSTITUTIONAL MECHANISM

The projects under the scheme will be sanctioned by a Sanctioning Committee to be constituted at the State level with the following composition:

- a) Secretary of the State Urban Development/Municipal Administration Department dealing with the Mega City Scheme
- b) Secretary, State Finance Department
- c) Chief Executive of Mega City Project Authority (Nodal Agency)
- d) Joint Secretary (UD), GOI, M/o Urban Development
- e) Representative of the Planning Commission

For projects where HUDCO/other financial institution would be interested in funding, a representation of HUDCO/other financial institution would be a special invitee to the meetings of the Sanctioning Committee.

The terms of reference of the State level Sanctioning Committee will include the following:

- a) Examine and approve projects submitted by the implementing agencies (including the nodal agency itself) under the Mega City Scheme, keeping in view the basic Scheme objectives, the broad parameters laid down and the guidelines issued by Ministry of Urban Development from time to time in this regard;
- b) Periodically monitor the implementation of various projects taken up under the Scheme;
- c) Review the implementation of the Scheme and ensure that the programmes taken up are in accordance with the guidelines laid down.
- d) Consider issues raised by the implementing agencies from time to time and take appropriate action; if necessary obtain the advice of Ministry of Urban Development / Planning Commission.
- e) Recommend to the Government of India through the State Government concerned for release of Central assistance.
- f) Other matters as the State Government may consider appropriate

The Sanctioning Committee will meet as often as required

The implementing/nodal agencies will be required to prepare project reports under the Scheme for the consideration of the Sanctioning Committee in respect of each project showing the financing pattern proposed in terms of grants, loans from financial institutions/banks and Mega City funds, applicable rates of interest, revenue generation (direct and indirect) expected, manner of cost recovery and repayment of loans, financial/ social cost benefit analysis, etc. The reports should give the justification for the projects selected in relation to the Metropolitan Development Strategy/ long-range Metropolitan Investment Plans (envisaged in the Constitution 74th Amendment Act). The number of projects to be selected should be limited and only those, which are of major significance from the Metro Master Plan/Development Plan point of view, need to be given priority. Maintenance works are not permissible and only capital projects which create new assets or remove bottlenecks in the utilisation of old assets should be selected. A guiding principle will be that every metro city has its own problems and therefore, schemes and projects have to be in the context of problems existing in each metropolis.

GOVERNMENT OF INDIA
LETTER CONTAINING REVISED GUIDELINES FOR MEGA CITY SCHEME

Govt. of India
Ministry of Urban Development

M.S. Srinivasan
Joint Secretary
Tele: 30123.9

1.6.1995

DO No: K-14011/32/92-UD III

Dear Shri Bagchi,

Sub: Mega City Projects Sanctioning Committee Meeting – regarding...

Comprehensive guidelines with regard to taking up of projects under the Mega city Scheme have already been communicated to you vide our reference No. K-14011/32/92-UD III of 27.3. 1995. Based on our observations in the Mega city Sanctioning Committee Meeting with regard to one of the five cities held recently, it is considered necessary to issue the following guidelines so that more meaningful consideration of the subjects put up to the Sanctioning Committee becomes possible, facilitating expeditions decision:

- (1) The agenda for the Sanctioning Committee meetings may be sent to reach us at least 10 days before the meeting.
- (2) Release of the State Share for 1994-95, corresponding to the GOI share already released as advance, may be confirmed before scheduling the meeting. Commitment of the State share for 1995-96 may also be intimated.
- (3) Before taking up individual projects for consideration, a Project Summary Sheet may be provided furnishing data in the Performa enclosed. This will be used from the second meeting onwards, since it seeks to furnish vital data in respect of the projects cleared by the sanctioning Committee in the earlier meetings.
- (4) The first part of every individual project item will be a summary of the particulars of the project in 2 parts, namely physical and financial, in the Performa enclosed. The Central share for a particular mega city being 25% of the total outlay for that year, and taking into account the 3-year period under the 8th Plan ending March 1997, and also considering that most of the projects will split over beyond 21 months, the nodal agency may prepare/ put up projects worth 18 times the GOI share during, say 1991-95, assuming that this amount will remain constant during the remaining years of the Eighth Plan. For instance, for a

mega city for which Rs. 20 crores has been released by GOI as its share during 1994-95, the total GOI share for Eighth Plan would be Rs. 60 crores. Since this forms 25% of the total outlay proposed, amounting to Rs. 240 crores, the nodal agency concerned may take up projects worth at least 1.5 times this amount, namely Rs. 360 crores.

- (5) The summary sheets in respect of individual project items will be followed by detailed project profile along with layouts wherever applicable. Detailed cash flow statements, NPV/TRR analyses and revenue generation projections must be available and the assumptions made in calculations clearly spelt out. The project reports in respect of specific projects could be made available for reference during the meeting.
- (6) Land is a critical factor in many development and infrastructure projects, particularly in metropolitan cities. Hence it is essential to ensure that the implementing agency is already in possession of the land or will be in a position to get possession of the land expeditiously, before the project proposed by it is taken up.
- (7) It is also essential to ensure that projects which, have already been taken up for implementation are not put up to the Sanctioning Committee for consideration under this scheme.
- (8) The position with regard to the creation of the revolving fund and its projections based on the projects already cleared should also form part of every agenda before individual projects are taken up for consideration.
- (9) Periodical inspections by a GOI team comprising Director (UD), CP – TCPO, Adviser (CPHEEO) and Dy. Adviser (H & UD) Planning Commission are also provided for. Inspection reports of this team will be placed at the ensuing Mega City Sanctioning Committee Meetings.
- (10) It will be helpful if projects, as and when cleared, are given running serial numbering for easy reference until 31.3.1997, the end of the VIII Plan.

The above observations may please be kept in mind while the agenda is prepared and sent, in order to facilitate expeditious clearance of projects under the Mega City Scheme.

With regards,

Yours sincerely,

Sd/

(MS SRINIVASAN)

Shri K.K. Bagchi
Chief Executive Officer
Calcutta Metropolitan Development Authority
No. 3A, Auckland Place
Calcutta: 700 017
Fax: 033-258262

Mega City Scheme - Mumbai

Annex : 5

Physical and Financial Progress of the Eighth Plan Projects

(Rs. in Crores)

AGENCY	COMPONENT	Category	Approved Cost	Exp. till May, 1999	Present Status / Remarks
Brihanmumbai Municipal Corporation					
	Electric Crematoria	B	4.65	0.00	Dropped. MCGM decided not to take up the project under the Scheme.
Total			4.65	0.00	
Brihanmumbai Electric Supply and Transport					
	Street Lighting	B	60.00	38.58	Out of 24,000 lamps to be converted from Mercury to Sodium vapour. 60 % work completed.
	Development of Nodal Bus Station	C	0.32	0.00	Dropped.
	Upgradation of Existing Relief Shelter	C	1.62	0.00	Dropped.
	Bus Stops on Eastern and Western Express Highway	C	2.86	0.00	Dropped.
Total			64.80	38.58	
City and Industrial Development Corporation					
	Land Development at Kharghar	A	27.90	10.15	Survey completed. 80% of reclamation, WBM roads and channel work completed. ESR fully completed. Storm water drainage and feeder main works for water supply are in progress.
	Road Bridge at Airoli	B	49.46	49.46	The bridge is completed and is opened for traffic.
	Palm Beach Road	C	53.89	63.01	VIIIth Plan target completed. Under this, about 60% of road length along with culverts and 2 out of 3 minor bridges is completed. Substructure of 2 out of 3 major bridges completed.
	Underpass at Vashi Node	C	3.15	3.15	Nearing completion.
Total			134.39	125.60	
Navi Mumbai Municipal Corporation					
	Sanitation Programme	C	2.07	2.07	Completed. Community toilet complexes and public toilets.
	Street Lighting	C	1.36	1.36	Completed. 1175 poles and HPSV lamps.
	Road Works	C	5.00	5.00	Completed. Improvement and widening of roads.
Total			8.43	8.43	
Thane Municipal Corporation					
	Shivaji Maidan and Market Complex	A	1.50	0.00	Dropped. TMC decided not to take up the project.
	Development of Commercial complex at Goadevi	A	3.00	0.00	Dropped. TMC decided not to take up the project.
	Kalwa Bridge	B	21.00	23.18	Completed. Opened for traffic.
	Street lighting	C	3.30	2.89	Work completed.
Total			31.80	26.07	
Kalyan-Dombivli Municipal Corporation					
	Shopping Complex cum Town Hall	A	6.00	5.65	Nearing completion.
	Truck Terminus	A	5.00	0.00	Delay in acquisition of land. The project is dropped.
	Sports Complex	A	4.25	4.24	Nearing completion.
	Art Gallery/ Museum Conference Centre	B	3.00	0.00	Dropped. KMC decided not to take up the project.
	Diesel Crematorium	B	0.50	0.45	Nearing completion.
	ROB on Kalyan Shil Patri Pool	C	4.00	3.12	Deposit amount paid to railways by KMC. Work in progress.
Total			22.75	13.46	
GRAND TOTAL			266.62	212.34	

Note : BEST's expenditure is upto December, 1998.

Name of Mega City: MUMBAI Name of Nodal Agency : MMRDA Quarter March, 1999

IIC : Recoveries made into the Revolving Fund Account No 15694 at Bank of Maharashtra, Bandra (E)
(Rs. in Crores)

	From Mega City Development Wing		From other Implementing Agencies	
	Targeted	Actual	Targeted	Actual
1993-94				
1994-95				
1995-96				
1996-97	-	-	-	-
1997-98	-	-	4.77	4.77
Upto previous Quarter	-	-	14.12	14.12
During the Quarter	-	-	0.00	0.00
By the end of the Quarter	-	-	14.12	14.12

Note : In addition an amount of Rs. 11.02 crores was recovered in the MCSRF towards MMRDA's Institutional Loan.

Mega City Scheme - Mumbai

Status of the New Projects approved during 1997-98

(Rs. In Crores)

AGENCY	COMPONENT	Category	Approved Cost	Exp. till March 99	Present Status
Brihanmumbai Electric Supply and Transport					
	LED display system for destination and route	C	0.40	0.00	Feasibility is being established
Total			0.40	0.00	
City and Industrial Development Corporation					
	Dev. of 404ha. industrial park at Kalamboli	A	34.66	5.99	Work started
	Underpass at Kharghar	C	2.50	0.00	Designs are ready. To be constructed by the PWD as deposit work.
	ROB at Khandeshwar on Belapur- Panvel Rly. line	C	14.34	6.62	Work of by-pass completed and bridge work is in progress.
Total			51.50	12.61	
Navi Mumbai Municipal Corporation					
	Toilet Complexes	C	2.00	1.41	Work started
	Construction of Gutters	C	7.59	3.09	Work started
	Laying of Sewer lines	C	9.36	0.00	Yet to commence
Total			18.95	4.50	
Thane Municipal Corporation					
	Truck Terminal at three sites	A	5.40	0.00	Yet to commence
	Water Supply Scheme for Thane	B	31.05	10.38	30% work of procurement of pipes and treatment plant completed.
Total			36.45	10.38	
Kalyan-Dombivali Municipal Corporation					
	Multi storied pay and park at Kalyan Station	A	2.50	0.00	Yet to commence
	Augment. Dombivali Kalyan Water Supply Scheme	B	12.20	0.00	Yet to commence
	Const. of FOB & Rickshaw stand near station - Dombivali	C	3.00	0.00	Yet to commence
Total			17.70	0.00	
GRAND TOTAL			125.00	27.49	

STATUS OF CALCUTTA MEGACITY PROJECTS AS ON 30.6.99

SL.	NAME OF THE PROJECT	CATE- GORY	APPROVED ESTD. COST (LAKHS)
WATER SUPPLY (Category - B)			
<i>Water supply schemes for Municipal & Non-municipal Areas within CMA</i>			
1	Madhyamgram	B	244.42
2	Rajarhat	B	671.12
3	Uttarpara	B	197.60
4	Nabagram	B	77.26
5	Nungi Shyampur	B	88.27
6	Jatia, Ganipur & Nabapally	B	101.53
7	Bally, Bankra, Sarenda & Belanagar Abhoynagar	B	154.47
8	Andul Moihary	B	58.98
9	Bauria, Uluberia	B	141.52
10	Deulpara	B	128.10
11	Augmentn. Of Sources	B	108.57
12	Serampore	B	966.00
13	Improvement of Water Supply JDV-Behala	B	2514.00
14	UGR at Salt Lake and Lake Town	B	1413.30
15	New supply lines & sources for stabilisation of Municipal Water Supply Ph-1	B	1561.50
16	Augmentation of Garden Reach TP	B	5907.00
17	Stabiolisation of Hawrah WW	B	211.00
18	Boosting station at MF Ali Park	B	788.00
19	Balance portion of 1500 MM Palta – Talla Main	B	1853.00

SL.	NAME OF THE PROJECT	CATE- GORY	APPROVED ESTD. COST (LAKHS)
20	Augmentation of Padma Pukur Water Treatment Plant	B	6700.00
21	Piped WS within Maheshtala Municipality	B	533.60
22	Augmentation of Chandannagar Water Treatment Plant	B	221.42
23	Madhyamgram Water Supply Ph-2	B	270.43
24	Baruipur Water Supply Ph-1	B	193.76
25	Rajpur – Sonapur Ph-1	B	328.65
Sub total of water supply		B	25433.53
TRAFFICE & TRANSPORTATION (Category – B)			
26	Konnagar Rly. Underpass	B	350.00
27	Ultadanga Rly. Underpass	B	453.18
28	Salkia Fly Over	B	485.00
29	Garia Station Road	B	69.24
30	Strengthening B. K. Exp. Way	B	317.52
31	Improvement of Street Lighting – 1	B	64.59
32	R.B. Connector Widening	B	508.93
33	Improvement of City Roads in CMC	B	350.00
34	Improvement of Roads in Municipal Towns	B	2751.52
35	Garia Bridge	B	218.41
36	Improvement of Street Lighting – 2	B	168.38
37	Improvement of Roads Around Howrah Maidan Area	B	158.50
38	Widening of EMBP (From captn. Bhery to PC Rotary & SL 1 st Entry to BM Road)	B	577.00
39	Widening of EMBP (From PC Rotary to RB Rotary)	B	797.00

SL.	NAME OF THE PROJECT	CATE- GORY	APPROVED ESTD. COST (LAKHS)
40	Construction of PA Shah Road	B	1513.000
41	Bridge over Fatesah Canal	B	42.34
42	ROBAT Lake Gardens	B	2082.00
43	ROBAT Bondel Gate	B	1065.00
44	BKP – DDM Expressway	B	2085.00
45	Chaulpatty Road	B	219.81
46	Widening of EMBP	B	2917.10
47	Widening of EMBP (PC-RB Rotary) Ph II	B	997.29
48	Widening of Kona Expressway	B	954.58
Sub Total of Traffic & Transportation			19145.39
SEWERAGE & DRAINAGE (Category – C)			
49	Bangur Avenue Sewerage	C	124.39
50	Public Conveniences	C	100.00
51	Improvement of Lead Channel-1 in TP Basin (CMW& SA)	C	38.59
52	Improvement of Branch Channel of TP Basin (I & WD)	C	62.26
53	Sewerage in CMC Wards 111-112 (PT)	C	1016.00
54	Drainage Scheme for Bellelious Road	C	43.81
55	Conversion of Latrins in Municipal Areas	C	655.45
56	Removal of Drainage Congestion in HMC Wards 3.8.50	C	103.11
57	Removal of Drainage Congestion in Behala I.E.	C	10.20
58	Renovation of Tapsia PS	C	88.00

SL.	NAME OF THE PROJECT	CATE- GORY	APPROVED ESTD. COST (LAKHS)
59	Removal of Drainage Congestion in Nandannagar	C	33.66
60	Removal of Drainage Congestion around Howrah Maidan Area	C	62.00
61	Improvement of Bagjola Khal (UPPER) Ph I	C	42.33
62	Improvement of Bagjola Khal (UPPER) Ph II	C	85.69
63	Storm Drainage in HMC Ward 1-16	C	335.45
64	Trunk Sewer and Drains in CMC	C	200.00
65	Re-excavation of Lower Bagjola	C	183.95
Sub Total of Sewerage Drainage			3184.80
S.W.M. (Category - C)			
66	Strengthening of SWM in Calcutta	C	222.23
Housing & Area Category A			
67	MIG Housing at Baishnabghata Patuli	A	1763.02
68	Area Development at Kasba	A	1012.25
69	Housing at GOLF Green	A	781.63
70	Barrackpur Housing	A	1784.00
71	CMDA Housing at Baghajatin	A	6194.60
Sub Total of Housing & Area Development			11535.50
BUSTEE DEVELOPMENT (Category - C)			
72	B.I. Work at CMC wards 103, 104 ...	C	343.00
GRAND TOTAL			59844.54

BANGALORE CITY : PROGRESS REPORT ON MEGACITY PROJECTS

Sl.No	Implementing Agency	Name of the project	Project Cost	Amount of Loan Sanctioned by KUIDFC (Rs Lakhs)	Loan Released by KUIDFC (Rs Lakhs)	Amount of Loan Sanctioned by HUDCO (Rs Lakhs)	Loan released by HUDCO (Rs Lakhs)	Total Loan Released by KUIDFC and HUDCO	Expenditure as per agency figures (Rs Lakhs)	Date of Commencement	Scheduled Date of Completion	Financial Progress %	Physical Progress
1	B.C.C	Sirsi Circle to Town Hall Flyover	9,400.00	3000.00	3000.00	6000.00	2949.32	5949.32	9053.00	Jul '96	Sep '99	84.6%	The work is in advanced stages of completion. Part of flyover from Sirsi Circle to Goods shed road open to traffic.
2	B.C.C	Madiwala shopping complex	1,600.00	830.00	600.00	600.00	400.00	1000.00	1165.00	Jan '97	Jun '2001	65.3%	The work is progressing ahead of schedule and will be completed shortly.
3	B.C.C	Development of Taverkere Park	250.00	102.51	100.23	0.00	0.00	100.23	26.00	Jul '97	Sept '99	7.7%	The construction of compound wall and drainage work are under progress.
4	B.C.C	Electric Crematoria - Banashankari	220.00	110.00	52.58	110.00	0.00	52.58	39.00	Sept '97	Aug '99	18.0%	The work has started, construction of ground floor has been completed.
5	B.C.C	Electric Crematoria - Bommanahalli	215.00	108.00	52.07	108.00	0.00	52.07	80.00	Sept '97	Aug '99	38.1%	Work completed upto plinth level & casting of plinth beam is under progress.
6	B.C.C	Grade separator - Richmond circle	1,800.00	2046.60	802.02	2046.60	0.00	802.02	491.00	Jan '98	Jun '2001	26.2%	The work at pre-cast yard completed, main ramp at K.H.Road & Mission Road and construction of crash barrier completed.
7	B.C.C	Development of J.P.Park	350.00	70.00	28.06	0.00	0.00	28.06	27.00	Jul '98	Feb '2000	11.5%	The work of compound wall and drainage are under progress.
8	B.C.C & B.W.S.S.B	Restoration of Kempambudhi Tank	300.00	0.00	0.00	75.00	0.00	0.00	0.00			0.0%	Tenders have been invited for construction of Water Reclamation Plant. Loan to be released shortly.
9	B.D.A	Intermediate Ring Road	1,240.00	460.60	449.50	495.00	495.00	944.50	1138.26	Dec '96	March '99	72.6%	The work is almost complete and the road is open to traffic. Only 300 metres of road remaining due to litigation.
10	B.D.A	Iron & Steel Market (L.A)	4,020.00	1000.00	1009.87	1750.00	500.00	1509.87	1125.48	May '97	Oct '2000	27.9%	The work is in progress.
11	B.D.A	Outer Ring Road (Sub Project - 1 (L.A between Old Madras Road & Sarjapur Road)	1,025.00	512.31	512.31	512.31	512.31	1024.62	722.87	Jan '98	Sep '98	66.1%	Land acquisition completed. Payment of compensation is in progress.
12	B.D.A	Outer Ring Road (Sub Project - 2 (Construction of ROB at Benniganahally)	2,870.00	1435.00	550.00	4500.00	326.18	876.18	378.60	Jan '99	Jan '2001	63.1%	The ROB work is entrusted to railways and the work is in progress.
13	B.M.T.C	Remodelling of Shivajinagar Bus Stand & Pedestrian Sub-way	898.37	376.32	100.00	0.00	0.00	100.00	93.07	Aug '99	Mar '2001	13.9%	Work has commenced. Construction of plinth beam under progress.
14	B.W.S.S.B	Improvement of Water Supply distribution (Phase I & 2)	4,555.00	2277.48	1627.48	2277.48	1708.12	3335.60	2927.00	Nov '96	Dec '99	64.4%	Of the 17 sub projects, 14 have been completed and the remaining are in the advanced stages of completion.
15	K.S.C.B	Improvements of slum settlements	150.00	150.00	75.00	0.00	0.00	75.00	75.00	Feb '99	Dec '99	50.0%	Work is under progress on the 24 slum packages.
16	D.D.U.T.T.L	Truck Terminal - Hosur Road	2,364.00	506.00	0.00	0.00	0.00	0.00	0.00	Jan '2001	Jan '2003	0.0%	Land acquisition is being completed, loan application has been submitted by DDUTTL to KUIDFC. Loan Agreement to be executed between KUIDFC AND DDUTTL.
17	B.C.C	Pedestrian subway - Sangam	298.00	0.00	0.00	0.00	0.00	0.00	0.00			0.0%	Loan Agreement from BCC awaited.
Consultancy fees paid as grant for various studies conducted.			31,555.37	12,984.82	8,985.12	18,474.39	6,890.93	15,850.04	17,341.28			53.73%	

BANGALORE MAHANAGARA PALIKE
STATUS OF MEGACITY WORKS AS ON 31-10-89

Sl. No	Head of Account	Name of the work	Est. Amount in crores	Date of sanction by the Sanctioning committee	Date of approval of tender	Date of work order	Stipulated date of completion.	Progress upto the previous month		Progress during this month		Total progress		Reasons for delay if any	Remarks
								% of physical progress	Financial Progress in crores	% of physical progress	Financial Progress in crores	% of physical progress	Financial Progress in crores		
1	H' Capital	3 Restoration of Kempabudhi Tank	4 4.00	5 2 nd Committee 4.12.85	6 -	7 -	8 -	9 -	10 -	11 -	12 -	13 -	14 -	15 Delay in finalisation of scheme concepts	16 Tenders are in process of approval
2	H' Capital	Vertical expansion of Madivala Market.	16.60	4.12.85	17.5.87	4.8.87	3.2.2000	80%	11.85	-	-	80%	11.85	-	-
3	H' Capital	Regional park at Tavarakere.	2.56	4.12.85	26.2.88	12.5.88	11.5.2000	30%	1.06	-	-	30%	1.06	Court stay & reappointment of consultants	work under progress
4	H' Capital	Crematorium at Biennashankar	2.20	4.12.85	28.7.87	19.2.88	18.5.89	51%	0.55	-	-	51%	0.55	Due to court stay and shifting of site	Work is under progress
5	H' Capital	Crematorium at Bommanahally	2.16	4.12.85	28.7.87	26.2.89	25.5.2000	25%	0.10	-	-	25%	0.10	Due to local agitation	Work is under progress
6	H' Capital	Crematorium at Antrudhahally	1.19	4.12.85	-	-	-	-	-	-	-	-	-	Sanction committee dropped the proposal	To be taken up with BMP funds as there is no response from private firms.
7	H' Capital	Crematorium at Beggars colony	1.27	4.12.85	-	-	-	-	-	-	-	-	-	Sanction committee dropped the proposal	To be taken up with BMP funds as there is no response from private firms.
8	H' Capital	Flyover from Siral Circle to Town Hall	94.00	4 th Committee 12.3.88	29.3.88	4.7.88	30.11.89	91%	94.17	-	-	91%	94.17	Due to shifting of services and tree cutting and traffic diversion	Work nearing completion
9	H' Capital	Grade separator at Richmond Circle.	40.83	12.3.88	26.2.88	27.4.88	26.8.2000	34%	6.06	-	-	34%	6.06	Shifting of service line and traffic diversion	Work is under progress
10	H' Capital	Improvement of J.P. park at Yeshwarthapura.	3.56	12.3.88	26.2.88	11.5.88	10.8.88	38%	0.29	-	-	38%	0.29	Installation of water due to rain, stushy conditions and removal of encroachment.	Work is under progress.
11	H' Capital	Pedestrian sub-way in front of Bangan Theatre.	2.89	5 th committee 18.2.87	26.2.88	4.12.88	3.3.2000	10%	0.13	-	-	10%	0.13	Due to change of const. method, due to existence of major S.W.D across the sub-wal.	Tenders for 2 nd phase is under finalisation by Council.
12	H' Capital	Grade separator at Mekht Circle.	21.00	6 th committee 25.3.88	26.3.88	12.4.88	11.10.2000	11%	1.81	-	-	11%	1.81	Delay in land acquisition & shifting of service lines and cutting of trees.	Rehabilitation work under progress
13	H' Capital	Pedestrian sub-way at Shivajinagar.	2.50	25.3.88	30.8.88	30.8.88	31.7.2000	-	-	-	-	-	-	Work just started by BMTC.	-
14	H' Capital	Improvement of storm water drain	53.00	25.3.88	-	-	-	-	-	-	-	-	-	D.P.R. to be finalised.	-
15	H' Capital	Pedestrian sub-way at Mysore bank Circle	4.88	25.3.88	-	-	-	-	-	-	-	-	-	Under scrutiny by the technical committee.	-
16	H' Capital	Pedestrian sub-way at City Market.	5.01	25.3.88	-	-	-	-	-	-	-	-	-	Under scrutiny by the technical committee.	-
	Total		257.55						115.62				115.62		

PROGRESS OF MEGA CITY PROJECT HYDERABAD
AS ON 30.6.99.

(Rs.in Crores)

Sl.No.	Name of the Implementing Agency	Cost of project sanctioned by the State level sanctioning committee	Cost of Project grounded by the Implementing Agencies	Amount released to the Implementing Agencies	Expenditure incurred by the Implementing Agencies
1	2	3	4	5	6
1	Hyderabad Urban Development Authority (HUDA)	187.83	126.18	101.67	78.07
2	Hyderabad Metro Water supply and Sewerage Board(HMWS&SB)	112.00	53.86	14.15	20.15
3	Municipal Corporation of Hyderabad(MCH)	59.99	60.00	17.40	4.04
Total :		359.82	240.04	133.22	102.26

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
1	Hyderabad Urban Development Authority	Commercial Complex at Ameerpet	6.11.95	518.00	A	30.9.99	41.12	7.94	Ist
2		Commercial Complex at Ameerpet Phase - II	27.2.98	1500.00	A	30.10.2000	3.73	0.25	III
3		Sides and Services Scheme a.Saheb Nagar B.Mani konda	6.11.95	1000.00	B	30.9.98 31.1.2000	357.79	35.78	I
4		Constnration of Flyovers in twin Cities of Hyderabad and Secendrabad	8.1.96	3000.00	B	30.9.99	200.47	6.68	I,II & III
5		N.T.R Garden in Sec-I & II of BPP(C.R)	27.2.98	2200.00	B	31.5.99	3685.06	167.50	III
6		Necklace road Project, Phase-I	6.11.95	2000.00	C	Completed	1882.48	94.12	I
7		Necklace road Project, Phase-II	6.11.95	1600.00	C	31.12.98	750.08	46.88	I
8		Parallel Bridge Moosiriver	6.11.95	800.00	C		0.00	0.00	I
9		Research & Training					19.05		
10		Schemes aproved by Government prior to formation of State Level sancting committee					867.64		
		Total :		12618.00			7807.42	61.88	

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
1	Hyderabad Metro Water Supply & Sewerage Board	Construction of Compound wall for 5ml capacity RCC clear Water reser voir at Meerpet Hillock in Kapra Municipality	15.11.96	4.90	A	27.4.97	5.39	Completed	I
2		Construction of Compound wall all around the proposed 510kl capacity sump & 0.6 ML GLSR in Malkagiri Municipality	1.1.97	5.25	A	31.8.97	5.36	Completed	I
3		Construction of section office building in premises of constructing GLSR at Lalapet	15.11.97	4.97	A	31.10.97	4.90	Completed	I
4		Construction of compound wall around 500KL capacity GLSR at Macha Bolaram in Alwal Municipality	1.1.97	4.99	A	3.4.97	4.79	95.97	I
5		Construction of compound wall for 600 KL capacity GLSR at Jagadgiri Gutta in Qutubullapur Municipality	12.12.96	3.42	A	10.11.97	3.49	102.05	I
6		Construction of compound wall around the proposed 5ML capacity GLSR at Jagadgiri Gutta in Qutubullapur Municipality	18.1.97	8.00	A	19.3.98	8.16	101.94	I
7		Construction of 5ML capacity RCC clear water GLSR at Jagadgiri Gutta in Qutubullapur Municipality		125.00	A	15.8.99	71.60	57.28	I
8		Construction of 5ML capacity RCC clear water GLSR at Meerpet Hillock in Kapra Municipality		130.00	A	5.8.99	85.32	65.63	I
9		Construction of 5ML capacity RCC clear water GLSR at near Yelugugutta in Uppal Municipality		125.00	A	8.8.99	139.78	111.82	I
10		Construction of compound wall for the proposed 5ML capacity GLSR at Yelugugutta in Uppal Municipality		8.20	A	22.5.98	7.55	92.07	I
11		Formation of approach road and constvution of retaining wall to 5ML proposed RCC GLSR at Meerpet Village in Kapra Municipality		1.90	A	4.3.98	2.08	109.47	I
12		Construction of compound wall to the proposed 10 M.L. capacity RCC GLSR at Bhoiguda, Slaughter House.		4.80		30.11.98	1.39	28.96	
13		Construction of Service reservoir 5 M.L. capaiity at Jubilee Hills Zone.		100.00		30.11.98	2.24	2.24	
14		Mfg. Supply lowering, laying, jointing, testing and commissioning of 600 mm dia PSC feeder main from 1200 mm dia Sainikpuri-Saidabad main at Nacharam Junction to the proposed reservoir near Elugugutta in Uppal Mply.		117.00		30.11.98	81.00	69.23	
15		Construction of compound wall all around the proposed 500 K.L. capaiity RCC GLSR at Yaprul Village in Alwal Mply.		4.90		24.12.98	5.46	111.43	
16		Manufacturing, Supply, Lowering, Laying, Jointing, Testing and Commissioneing of 700mm dia PSC feeder main for Hydernagar reservoir to proposed 0.6ML capacity RCC GLSR at Jagadgirigutta in Qutubullapur Municipality		259.00	A	7.11.1998	190.60	73.59	

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
17	Hyderabad Metro Water Supply & Sewerage Board	Manufacturing, Supply, Lowering, Laying, Jointing, Testing & Commissioning of 900mm dia M.S outlet main for Banjara II stage to Road No.14 Banjara Hills.		28.21	A	2.12.1998	10.62	37.65	
18		Inlet, Outlet pipe connections at New Tattikhana GLSR & Banjara II stage M.S. interconnections at pump house near jubilee sump interconnection of 60mm M.S. outlet main from New Tattikhana GLSR to the existing system near Road No.14 and near Thatikhana GLSR.		4.00	A		4.31	107.75	
19		Laying 200mm dia C.I. Water Supply distribution system main from 900mm dia M.S.outlet main Banjara II stage to near Sitara buildings Road No.14 to avoid leakages in Road.No.14 of Banjara Hills part I.		9.00	A		2.38	26.44	
20		Laying 200mm dia C.I. Water Supply distribution main tapping near VST guest house to Nandi nagar junction to avoid leakages on Road.No.14 of Banjarahills part-II.		9.00	A		1.71	19.00	
21		Laying 200mm dia SWG main from Surabhi enclave to junction of road No.14 and Road No.3 of Banjarahills under Megacity projects		5.00	A		3.50	70.00	
22		Manufacturing, Supply, Lowering, Laying, Jointing, Testing and Commissioning of 600mm dia PSC feeder main from 1200mm dia Sainikpuri, Secunderabad, main at Bakshiguda junction to the proposed RCC GLSR at Meerpet hillock in Kara Municipality.		41.50	A		11.52	27.76	
23		Construction of compound wall to the proposed GLSR at Madhapur		6.77	A	0	7.19	106.20	I
24		Construction of 5.00 ML capacity RCC GLSR at Madhapur		125.00	A	31.8.98	96.00	76.80	I
25		Construction of 2.00 ML capacity GLSR at Budwel, Rajendrangar Municipality		43.00	A	31.3.99	58.00	134.88	I
26		Construction of 5.00 ML capacity RCC GLSR at Vasavinagar		105.50	A	31.3.99	94.00	89.10	I
27		Laying of 700mm dia MS pipeline from Lingampally reservoir to Kothagudam Junction		318.10	A	30.9.98	259.00	81.42	I
28		Laying 60mm dia MS pipeline from Kothagudam junction to Madhapur		213.75	A	30.9.98	166.00	77.66	I
29		Laying of 350mm dia C.I line from Kothaguda Junction to APHB colony at Gachiboli		124.45	A	30.9.98	104.29	83.80	I
30		Supply Lowering laying Jointing and Testing to trunk distributio main of 600 mm dia MS 450mm dia & 400mm C.I. Trunk distribution main for Madhapur		83.00	A	30.11.98	86.50	104.22	I
31		Construction of compound wall to the proposed GLSR premissis of Vyshali nagar		7.19	A		9.33	129.76	

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
32	Hyderabad Metro Water Supply & Sewerage Board	Providing M.S. railing over Compound wall at Vyshali nagar.		3.20	A		3.48	108.75	
33		Laying distribution mains to Vyshalinagar and eight other colonies in Asmangadda Zone.		225.00	A			0.00	
34		Extensioin of Kanchan Bagh main 400/500/600/800mm dia Singareni colony etc Santhoshnagar 'x' road (length 6.89)		303.00	A		64.40	21.25	
35		Laying of Local and connecting sewers in saidabad, Subramanyamnagar, Laxminagar and Vinaynagar colonies etc.		300.00	A			0.00	
36		Extension of 1800mm dia RCC NP3 class Kanchan bagh sewers from Singareni colonies to Deccan Medical College including		185.03	A			0.00	
37		Laying of 400/300/200mm dia C.I.L.A.class gravity main from Borbanda reservoir to Pandareyanagar. (1.2 KM)		36.00				0.00	
38		Laying 400mm dia C.I.feeder main from Autonagar reservoir to the prop. GLSR at Vasavi nagar		0.43	A			0.00	
39		Laying of trunk distribution mains from autonagar reservoir to Nagole and Mansurabad area 800 PSC - 3.54 KM 600 C.I. 0 0.87 KM 450mm dia - 0.79 KM, 400 C.I. - 1.742.		373.00	A		184.00	49.33	
40		Laying 600mm dia, 450/400/350/300/250 C.I.trunk distribution main from Vasavinagar reservoir to Kothapets Nagole.		230.00	A		20.00	8.70	
41		Laying 450/300/C.I.W.S. line from Auto nagar reservoir to Hayathnagar (v) via lectureres colony Vinayaknagar & RTC colony		174.00	A			0.00	
42		Laying 450/300 CIWS lines in L.B.Nagar 'X' roads towards Karmangatt.		117.00	A		9.00	7.69	
43		Laying 250 CI distriction main from 5.I ML capacity reservoir at Vasavinagar in L.B.Nagar Municipality to Kothapet, Ramakrishnanagar and from the system under Autonagar reservoir to Alkapuri, Greenhills and shalivahana Nagar.		300.00	A			0.00	
44		Laying of 450/300/250/200/150 C.I. Trunk distributin main from Auto nagar reservoir to 14 east colonies of Vanasthalipuram		160.00	A			0.00	
45		Laying internal distribution main in 14 eastern colonies of Vanasthali puram		254.00	A			0.00	
46		Construction of 1.0 MLD W.T. plant by the side of the exising WTP at Budwel Rajendra nagar including 350MM dia C.I. Pumps main (900 Rmt) from WTP to the prop reservoir.		170.00	A			0.00	
47		Construction of 1.0 ML LESR at Mailoridevpally		48.50	A			0.00	

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

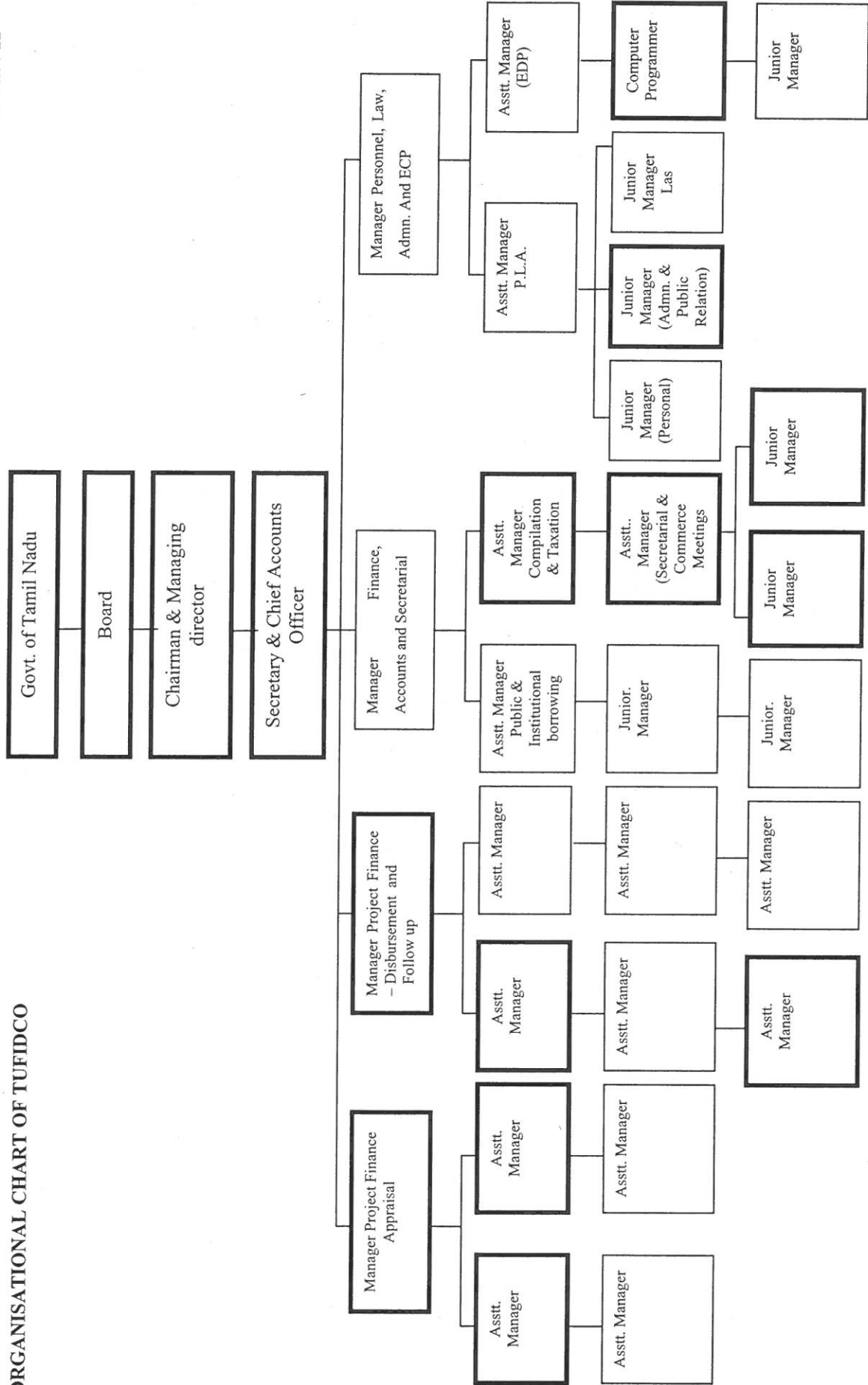
Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
48	Hyderabad Metro Water Supply & Sewerage Board	Manufacture, Supply, Lowering, Laying, Jointing, Testing and Commissioning of 300mm dia M.S. inlet main to 2.0ML reservoir at Budwel from the prop filterisation plant at Budwel.		29.00	A		9.00	31.03	
49		Manufacturing, Supply, Lowering, Laying, Jointing, Tesging and Commissioning of 350mm dia C.L. Outlet main from 2.0 ML capacity reservoir at Budwel.		39.00	A			0.00	
50		Manufacturing, Supply, Lowering, Laying, Jointing, Testing and Commissioning of 300 C.I. Outlet main from Budwel reservoir to exisign sump at Mukkmahal area.		120.00	A			0.00	
51		Laying fixing main from Lingampally reservoir to prop GLSR at Madhapur including trunk distribution, pump house pumpses etc.			A				
52		(a) Construction of pumphouse at Lingampally resservoir		18.00	A		17.50	97.22	
53		(b) Supply, delivery and erection of pump house at Lingampally reservoir premises.		63.00	A		45.00	71.43	
54		(c) Laying trunk distribution main and local distribution main from Gachibowli area.		41.96	A		99.00	235.94	
55		(d) Misclenious works such as railway/road crossing		158.00	A		24.00	15.19	
		(e) Laying of 700mm, dia MS pumping main from Lingamapally Reservoir upto Kothaguda Junction.		3.08	A		2.59	84.09	
		(f) Laying of 600mm, dia MS Pumping main from Kothaguda Junction to proposed Reservoir at Miyapur.		2.14	A		1.65	77.10	
56		Construction of 5 ML capacity RCC clear water GLSR at Madhapur		1.25			0.96	76.80	
57		Construction of 5 ML capacity RCC clear water GLSR at Vasavi Colony.		1.05			0.94	89.52	
Total:-				5386.44			2014.98	37.41	

PROGRESS OF MEGA CITY PROJECT HYDERABAD AS ON 30.06.1999

(Rs.in Lakhs)

Sl. No.	Name of the Implementing Agency	Name of the Project	Date of Sanction	Estimated Cost	Category of Project	Targetted Date of Completion	Expenditure	% of Works Completed	Sanctioning Committee
1	2	3	4	5	6	7	8	9	10
1	Municipal Corporation of Hyderabad	ROB at Jamai Osmania	6.11.95	365.00	B	31.12.99	45.26	0.11	I
2		ROB at Sethalmandi	6.11.95	365.00	B	31.12.99	1.48	0.00	I
3		Parallel bridge at Muslimjungg Bridge	6.11.95	350.00	B	31.12.99	6.96	0.01	I
4		Subway at Gunfoundary	6.11.95	31.00	B	30.9.99	1.01	0.03	I
5		Subway at Pathergatti	6.11.95	40.00	B	30.9.99	0.00	0.00	I
6		Subway at Shadan College, Khairabad	6.11.95	32.00	B	30.9.99	15.00	0.47	I
7		Subway at Tilak Road, Abids	6.11.95	35.00	B	30.9.99	0.94	0.03	I
8		Subway at Shankermutt	6.11.95	35.00	B	30.9.99		0.00	I
9		ROB at Oliphanta	6.11.95	245.00	B	30.9.98	209.36	0.84	I
10		RUB at Railnilayam	6.11.95	60.00	B	31.12.99	60.00	1.00	I
11		New major park at Yousufguda Tank	6.11.95	100.00	B	30.6.99	37.16	0.29	I
12		RUB at Azampura	6.11.95	135.00	B	31.12.99	0.50	0.00	I
13		Subway at Assembly	6.11.95	47.00	B	Dropped		0.00	I
14		Subway at Secretariat	6.11.95	45.00	B	Dropped		0.00	I
15		RUB at Haraspenta	6.11.95	115.00	B	31.12.99	0.50	0.00	I
16		Construction of modern air conditioned Market complex at Feroz Gandhi Park	6.11.95	150.00	A	Dropped		0.00	II
17		Construction of Office Complex at Darulshifa	08.1.96	150.00	A	31.12.99	0.79	0.01	II
18		Construction of Modern Market at Monda Market	8.1.96	700.00	A	31.12.2000		0.00	II
19		Construction of MCH Commercial Complex at Afzalgunj	27.2.98	800.00	A	31.12.2000		0.00	III
20		Construction Mini Market Complex at Subjimandi	27.2.98	400.00	A	31.12.2000		0.00	III
21		Covering of open nalas/ drains in twin cities to generate land as resource	27.2.98	900.00	C	31.12.99		0.00	III
22		Parallel Bridge at Hyderabad Public School	27.2.98	100.00	B	31.12.98	5.21	0.01	III
23		ROB at Kandikal Gate	27.2.98	700.00	B	31.12.99		0.00	III
24		Construction of Urinals at various Places	27.2.98	25.00	B	31.12.98		0.00	III
25		Parks	27.2.98	75.00	B	31.12.98		0.00	III
26		Street lighting works for flyvoers	0	0.00	0	0	6.90	0.00	
27		Other Civil works and refund of Deposits					12.94	0.00	
		Total :		6000.00			404.01	2.80	

ORGANISATIONAL CHART OF TUFIDCO



MCP



LIST OF SCHEMES EXECUTED BY CMWSSB UNDER TUFIDCO FUNDS

Sl. No.	Name of Work	Remarks
1	Storage Reservoir, Valluvarkottam	Completed
2	Storage Reservoir, Triplicane	Completed
3	Sewermains in Kolathur	Completed
4	Storage Reservoir, Konnaparthidal	Progress
5	Clear Water Transmission main from Redhills to Porur	Completed
6	Construction of Head Works, Ekkattuthangal & Choolaimedu	Ekkatt: Completed
		Choolaim: Progress
7	Providing Sewerage Facilities to Sarathy Nagar, Voc Block Etc.	Progress
8	Re-routing of sewers and providing higher size of sewer lines to meet additional flow	Progress
9	Providing Sewerage Facilities to Vyasarpadi, Kanagam – Taramani and Kodungaiyur	Progress
10	Rehabilitation of choked mains and important TC distribution network	Progress
11	Rerouting of water mains treatment plant from Gangadeswar Koil St. to Harris Road	Progress
12	Provision of sewerage pumping station @ 10 locations	Progress
13	Intercepting sewers along Mamdalam Drain	Progress
14	Improvement to extg. Tmnt. Plants at Koyambedu and Kodungaiyur	To be taken up

PROPOSAL OF NEW SCHEMES FOR LOANS FROM TUFIDCO

Sl.	Name of the Scheme	Est. Cost (Rs in lakh)
1	Providing sewerage facilities to leftout pockets in Area-I to X	1700.00
2	Rehabilitation and improvements to water supply distribution main works in Chennai	2500.00
3	Providing water supply facilities to Padi Pudu Nagar area	85.00
4	Providing sewerage facilities to Padu Pudu Nagar area	110.00
5	Improvements to the sewerage treatment plants at Nesapakkam and Villivakkam	500.00
6	Replacement of pumping equipments in sewerage pumping stations	475.00
Total		5370.00

LIST OF SCHEMES EXECUTED BY CMWSSB UNDER TUFIDCO FUNDS

Sl.	Name of project	Type of project and category	Whether land owned/acquired adjusted for Institutional Finance	Date of commencement and Schedule date of completion	Whether project used amendment to an existing land or enactment of new legislation	Source of funds	Schedule of drawal by implementing agency from nodal agency (qtdly. Ending upto July 1999 (Rs in lakh)	Problem and issues (Coordination and management and implementation of the project)	Criteria for selection of projects	Policy reforms done by the implementing agency	What are the hindrance faced in implementation
1	Storage Reservoir at Valluvarkottam	Water Supply (B)	Owned	March 1994 September 1995		HUDCO/ TUFIDCO	396.83				
2	Storage Reservoir at Triplicane	Water Supply (B)	---	August 1995 February 1997		HUDCO/ TUFIDCO	809.00 For Triplicane & Kannappur				
3	Sewer mains in Kolathur	Sewerage (C)	Public Land	- -							
4	Storage Reservoir at Kannappur Thidal	Water Supply (B)	---	August 1996 September 1998		HUDCO/ TUFIDCO	Please refer item no. 2				
5	Clear water transmission main from Redhills to Porur	Water Supply (B)	Public Land	March 1993 March 1998		HUDCO/ TUFIDCO	3058.00				

Sl.	Name of project	Type of project and category	Whether land owned/acquired adjusted for Institutional Finance	Date of commencement and Schedule date of completion	Whether project used amendment to an existing land or enactment of new legislation	Source of funds	Schedule of drawal by implementing agency from nodal agency (qly. Ending) upto July 1999 (Rs in lakh)	Problem and issues (Coordination and management) and implementation of the project	Criteria for selection of projects	Policy reforms done by the implementing agency	What are the hindrance faced in implementation
6	Construction of Headworks at Ekkattuthangal and Choolaimedu	Water Supply (B)	Owned	July 1997 September 1999		HUDCO/ TUFIDCO	997.00		To improve the water supply distribution and sewerage facilities in Chennai City	The policy has been amended to lay the house sewer line along with sewerage collection system upto the limit of the premises & to give the connections to the manholes only, to avoid frequent road cuttings.	
7	Providing sewerage facilities to Sarathy Nagar, VOC Block, etc.	Sewerage(C)	Public Land	March 1997 January 1999		HUDCO/ TUFIDCO	102.50				
8	Re-routing of sewers and providing higher size of sewer lines to meet additional flow	Sewerage (C)	Public Land	November 1997 October 1997		HUDCO/ TUFIDCO	75.00				

Sl.	Name of project	Type of project and category	Whether land owned/acquired adjusted for Institutional Finance	Date of commencement and Schedule date of completion	Whether project used to an amendment to an existing land or enactment of new legislation	Source of funds	Schedule of drawal by implementing agency from nodal agency (qtdly. Ending) upto July 1999 (Rs in lakh)	Problem and issues (Coordination and management) and implementation of the project	Criteria for selection of projects	Policy reforms done by the implementing agency	What are the hindrance faced in implementation
9	Providing sewerage facilities to Vyasarpadi, Konnagam-Taramani and Kodungaiyur	Sewerage (C)	Public Land	March 1997 April 1999		HUDCO/ TUFIDCO	1534.87				
10	Rehabilitation of chocked up mains and improvements to Distribution Network	Water Supply (B)	Public Land	March 1997 January 2000		TUFIDCO	478.52				
11	Rerouting of water mains, treatment plant from Gangadheeswarar Koli Street to Harris Road	Water Supply (B)	Public Land	December 1997 March 1999		HUDCO/ TUFIDCO	85.69				The pipeline alignment crosses the Railway track and the Railway authorities has to construct culvert for laying the pipeline which is being delayed.

Sl.	Name of project	Type of project and category	Whether land owned/acquired adjusted for Institutional Finance	Date of commencement and Schedule date of completion	Whether project used amendment to an existing land or enactment of new legislation	Source of funds	Schedule of drawal by implementing agency from nodal agency (q.tly. Ending) upto July 1999 (Rs in lakh)	Problem and issues (Coordination and management) and implementation of the project	Criteria for selection of projects	Policy reforms done by the implementing agency	What are the hindrance faced in implementation
12	Construction of sewage pumping station at 10 locations	Sewerage(C)	---	February 1997 June 1999		HUDCO/ TUFIDCO	82.40				In two locations work was not taken up due to court order.
13	Intercepting sewers along Mambalam Canal	Sewerage(C)	Public Land	April 1998 June 1999		TUFIDCO					Eviction of slum dwellers along the banks of the canal has caused problem in execution.
14	Improvements to existing treatment at Koyambedu and Kodungaiyur	Sewerage (C)	Owned	To be started December 2000		TUFIDCO					

CHENNAI MEGA CITY PROGRAMME PROGRESS REPORT FOR THE MONTH OF MARCH '99

PROGRESS REPORT YEARWISE :

Sl. No	Name of the Project	Category	Year	Implementing Agency	Estimate Cost	Central Grant	State Grant	TUPCO Share	Source for the Balance 50% of Estimate Cost	Funds Sanctioned from Own Fund	Ant. Bank Tioned by Instl.	Ant. Amt From Instl.	Ant. R.L.B. by TUPCO as on 31.03.99	Exp./Incl. in Progress	Remarks	
1	SHOPPING COMPLEX-INDIRA NAGAR	A	94-95	CHENNAI CORPN	84.00	21.00	21.00	42.00	OWN SOURCE	49.08	0.00	0.00	42.00	34.03.99	COMPLETED	---
2	SHOPPING COMPLEX-BREVIARY ROAD	A	94-95	CHENNAI CORPN	49.00	12.25	12.25	24.50	OWN SOURCE	29.50	0.00	0.00	24.50	54.00	COMPLETED	---
3	SHOPPING COMPLEX-EVR SALAI	A	94-95	CHENNAI CORPN	45.00	11.25	11.25	22.50	OWN SOURCE	29.95	0.00	0.00	22.50	61.45	COMPLETED	---
4	SHOPPING COMPLEX-SHENOID NAGAR	A	94-95	CHENNAI CORPN	40.00	10.00	10.00	20.00	OWN SOURCE	25.28	0.00	0.00	20.00	45.28	COMPLETED	---
5	SHOPPING COMPLEX-DRAIR ROAD	A	94-95	CHENNAI CORPN	45.00	11.25	11.25	22.50	OWN SOURCE	18.21	0.00	0.00	19.21	36.42	COMPLETED	---
6	WIDENING OF R.K.MUTT ROAD	C	94-95	CHENNAI CORPN	44.00	11.00	11.00	22.00	OWN SOURCE	27.50	0.00	0.00	22.00	49.50	COMPLETED	---
7	WIDENING OF GANDHI IRWIN BRIDGE	C	94-95	CHENNAI CORPN	22.50	5.63	5.62	11.25	OWN SOURCE	11.25	0.00	0.00	11.25	22.50	COMPLETED	---
8	FOOTOVER BRIDGE AT GENGU ROAD	C	94-95	CHENNAI CORPN	25.00	6.25	6.25	12.50	OWN SOURCE	12.50	0.00	0.00	12.50	25.00	IN PROGRESS	Work in Progress. Deposits work. Full amount paid to Railways. Entire work will be completed by Mar 99.
9	COMMON AMENITY BLDG. KOYAMBEDU	A	94-95	CMDA	90.79	22.70	22.70	45.40	OWN SOURCE	53.82	0.00	0.00	45.40	99.22	COMPLETED	---
10	STORAGE RESERVOIR-VALLUARKOTTAM	B	94-95	CMWSSB	783.66	199.41	198.42	398.83	HUDCO	0.00	635.00	635.00	398.83	1022.59	COMPLETED	---
11	STORAGE RESERVOIR-TRIPLICANE	B	94-95	CMWSSB	681.06	172.77	172.76	345.53	HUDCO	0.00	552.06	552.06	346.00	524.50	COMPLETED	---
12	SEWERMANS IN KOLATHUR	C	94-95	CMWSSB	1100.00	275.00	275.00	550.00	GOVT	650.00	0.00	0.00	550.00	1116.84	COMPLETED	---
13	STORAGE RESERVOIR-KANNAPAR THIDAL	B	94-95	CMWSSB	1070.19	287.85	287.55	535.10	HUDCO	0.00	854.84	846.85	535.00	1404.70	IN PROGRESS	98% completed. Entire by May 99
14	CLEAR WATER TRANSMISSION MAIN FROM REDHILLS TO PORUR	B	94-95	CMWSSB	6119.00	1529.00	1529.00	3058.00	HUDCO	0.00	3591.66	3591.66	3025.00	6478.45	IN PROGRESS	98% Completed. Entire work will be completed by May 99.
15	IMPROVEMENTS TO THILLAI NAGAR ROAD	C	94-95	ALANDUR MPT	10216.20	2554.08	2554.05	5108.11	OWN SOURCE	808.84	5933.66	5909.96	4883.19	11021.59	COMPLETED	Utilisation Certificate & Completion Report will be submitted before 30.4.99
16	IMPROVEMENTS TO BALAJI NAGAR ROAD	C	95-98	ALANDUR MPT	8.00	1.50	1.50	3.00	OWN SOURCE	3.00	0.00	0.00	0.00	6.00	COMPLETED	Utilisation Certificate & Completion Report will be submitted before 30.4.99
17	IMPROVEMENTS TO ERIKARAI ROAD	C	95-98	ALANDUR MPT	8.00	1.50	1.50	3.00	OWN SOURCE	6.35	0.00	0.00	6.11	12.35	COMPLETED	Utilisation Certificate & Completion Report will be submitted before 30.4.99
18	IMPROVEMENTS TO MGR ROAD	C	95-98	ALANDUR MPT	13.00	3.25	3.25	6.50	OWN SOURCE	0.00	0.00	0.00	6.50	3.53	IN PROGRESS	Work order issued on 30.11.98 W.B.M. completed B.T. work is in progress.
19	OFFICE COMPLEX-PUDU STREET	A	95-98	ALANDUR MPT	30.00	7.50	7.50	15.00	OWN SOURCE	0.00	0.00	0.00	0.00	0.00	IN PROGRESS	Work order issued on 6.1.99 Shifting work of cables shed is under progress.
20	OFFICE COMPLEX-II FLOOR SUPER BAZAR	A	95-98	ALANDUR MPT	48.00	12.00	12.00	24.00	OWN SOURCE	0.00	0.00	0.00	0.00	0.00	IN PROGRESS	Work order issued on 6.1.99. Columns upto final level completed.
21	CONST.SUNKUNAR BRIDGE-BUCKINGHAM CANAL	C	95-98	CHENNAI CORPN	45.00	11.25	11.25	22.50	OWN SOURCE	22.35	0.00	0.00	22.50	44.85	COMPLETED	---
22	WIDENING OF GANDHI IRWIN BRIDGE	C	95-98	CMDA	22.50	6.62	6.62	11.25	OWN SOURCE	11.25	0.00	0.00	11.25	22.50	COMPLETED	Full amount repaid by CMDA.
23	IMMDA TOWER II	A	95-98	CMDA	1600.00	375.00	375.00	750.00	HUDCO	0.00	350.00	350.00	750.00	1621.82	IN PROGRESS	Completion of land scapping & final bill for other minor works not covered under main contract tender
24	SHOPPING COMPLEX AT KEELANAI ALI	A	95-98	PALLAVARAM MPT	81.00	16.20	16.20	30.50	TNUPFSL 40% OWN SOURCE 10%	6.11	24.40	0.00	16.25	0.52	IN PROGRESS	Work order issued on 12.3.98 Site handed over for execution.
25	IMPROVEMENTS TO C. JIRGA ROAD	C	95-98	PALLAVARAM MPT	86.00	22.00	22.00	44.00	TNUPFSL 40% OWN SOURCE 10%	8.80	35.20	0.00	22.20	27.28	IN PROGRESS	WBM completed. Entire work will be completed by April 99.

Sl. No	Name of the Project	Category	Year	Implementing Agency	Estimate Cost	Central Grant	State Grant	TUFDICO Share	Source for the Balance 50% of Estimate Cost	Funds Sanctioned from Own Fund	Amount sanctioned by Mstn.	Amount from Drainage Mstn.	Amount by TUFDICO as on UPTO	Expenditure by Agency	Progress	Remarks
26	IMPROVEMENTS- RAJANAGAR MAIN ROAD	C	95-96	PALLAVARAM MPT	68.00	17.00	17.00	34.00	TNUJFSL 40% OWN SOURCE 10%	6.80	27.20	0.00	17.00	24.56	IN PROGRESS	WBM completed. Entire work will be completed by April 98.
27	OFFICE COMPLEX ON	A	95-96	TAMBARAM MPT	45.00	11.25	11.25	22.50	OWN SOURCE	22.50	0.00	0.00	0.00	3.00	IN PROGRESS	Brick work under progress.
28	OFFICE COMPLEX-II FLOOR MPL OFFICE	A	95-96	TAMBARAM MPT	22.00	5.50	5.50	11.00	OWN SOURCE	11.00	0.00	0.00	0.00	10.00	IN PROGRESS	Upto roof level completed.
28	IMPROVEMENTS TO GANDHI ROAD	C	95-96	TAMBARAM MPT	47.00	11.75	11.75	23.50	TNUJFSL 40% OWN SOURCE 10%	4.70	18.80	18.45	11.75	38.00	COMPLETED	Work completed.
30	IMPROVEMENTS TO DAILY MARKET	A	95-96	TAMBARAM MPT	30.00	7.50	7.50	15.00	OWN SOURCE	15.00	0.00	0.00	0.00	0.00	TO BE STARTED	Tender date fixed on 18.4.98.
			95-96 Total		2045.50	511.37	511.38	1022.75		117.88	455.00	368.45	864.80	1821.49		
31	CONSTRN OF RAISED TUNNEL ON EITHER SIDE OF EXISTING SUBWAY AT PERAMBUR FOR PEDESTRIAN CROSSING ROAD	C	96-97	CHENNAI CORPN	282.50	73.14	73.14	146.28	TUFDICO 40% OWN SOURCE 10%	29.25	116.80	0.00	63.00	108.00	IN PROGRESS	In anticipation of Council approval letter addressed to Govt. Revised Govt. approval obtained vide G.O.No.22 dt.22.1.99. Work will be completed by Jan 2000.
32	WIDENINGS OF NAPIER BRIDGE	C	96-97	CHENNAI CORPN	511.00	127.75	127.75	255.50	TUFDICO 40% OWN SOURCE 10%	60.50	250.00	205.00	191.64	273.49	IN PROGRESS	4 Nos. of Span completed. (Deck & Arch) Pier side approach Road work is in progress. Entire work will be completed by Dec'98.
33	PARKING AT LOAN SQUARE PRAKASMSALAI	B	96-97	CHENNAI CORPN	700.00	175.00	175.00	350.00	TNUJFSL 40% OWN SOURCE 10%	70.00	280.00	0.00	0.00	0.00	TO BE STARTED	Plans released by CMDA. Appealed to Government for sanction of Planning Permission second approval sent to Govt.
34	CONSTRUCTION ROAD OVER BRIDGE PERAMBUR	C	96-97	CHENNAI CORPN	2100.00	525.00	525.00	1050.00	HUDCO 40% OWN SOURCE 10%	210.00	840.00	700.00	131.25	865.52	IN PROGRESS	Site work under progress. Completion Dt. July 2000
35	IMPROVEMENTS TO MT. POONAMALLE ROAD	C	96-97	CMDA	802.00	225.50	225.50	451.00	HUDCO	0.00	451.00	0.00	169.12	227.00	IN PROGRESS	Work will be completed by Dec 98.
36	CONSTRN OF HEAD WORKS EKKATTUZHANGAL & CHOOILAIME DU	B	96-97	CMWSSB	2100.00	525.00	525.00	1050.00	MUDF	0.00	988.00	988.00	887.00	2238.15	IN PROGRESS	Elkattuzhangal: Entire work completed. Choolaimedu: 65% work completed. Entire work will be completed by Sept 98. 33% completed. Entire work will be completed by Oct 98.
37	PROVIDING SEWERAGE FACILITIES-SARATHY NAGAR, VOC BLOCK ETC.	C	96-97	CMWSSB	205.00	61.25	61.25	102.50		0.00	0.00	0.00	102.50	283.09	IN PROGRESS	
38	RE-ROUTING OF SEWERS & PROVIDING HIGHER SIZE OF SEWER LINES TO MEET ADDTL FLOW	C	96-97	CMWSSB	800.00	150.00	150.00	300.00	HUDCO	0.00	300.00	0.00	75.00	281.40	IN PROGRESS	33% completed Dec-98
			96-97 Total		7410.56	1852.64	1852.64	3705.28		359.75	3205.90	1873.00	1619.51	4034.65		
39	VEHICULAR SUBWAY SAIDAPET BAZZAR ROAD	C	97-98	CHENNAI CORPN	300.00	75.00	75.00	150.00	TUFDICO 40% OWN SOURCE 10%	10.00	140.00	0.00	0.00	48.83	IN PROGRESS	Raft concrete & side wall work is in progress.
40	PROVIDING SEWERAGE FACILITIES TO VYSARPACI KANAGAM TARAMANI AND KODUNGAYUR	C	97-98	CMWSSB	3600.00	900.00	900.00	1800.00	HUDCO	0.00	2962.65	2548.08	1287.82	2692.47	IN PROGRESS	Vysarpaci: 95% completed. Kanagam-Taramani: 88% completed. Kodungayur: 80% completed.
41	COMMERCIAL COMPLEX AT METTUKUPPAM SALAI	A	97-98	MADURAVOYAL T.P.	32.00	8.00	8.00	16.00	TNUJFSL 40% OWN SOURCE 10%	3.20	0.00	0.00	0.00	0.00	TO BE STARTED	Planning permission from CMDA is awaited.
42	CONSTRN OF WATER DRAINS	C	97-98	MADURAVOYAL T.P.	196.00	49.00	49.00	98.00	TNUJFSL 40% OWN SOURCE 10%	19.60	0.00	0.00	14.00	0.00	IN PROGRESS	Retender approved. Work commenced on 6.2.98. 1000mts. of Earth work & Blch work completed. Further work under progress.

Sl. No	Name of the Project Category	Year	Implementing Agency	Estimate Cost	Central Grant	State Grant	TUFIDCO Share	Source for the Balance 60% of Estimate Cost	Funds Sanctioned from Own Fund	Am't. Sanctioned by Mstl.	Am't. Drawn from Mstl.	Am't. Rls. by TUFIDCO as on UPTO	Expenditure Progress	Remarks	
43	Commercial Complex Old T.P. Office	97-98	PORUR T.P.	23.00	6.75	6.75	11.50	TNUJFSL 40% OWNSOURCE10%	2.30	6.20	0.00	31.03.00	TO BE STARTED	Write to Govt. for taking up with Project Management Group.	
44	Construction of Electrical Crematorium	97-98	PORUR T.P.	88.00	17.00	17.00	34.00	TNUJFSL 30% OWNSOURCE20%	13.60	20.40	0.00	0.00	TO BE STARTED	Plan permission from CMDA is awaited.	
45	Construction of Storm Water Drains	97-98	PORUR T.P.	148.70	37.17	37.18	74.38	TNUJFSL 30% OWNSOURCE20%	28.74	44.61	0.00	0.00	IN PROGRESS	Work under progress. Earthwork excavation 800m, sand filling 400m P.C.C 400m, plastering in on 200m under preparation.	
46	Construction of Storm Water Drains Phase-II	97-98	VALASARAVAKKAM T.P.	88.00	22.00	22.00	44.00	TNUJFSL 40% Own SOURCE10%	8.80	35.20	35.20	44.00	COMPLETED	Work completed. Final Bills under preparation.	
47	Improvements to Road	97-98	VALASARAVAKKAM T.P.	113.00	28.25	28.25	56.50	TNUJFSL 40% OWNSOURCE10%	11.30	0.00	0.00	18.83	IN PROGRESS	Drainage work in Alwar Thirunagar work completed. Another two streets earth work and concrete work completed.	
48	Underground Sewerage	97-98	ALANDUR MPT	4788.70	1192.17	1192.18	2384.35	TNUJFSL 40% OWNSOURCE10%	98.54	3212.08	2584.28	1374.45	2820.30	TO BE STARTED	Newly sanctioned
49	Compost Yard & Purchase of Vehicles	98-99	AVADI MUNICIPALITY	88.05	22.02	22.01	44.03	TNUJFSL 40% OWNSOURCE10%	8.80	0.00	0.00	0.00	TO BE STARTED	Revised proposal submitted to Govt. on 14.12.98 and order are awaited.	
50	Improvement of Road & Provision of Drain	98-99	AVADI MUNICIPALITY	80.60	20.12	20.13	40.26	TNUJFSL 40% OWNSOURCE10%	8.05	0.00	0.00	0.00	IN PROGRESS	Tender finalized. Work order issued on 12.98.	
51	Construction of Storm Water Drain at Kamaraj Nagar Main Road	98-99	AVADI MUNICIPALITY	90.00	22.50	22.50	45.00	TUFIDCO40% OWNSOURCE10%	9.00	38.00	0.00	0.00	TO BE STARTED	T.S. submitted to GMA on 28.1.98.	
52	Construction of Storm Water Drain and Roads at Kamaraj Nagar IV Street	98-99	AVADI MUNICIPALITY	43.50	10.87	10.87	21.75	TUFIDCO40% OWNSOURCE10%	4.35	17.40	0.00	0.00	TO BE STARTED	-do-	
53	Demolition & Reconstruction of Vehicular Bdg Manali Rd.	98-99	CHENNAI CORPN	180.00	40.00	40.00	80.00	TUFIDCO 40% OWNSOURCE10%	18.00	64.00	32.00	18.00	IN PROGRESS	Abutment completed. Beam & Deck to be laid.	
54	Pedestrian Subway at Ezhilagam	98-99	CHENNAI CORPN	150.00	37.50	37.50	75.00	TUFIDCO 40% OWNSOURCE10%	15.00	60.00	0.00	0.00	IN PROGRESS	For half the width of the road road concrete under progress	
55	Bridge across B Canal at MKB Nagar	98-99	CHENNAI CORPN	320.00	80.00	80.00	160.00	TNUJFSL 40% OWNSOURCE10%	32.00	128.00	0.00	0.00	IN PROGRESS	Work order on 3.3.98	
56	Widening of Exstg. Bridge on LB Road across B Canal	98-99	CHENNAI CORPN	180.00	40.00	40.00	80.00	TNUJFSL 40% OWNSOURCE10%	27.00	108.00	0.00	0.00	TO BE STARTED	Work order to be issued. Expected date of completion June 2000.	
57	Widening of Bridge at Madhya Kalash	98-99	CHENNAI CORPN	90.00	22.50	22.50	45.00	TNUJFSL 40% OWNSOURCE10%	9.00	36.00	0.00	0.00	TO BE STARTED	Retender to be called for.	
58	Sardar Patel Road Intersection-LB Road	98-99	CHENNAI CORPN	1550.00	387.50	387.50	775.00	TUFIDCO 40% OWNSOURCE10%	155.00	620.00	121.41	128.18	IN PROGRESS	Service Dept. Work order progress piping work under progress	
59	Sathyam Theatre Intersection with Peters Road	98-99	CHENNAI CORPN	850.00	212.50	212.50	425.00	TUFIDCO 40% OWNSOURCE10%	85.00	340.00	68.58	141.66	IN PROGRESS	-do-	
60	Radhakrishnan Salarovaypettah High Road Intersection	98-99	CHENNAI CORPN	850.00	212.50	212.50	425.00	TUFIDCO40% OWNSOURCE10%	85.00	340.00	68.58	141.66	IN PROGRESS	-do-	
61	Alwarpet TTK Road/Luz Churich Road	98-99	CHENNAI CORPN	1100.00	275.00	275.00	550.00	TUFIDCO40% OWNSOURCE10%	110.00	440.00	88.17	91.67	IN PROGRESS	-do-	
62	Royapettah Hospital-Peters Road	98-99	CHENNAI CORPN	950.00	212.50	212.50	425.00	TUFIDCO40% OWNSOURCE10%	95.00	340.00	68.58	141.66	IN PROGRESS	-do-	
63	Paithiyar Road-Casa Major Road	98-99	CHENNAI CORPN	850.00	212.50	212.50	425.00	TUFIDCO40% OWNSOURCE10%	85.00	340.00	68.58	70.83	IN PROGRESS	-do-	
64	MUSIC JAFFRAY ROYAL HIGH ROAD-TTK Road	98-99	CHENNAI CORPN	1500.00	375.00	375.00	750.00	TUFIDCO40% OWNSOURCE10%	150.00	600.00	117.50	125.00	IN PROGRESS	-do-	

Sl. No	Name of the Project	Category	Year	Implementing Agency	Estimate Cost	Central Grant	State Grant	TUFDCO Share	Source for the Balance 90% of Estimate Cost	Funds Sanctioned from Own Fund	Art. Sanc. Taken by Instn.	Art. Drawn from Instn.	Art. Rls. by TUFDCO as on 31.03.04	Explanatory Rd. by Agency UFTO	Progress	Remarks
65	PURSAWALKAM(DOVERT ON)PERAMBUR HIGH ROAD	C	98-99	CHENNAI CORPN	1200.00	300.00	300.00	600.00	TUFDCO 40% OWN SOURCE 10%	120.00	480.00	0.00	100.00	162.26	IN PROGRESS	-0-
66	CANCER INSTITUTE INTERSECTION-GANDHI MANDAPAM	C	98-99	CHENNAI CORPN	700.00	175.00	175.00	350.00	TUFDCO 40% OWN SOURCE 10%	70.00	280.00	64.90	58.40	27.92	IN PROGRESS	-0-
67	CHOKED REHABILITATION OF MAINS&MPT TO DISTRIB NETWORK	B	98-99	CMWSSB	1000.00	250.00	250.00	600.00	HUDCO	0.00	0.00	0.00	428.52	2331.02	IN PROGRESS	Work under progress. Considering of many small packages 65% completed. Entire work will be completed by March 2000. Work under progress 95% completed
68	REROUTING OF WATERMANS TREATMENT PLANT FROM GANGADESWAR KOIL ST. TO HARRIS ROAD.	B	98-99	CMWSSB	300.00	75.00	75.00	150.00	HUDCO	0.00	150.00	0.00	64.27	307.17	IN PROGRESS	95% completed work consists of ten small packets
69	PROVISION OF SEWERAGE PUMPING STATION @10 LOCATIONS	C	98-99	CMWSSB	289.59	72.10	72.09	144.19	HUDCO	0.00	144.00	0.00	82.40	147.52	IN PROGRESS	95% completed work consists of ten small packets
70	INTERCEPTING SEWERS ALONG MAMBALAM DRAIN	C	98-99	CMWSSB	1600.00	400.00	400.00	800.00	HUDCO	0.00	800.00	0.00	0.00	527.86	IN PROGRESS	Work under progress 8% work completed will be completed by Jan.2000
71	MPT. TO EXTG. T.MNT. PL. NTS AT KOYAMBEDU & KODUNGAIYUR	C	98-99	CMWSSB	4045.00	1011.25	1011.25	2022.50	HUDCO	0.00	2023.00	0.00	0.00	0.00	TO BE STARTED	Bidders, prequalified under to be invited
72	SHOPPING COMPLEX	A	98-99	KATHIVAKKAM MPTY	19.00	4.75	4.75	9.50	TUFDCO 40% OWN SOURCE 10%	1.90	7.60	0.00	0.00	0.00	TO BE STARTED	Proposals for chhc design approval was sent to CMDA on 5.2.99.
73	COMMERCIAL COMPLEX IN T.S. NO.32A	A	98-99	KATHIVAKKAM MPTY	95.00	23.75	23.75	47.50	TUFDCO 40% OWN SOURCE 10%	9.50	38.00	0.00	0.00	0.00	TO BE STARTED	Estimate since to be prepared after getting approval for chhc design from CMDA.
74	CONSTRN OF ROADS DRAINS & CULVERTS	C	98-99	MADHAVARAM MPTY	47.15	11.78	11.78	23.56	TUFDCO 40% OWN SOURCE 10%	4.71	19.88	0.00	0.00	7.18	IN PROGRESS	Brick work, culvert work completed. R. R. Masonary work is in progress.
75	IMPROVEMENT FOR WATER SUPPLY	B	98-99	MADHAVARAM MPTY	74.00	18.50	18.50	37.00	TUFDCO 40% OWN SOURCE 10%	7.40	28.80	0.00	0.00	0.00	TO BE STARTED	Newly sanctioned
76	CONSTRN OF COMMERCIAL COMPLEX & BUS TERMINAL	A	98-99	MANALI T.P.	56.00	14.00	14.00	28.00	TUFDCO 40% OWN SOURCE 10%	5.60	0.00	0.00	0.00	0.00	TO BE STARTED	Plan sanctioned recd. from DDTECP. Estimate sent to EE Office for Technical Sanction. Expected date of completion Sept'99.
77	CONSTRUCTION OF GLR & OHT AT VIMALAPURAM	B	98-99	MANALI T.P.	41.50	10.37	10.38	20.76	TUFDCO 40% OWN SOURCE 10%	4.15	0.00	0.00	0.00	0.00	TO BE STARTED	Estimate sent to EE office for Technical Sanction. Expected date of completion Sept'99.
78	CONSTRN OF ROADS & DRAINS	C	98-99	MANALI T.P.	71.88	17.97	17.97	35.94	TUFDCO 40% OWN SOURCE 10%	7.18	0.00	0.00	0.00	0.00	TO BE STARTED	Consultants to be finalized.
79	CONSTRUCTION OF OHT & GLR	B	98-99	PALLAVARAM MPTY	89.00	17.25	17.25	34.50	TUFDCO 40% OWN SOURCE 10%	8.90	0.00	0.00	0.00	0.00	TO BE STARTED	Work entrusted with TUJFSL for preparation of project report. Detailed Estimate, Design and calling tenders.
80	EXTENSION OF DISTRIBUTION NETWORK	B	98-99	PALLAVARAM MPTY	26.00	6.50	6.50	13.00	TUFDCO 40% OWN SOURCE 10%	2.60	0.00	0.00	0.00	0.00	TO BE STARTED	-0-
81	CONSTRN OF OHTs AT AMANKULAM & AMBEDKAR NAGAR	B	98-99	PALLIKARANI T.P.	81.00	20.25	20.25	40.50	TUFDCO 40% OWN SOURCE 10%	8.10	0.00	0.00	0.00	0.00	TO BE STARTED	Pending for consultant Appointment. Work will be commenced before 1.4.99.
82	CONSTRUCTION OF CULVERTS & DRAINS	C	98-99	PERUNGUDI T.P.	100.00	25.00	25.00	50.00	TUFDCO 40% OWN SOURCE 10%	10.00	20.00	0.00	0.00	0.00	TO BE STARTED	Technical Sanction awarded.
83	CONSTRUCTION OF OFFICE COMPLEX AT ANNA NAGAR	A	98-99	TAMILNADU HOUSING BOARD	335.83	83.98	83.98	167.97	TUFDCO 40% OWN SOURCE 10%	33.58	134.37	0.00	0.00	0.00	TO BE STARTED	Tender under scrutiny.
84	CONSTRN OF COMMUNITY HALL & SHOPPING COMPLEX	A	98-99	TAMILNADU HOUSING BOARD	625.52	158.38	158.38	312.76	TUFDCO 40% OWN SOURCE 10%	62.56	250.20	0.00	0.00	225.68	IN PROGRESS	1)Pile driving is completed. 2)Roof beam is in progress. 3)Out of 167 columns 78 columns reached of Roof Level. 4)B.W. for basement is in progress.

SL NO	NAME OF THE PROJECT	CATEGORY	YEAR	IMPLEMENTING AGENCY	ESTIMATE COST	CENTRAL GRANT	STATE GRANT	TUFIDCO SHARE	SOURCE FOR THE BALANCE 50% OF ESTIMATE COST	FUNDS SANCTIONED FROM OWN FUND	AMT. SANCTIONED BY INSTN.	AMT. DRAWN FROM INSTN.	AMT. RLS. BY TUFIDCO AS ON UPTO	EXPLANATORY PROGRESS	REMARKS	
85	CONSTRUCTION OF TOURIST COMPLEX AT WALLAJAH ROAD	A	98-99	TAMILNADU TOURISM DEVELOPMENT CORPN.	180.00	45.00	45.00	90.00		80.00	0.00	0.00	11.03.00	21.03.00	TO BE STARTED	Technical Bid will be called for immdy and will be finalised after 40 days. After finalising the Technical Bids, tenders will be finalised within 15 days & will be awarded to the Contractors. Tender will be awarded by first week of June '99 & the tentative time schedule for completion of work after awarding the contract is 18 months.
86	CONSTRUCTION OF STORM WATER DRAIN	C	98-99	TIRUVOTTIYUR MPTY	70.00	17.50	17.50	35.00	TNUJFSL40% OWN SOURCE 10%	7.00	28.00	0.00	0.00	0.00	TO BE STARTED	Estimate re-submitted to CMA for T.S. approval on 16.12.98.. Work will be completed by September '99.
87	CONSTRN OF 312 SLUM TENEMENTS AT DRAMBEDKAR NAGAR	C	98-99	TN SLUM CLEARANCE	387.64	96.81	96.81	183.82	TUFIDCO 20% GTN GNTS 30%	116.30	77.50	0.00	0.00	0.00	TO BE STARTED	Work will be completed in Oct.2000.
88	ELECTRIC CREMATORIUM	B	98-99	ULLAGARAM PVKM.T.P	88.00	17.00	17.00	34.00	TNUJFSL40% OWN SOURCE 10%	6.80	0.00	0.00	0.00	0.00	TO BE STARTED	Consultants to be finalised.
89	STORM WATER DRAIN PHASE II	C	98-99	VALASARAVAKKAM T.P	65.00	16.25	16.25	32.50	TNUJFSL 40% OWN SOURCE 10%	6.60	26.00	0.00	21.00	48.14	COMPLETED	U.C and Completion Report are yet to be received.
98-99	Total				23678.06	5918.60	5918.60	11839.02		1804.99	9336.53	678.30	1612.23	4730.27		
Grand Total					48119.02	12029.74	12029.75	24059.51		3187.18	21843.75	11111.97	10358.24	24437.26		