

# Functioning of Six Major Metropolitan Development Authorities in India: A Comparative Analysis

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Regional disparities in development have been one of the most striking features of the growth process witnessed in India since its independence. An undesirable consequence of such disparities in regional development, whether that be across the states or across regions within the states, has been the large scale migration of population from the less developed to the developed regions ;particularly to the major Indian metropolis like Delhi, Kolkata, Chennai, Mumbai , Bangalore and Hyderabad. Consequently, over the years, the basic needs and the infrastructure in these metropolis came under tremendous pressures and it was felt that these metropolis need special development initiatives. The regional development authorities were created to cater to the special development needs of this major metropolis in India.

Moreover, emergence of a large number of development authorities during the last three decades highlights their importance in steering the regional development process in India. This phenomenon, however, is the result of the increasing realization among the policy makers that the effective percolation of the fruits of development requires integration of the grass root level decision making units with the overall development process of the country. This realization is also in consonance with the paradigm shift in the development philosophy of centralized planning to the market based decentralized planning that has been in vogue since the early nineties of the last century . In this background, the development authorities, particularly those for the major metropolitan cities, have emerged as the true catalyst for metropolitan development in India

Delhi Development Authority (DDA) was the first such development authority created to meet the development needs of the Delhi Capital Region. The Calcutta Metropolitan Development Authority (CMDA) , renamed as Kolkata Metropolitan Development Authority(KMDA) , was the next to be created to meet the development needs of the city of Calcutta which since independence had to bear the burden of partition & underdevelopment of the entire eastern India. Subsequently Chennai (CMDA), Mumbai (MMRDA) , Bangalore (BDA) and Hyderabad (HMDA) development authorities were created to

cater to the development needs of the respective metropolitan areas. At present these authorities together directly cater to the development needs not only of the millions of people residing in these cities but also indirectly to the development needs of many more residing in the hinterland of these cities.

These six development authorities, which are the nodal agencies of development for the major Indian metropolis and which, during the post-reform period, have become the nerve center of the global economic activities in India, have, over the years, grown both in size and in nature of development activities. However, no study, to the best of our knowledge, has yet been carried out to compare the functioning of these development authorities. Such a study is important not only because these authorities use a significant amount of the scarce resources to meet the varied development needs of these cities but also because such an exercise will throw light on the relative strengths and the weaknesses of the different functional domains of these organizations which have an important bearing on the desired development outcomes.

**The purpose of the present study is to compare the functioning of the six major Metropolitan Development Authorities, viz, Delhi, Kolkata, Chennai, Mumbai, Bangalore and Hyderabad highlighting, inter alia, their relative efficiency in development performance.**

**Major findings of the study:**

The major conclusions emerging from this study are:

- a) **In terms of the organisational structure, the six development agencies look quite similar except that for the present, the majority of the members of the Board of KMDA and MMRDA are non official while officials dominate the other organisations. Moreover, CMDA has the highest ratio of technical to non- technical employees while the DDA and MMRDA have the least. KMDA's position is somewhere in between.**
- b) **In terms of the sectoral distribution of the total project outlay, KMDA, in comparison with the other agencies, has somewhat balanced sectoral priorities. Moreover, among these agencies only KMDA spends a significant portion of its total project outlay on construction of the residential houses for economically weaker section of the society.**

- c) In terms of wage cost efficiency of development outcome, MMRDA comes at the top and DDA at the bottom. KMDA, on the other hand, is at the 5<sup>th</sup> position. In terms of wage cost efficiency of resource mobilisation, MMRDA comes at the top while KMDA is at the bottom.
- d) In terms of self sufficiency, DDA comes at the top while KMDA at the bottom.
- e) In terms of development orientation of the organisations, as measured by the share of capital expenditure in total expenditure, MMRDA comes at the top followed by KMDA and HMDA at the bottom.
- f) In terms of the average of the rankings obtained under the six performance indicators considered for the study, the ordering of the organisations is given as follows

$$MMRDA \succ CMDA \succ BDA \succ DDA \succ KMDA \succ HMDA$$