RCUES, Mumbai
Enabling better cities...

Urban
Environ Vision
An Information Bulletin

Regional Centre for Urban & Environmental Studies
All India Institute of Local Self-Government, Mumbai

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Urban Environ Vision aims to take its readers through the web-based training programmes of RCUES, Mumbai while providing encouragement and knowledge to its participants and displays the efforts undertaken by RCUES, Mumbai.

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Regional Specialized Webinar on
Municipal Monitoring Mechanism of State and Local Governments
04th January, 2022

BACKGROUND

The Constitution (74th Amendment) Act, 1992, inter alia, provided for the strengthening of Urban Local Bodies (ULBs) i.e. Municipal Corporations, Municipal Councils to enable as vibrant institutions of Local Self-Government (LSG). It also provided State Governments to devolve certain functions, authority, and power to increase revenue by these ULBs. Urban governance is part of the state list under the Constitution. Thus, the administrative framework and regulation of ULBs varies across states and there was no uniformity among the Municipal Acts. It has been observed that ULBs across India face similar challenges. For instance, ULBs across the country had lack autonomy in city management and several city-level functions are managed by parastatals (managed by and accountable to the state). Several taxation powers were not been devolved to these bodies, leading to stressed municipal finances. These challenges affected service delivery in cities and also created administrative and governance challenges at the municipal level.

ULBs are amongst the weakest in the world in terms of fiscal autonomy and have limited effective devolution of revenue. They also have limited capacity to raise resources through their own sources of revenue such as property tax. Central government and the respective state government should provide additional funds and facilitate additional funding mechanisms for ULBs to augment their finances. The revenue of ULBs can be augmented through measures including assignment of greater powers of taxation to the ULBs by the state government, reforms in land and property-based taxes and issuing of municipal bonds.

The key agenda for enhancing the effectiveness of municipal governance through monitoring mechanism would include: (1) building effective and responsive municipal institutions; (2) developing responsible municipal organizations capable of delivering civic services and infrastructure efficiently; and (3) improving accountability through mechanisms of citizen governance to ensure that the people have a strong voice in the governance, through embedding participatory mechanisms into planning and monitoring of service delivery, enhancing decentralization and ensuring inclusiveness of the poor and disadvantaged.

With an aim to understand the monitoring mechanism system of ULBs for augmenting effective service delivery, a **Regional Centre for Urban and Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a Regional Webinar on 'Municipal Monitoring Mechanism of State and Local Governments' on 4th January 2022. This Webinar was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).**

In all, 22 participants comprising former Principal Secretary, Commissioners & Directors, Municipal Engineers, City Project Officers, City Coordinators, Community Organizers, Hygiene Officers, Chemist, Sanitary Inspectors, Sr. Research Officers, Multipurpose Health Workers, concerned Officials and Administrative Staff of ULBs from the states of Maharashtra, Gujarat, Rajasthan and Assam attended this Webinar.

Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai addressing the participants.

At the beginning Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai spoke on milieu of the Webinar saying that monitoring mechanisms play a key role in effective implementation of service delivery at ULB level. She added that monitoring mechanism has to be in place to identify the bottlenecks to be redressed. She said that this platform is advantageous in understanding the measures to be adopted for augmenting effective service delivery. She requested speakers to begin with their presentations.

The first presentation on 'Overview of Urban Governance and Role of State Government in Monitoring Mechanism at ULB Level' was delivered by Mr. Nanasaheb Patil, IAS (Retd.), former
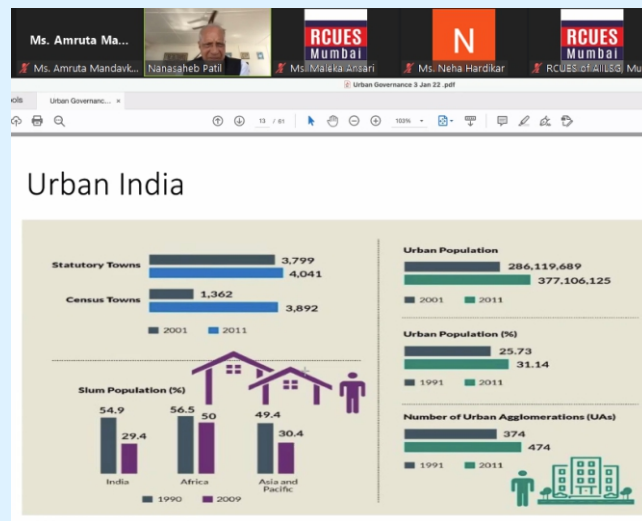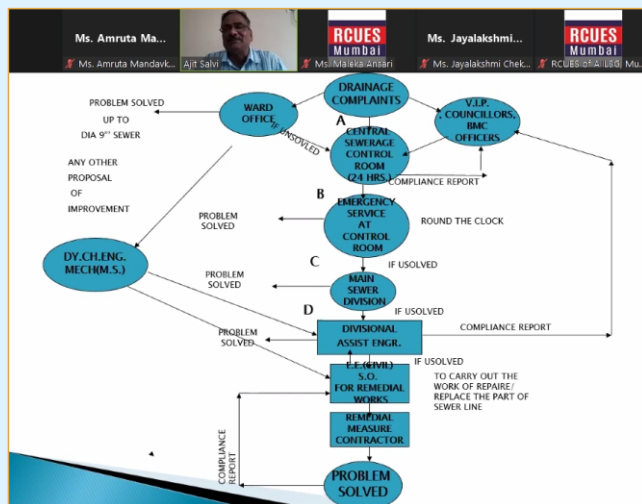

Mr. Nanasaheb Patil, IAS (Retd.), former Principal Secretary, Urban Development Department, and later Addl. Chief Secretary, Government of Maharashtra addressing the participants.

Principal Secretary, Urban Development Department, and later Addl. Chief Secretary, Government of Maharashtra. He began his presentation by highlighting the issues of urban governance that need to be addressed with urgency. COVID preparedness or any other pandemic preparedness is meager not only in India but in all countries. This grave issue has to be focused upon in Urban Governance. Moreover, ULBs have to get prepared and develop plan for handling migration of people to urban area. He spoke on global megatrends and said that rapid urbanization, technological change and climate crisis are all happening at the same time, creating new challenges for cities. He highlighted the impact of climate change such as rising sea water levels, high frequency of cyclones in Arabian and Bay of Bengal, water shortages, issues with storm water drainage, flooding etc. He focused on the significant issues which are coming up with global warming by saying that cities generate 50 to 60 percent carbon dioxide CO_2. In fact, 91 percent of world's population currently lives in places where air quality levels exceed the World Health Organizations' limits. He further said that
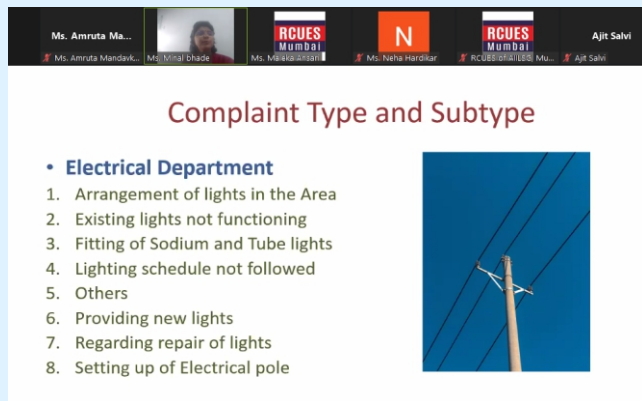
urbanization is natural social phenomenon and that cities are engines of growth. They are the places where innovations are incubated and skills are developed and migration to cities leads to economic progress. He gave emphasis on new concept of urban governance by explaining that two forces have been shaping this new concept. First is globalization and role of private sectors and second is new Urban Agenda by UN Habitat known as the Quito resolution. He also discussed the concept of Global campaign on urban governance. This campaign aims to increase the capacity of local governments and other stakeholders in order to improve upon good urban governance. He concluded his presentation by saying that the campaign focuses attention on the needs of the excluded urban poor and promotes the involvement of women in decision making at all levels recognizing the fact that women are one of the biggest levers for positive change in the society.

Dr. Ajit Salvi, Dy. Chief Engineer, MSDP, MCGM, Mumbai addressing the participants.

The next presentation on 'Municipal Monitoring Mechanism in Sanitation' was made by Dr. Ajit Salvi, Dy. Chief Engineer, Mumbai Sewage Disposal Project (MSDP), Municipal Corporation of Greater (MCGM), Mumbai. He started his presentation by saying that providing service delivery to unplanned mega cities is a challenge to city administrators. He depicted the pictures of unplanned mega cities, dilapidated condition of toilets, hips of waste spread over on roads etc. He added that providing service delivery to these unplanned mega cities is a challenge to city Administrators. Referring to earlier session, he said that migration cannot be controlled as mega cities are engines of growth and economic density. ULBs have to get prepared and develop plan for handling migration of people to urban area. This preparation poses burden on ULBs in providing effective service delivery. He explained the obligatory duties of MCGM by saying that construction, maintenance and cleansing of drains and drainage works, and of public latrines, urinals and similar services comes under obligatory duties under section 61(a) of BMC Act 1888 and scavenging and the removal and disposal of filthy matters, ashes, refuse, and rubbish, etc. comes under section 61(c) of BMC Act 1888. He later explained responsibilities of ULBs in sanitation by maintaining sewer lines, Sewerage Treatment Plants (STPs) in a centralized manner and maintenance of Septic Tanks, Faecal Sludge Treatment Plants (FSTPs) under decentralized system. He elucidated the principles of Monitoring & Evaluation (M & E) by speaking that M & E should begin with baseline study. Monitoring is the integral part of project implementation which should be linked to programme objectives. Monitoring information should be used in decision making. He added that M & E should be according to the principles of participation and involvement of all stakeholders. He spoke on Sewerage Complaints Lodging System by explaining monitoring mechanism of redressing these complaints in sanitation service chain. He stated the significance of time management in complaint redressal as it has a benchmark under Service Level Benchmarking. He concluded his presentation by saying how this monitoring is done through online portal in sanitation services at city level.
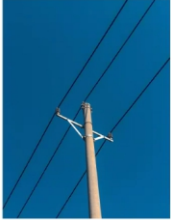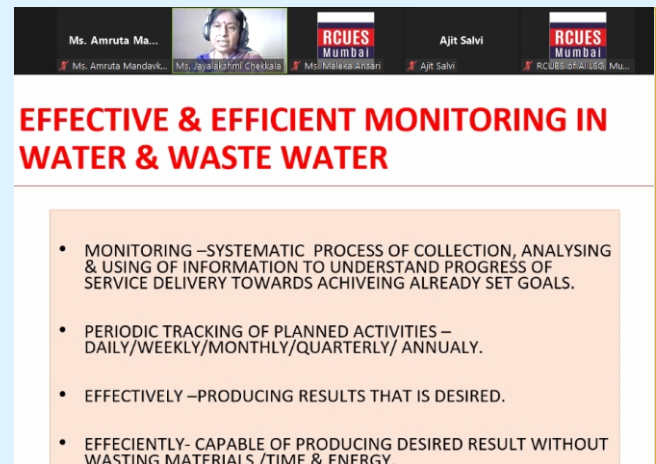
Ms. Minal Badhe, Programmer, Computer Department, Kalyan Dombivali Municipal Corporation (KDMC), Kalyan addressing the participants.

The next presentation on 'Municipal Monitoring Mechanism in Grievances & Redressal' was presented by Ms. Minal Badhe, Programmer, Computer Department, Kalyan Dombivali Municipal Corporation (KDMC), Kalyan. She started her presentation by focusing on significance of monitoring mechanism of grievances redressal in service delivery. She talked about Complaint and Redressal (CARE) System by explaining its chief features. She said that people should know the monitoring system, which provides multiple channels of grievances recording and timely redressal of grievances as per the defined escalation path. She added that complaint has to be defined in appropriate standard with fixed stipulated timeline and escalation path also has to be defined for complaints. This system is easy for tracking the complaint status, maintain central repository of data, generating Management Information System (MIS) reports for the faster decision-making, and for providing services to citizens in fast, efficient, and transparent manner. She concluded her presentation by mentioning significance of online complaint redressal portal which also helps in redressing pending complaints without further delays.

The last presentation on 'Municipal Monitoring Mechanism in Water and Waste Water Management' was presented by Ms. Jayalakshmi Chekkala, Project Manager, AIILSG, Mumbai.

Ms. Jayalakshmi Chekkala, Project Manager, AIILSG, Mumbai addressing the participants.

She started her presentation by highlighting the significance of effective and efficient monitoring in water and wastewater. She spoke on the benefits of monitoring mechanism by stating that this mechanism gives result oriented performance through cost effectiveness actions. The effective performance results into revenue generation and customer satisfaction. She also spoke on Service Level Benchmarks (SLBs) in water supply and waste water services where she explained the indicators and benchmarks set for these indicators. The benchmark set for complaint redressal is 80%. Therefore, through this monitoring mechanism system, 80% of complaints have to be abided in water supply and waste water sector. She concluded her presentation by mentioning the importance of complaint redressal in effective service delivery.
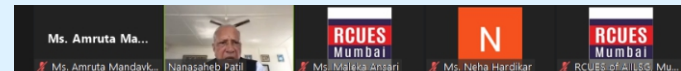
Ms. Maleka Ansari concluded the Webinar by summarizing the gist of the presentations made by the distinguished speakers and by stating the significance of monitoring mechanism system of ULBs for augmenting effective service delivery. She also extended thanks to the distinguished speakers and the participants.
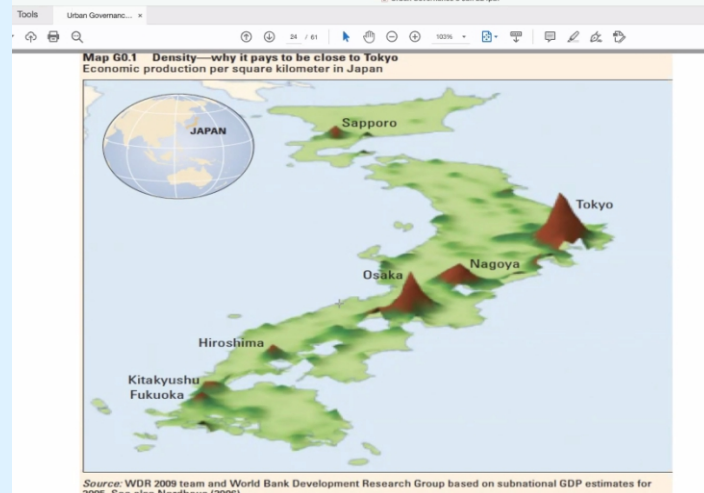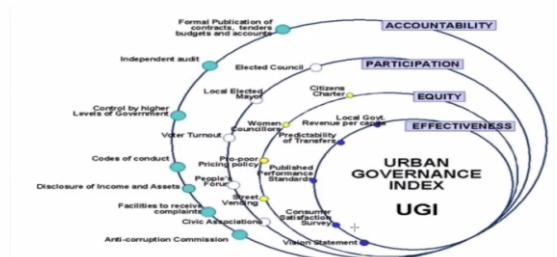
GLIMPSES OF THE WEBINAR

Section

02

Regional Specialized Web Based Training Programme on
Pradhan Mantri Awas Yojana – Addressing Challenges at Local Level
06th- 07th January, 2022

Key Highlight

The key highlight of this web-based training programme was that the participants gained knowledge and updated themselves on MIS system under PMAY which is useful, to fill-up the gaps in survey data under PMAY.

BACKGROUND

The World Urbanisation Prospects report 2018 by the UN Department of Economic and Social Affairs estimated that 55 percent of the world's population is now living in urban areas and that this proportion is expected to increase to 68 percent by 2050. Similarly, according to a recent report by the National Commission on Population, there has been 57 percent increment in the size of urban population in our country. Pradhan Mantri Awas Yojana (Urban) Mission launched on 25th June 2015 which aims at providing housing for all in urban areas by the year 2022. The scheme is a major step towards ensuring that people can get a house within their financial capability. The major objective of the scheme is to ensure provision of pucca house for every family with facilities of basic services including water connection, toilet facilities, and 24X7 electricity supply. In pursuance of the vision of Government of India towards facilitating "Housing for All" by 2022, the Ministry of Housing and Urban Affairs (MoHUA), State Governments and

Urban Local Bodies (ULBs) have taken several measures to implement the housing projects under Pradhan Mantri Awas Yojana - Urban (PMAY- U) during & post COVID-19. In this regard, knowledge in various thematic areas, such as housing technologies, innovative designs, housing finances, development policies, comparative analysis etc. is being imparted to all the concerned authorities. Efforts are being made towards planning and formulation of policy documents, tender documents, Housing for All Plan of Action. Detailed Project Reports (DPRs), innovative housing designs and Public Private Partnership projects have been worked out. At the same time, capacities of concerned municipal officials have to be enhanced for effective and timely implementation of housing projects in order to achieve the mission objective in stipulated time-frame.

Considering this background, **Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a Regional**

Specialised Web-Based Training Programme on 'Pradhan Mantri Awas Yojana – Addressing Challenges at Local Level' on 6th-7th January 2022. This training programme was supported by the Ministry of Housing & Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The key objective of this web-based training programme was to assess the role of ULBs in implementation of projects to ensure quality control and address the challenges at local level.

PARTICIPATION

In all, 80 participants comprising Elected Representatives, Dy. Municipal Commissioners, CLTC Engineers, Procurement Experts, Project Managers, MIS Specialists, District Administrative Officers, City Project Officers, Social Development Specialists, Project In-charges, Construction Managers, Architects, System Managers, Project Coordinators, Planning Assistants, Community Organizers, PMAY Staff, Representatives of NGOs, from the States of Maharashtra and Gujarat attended this training programme.
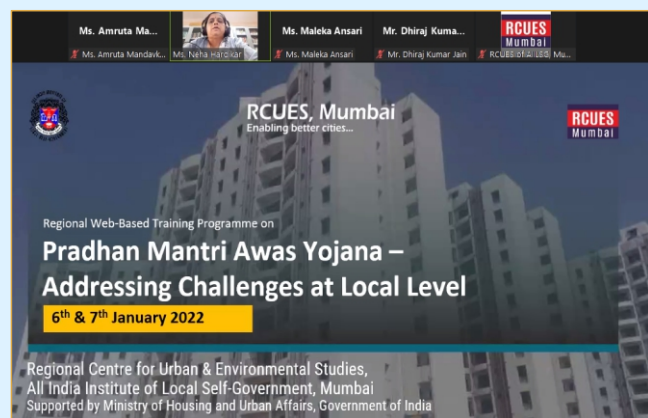
Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai addressing the participants.

INTRODUCTION

This web-based training programme began with welcoming the distinguished trainers and the participants by Ms. Neha Hardikar, Sr. Research Officer, RCUES of AIILSG, Mumbai. She explained the objective of conducting this training programme and stated that this mission is being implemented in cities and how ULBs play a vital role in effective implementation of PMAY with other stakeholders. She suggested the participants to note down the requirements of implementation process to ensure the quality of construction of houses under verticals of PMAY. She requested the subject trainers to start the technical sessions.

TECHNICAL SESSIONS
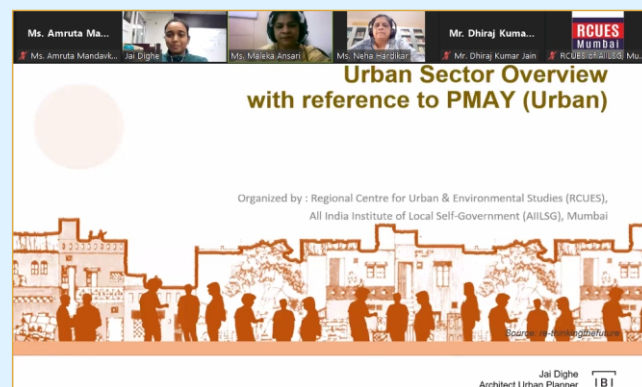
Ms. Jai Dighe, Architect & Urban Planner, IBI Group India Pvt. Ltd., Mumbai addressing the participants.

The first technical session on 'Urban Sector Overview with reference to PMAY' was conducted by Ms. Jai Dighe, Architect & Urban Planner, IBI Group India Pvt. Ltd., Mumbai. She commenced her session by highlighting the role of housing sector in urban development. She explained that housing sector is considered as engine of growth as it directly contributes to

the overall GDP around 15 to 18%. She spoke on unaffordable housing scenario with rapid urbanization causing land shortage, housing shortfall and congested transport. Besides, she explained primary scenario of unaffordable housing such as an excessive control on development of land which creates artificial shortage, lack of marketable land parcel and information, rising threshold costs of construction and lack of access to home finance for Low Income Groups. She said that since 1970, poverty alleviation schemes have been implemented and provision of affordable housing has been a challenge. She spoke on components introduced under PMAY. The beneficiaries get different benefits under each component. She explained how it will percolate at ground level after the scheme is ready at Central level. She spoke on convergence of PMAY scheme with Construction Workers Welfare Funds, in-situ development of slums on large lands to ensure land availability and funds for PMAY scheme. She then highlighted the progress of PMAY (U) by stating that in all, 13.25 lakh total houses were constructed and occupied, out of 68 lakhs sanctioned across India. She added that among the four schemes, Credit Linked Subsidy Scheme (CLSS) has been found to be successful scheme till January 2019. She further said that total 108 lakh houses have been sanctioned out of which 38.6 lakh houses were completed with an investment of 67541 Cr. till January 2020. After March 2020, severe delays were observed due to various reasons such as COVID-19 pandemic, different administrative difficulties and elections etc. Thus, 50% target was achieved till 31st March 2021. She also mentioned the status till December 2021 by saying that total 48.31 lakh homes have been constructed and allotted to beneficiaries involving total investment of Rs.7.35 lakh crores under the PMAY-U. This has been done by utilising central assistance of Rs. 1.81 lakh crores, of which funds to the tune of Rs. 96067 crores have been released. She then discussed reservations being expressed in respect of the policy by saying that there is no assessments of past policies or any past experiences. In in-situ development, free housing for slum dwellers is not found to be financially feasible in all the cities even where land rates are not as high as Mumbai. Besides, impact of additional population on the plot and infrastructure is overlooked. She concluded her session by talking about major shift in approach of policy. She said that only financial assistance was given instead of actual constructed houses. Incentives and policies of the government are largely involving bulk of the real estate development under affordable housing.
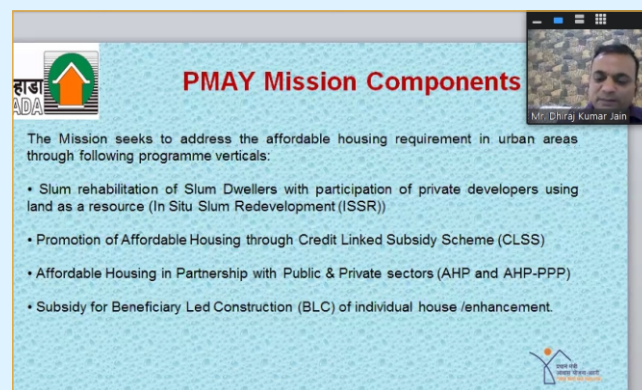
Mr. Dhiraj Kumar Jain, Dy. Engineer, Konkan Housing Board, Maharashtra Housing and Area Development Authority (MHADA), Mumbai addressing the participants.

The next session on 'Components and Verticals of PMAY - Mission Mode Application' was delivered by Mr. Dhiraj Kumar Jain, Dy. Engineer, Konkan Housing Board, Maharashtra Housing and Area Development Authority (MHADA), Mumbai. He commenced his session by speaking about PMAY mission,

its components and implementation process. He highlighted that aim is to provide every family with a pucca house with water connection, toilet facilities, and 24x7 electricity supply under PMAY. He further explained that the Mission seeks to address the affordable housing requirement in urban areas through the programme verticals such as slum rehabilitation of slum dwellers with participation of private developers and using land as a resource in cases of In Situ Slum Redevelopment (ISSR), promotion of affordable housing through CLSS, Affordable Housing in Partnership with Public & Private sectors (AHP and AHP-PPP) and Subsidy for Beneficiary Led Construction (BLC) of individual house. He explained all verticals in details. He mentioned the PMAY mission priorities and further stated district wise targets to be achieved and progress of the sanctioned projects under PMAY at the State level. He then explained the stages involved in sanctioning of Detailed Project Report (DPR) under PMAY mission, which comprises various stages in the process, including survey to understand the need of houses at city level, submission of DPR for approval from State Level Nodal Office (SLNO) to State Level Appraisal Committee (SLAC), submission of DPR for approval from State Level Appraisal Committee (SLAC) to State Level Sanctioning and Monitoring Committee (SLSMC), submission of DPR for approval from SLSMC to Central Sanctioning and Monitoring Committee (CSMC), etc. He concluded his session by mentioning the progress of sanctioned projects in Maharashtra and depicting pictures of constructed houses under PMAY mission.

The next session on 'Good Practices in PMAY and Application of MIS in Implementation of PMAY at ULB Level' was conducted by Ms. Payal Singhavi, Advisory Consultant, Konkan Housing
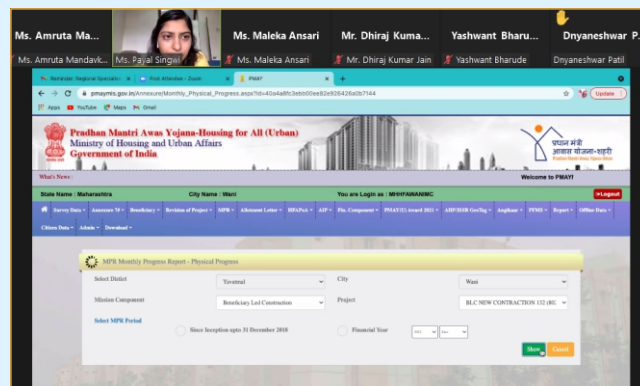
Ms. Payal Singhavi, Advisory Consultant, Konkan Housing Board, Maharashtra Housing and Area Development Authority (MHADA), Mumbai addressing the participants.
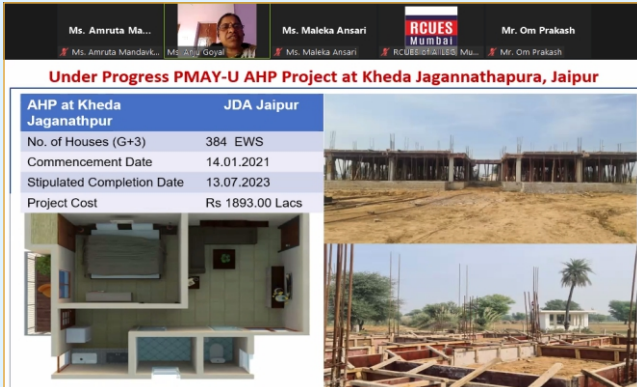
Board, Maharashtra Housing and Area Development Authority (MHADA), Mumbai. She started her session by speaking on the benefits of Management Information System (MIS). MIS system allows online reporting on the progress of the scheme by all stakeholders, which makes for more accurate and fast reporting. Moreover, tracking system is effective as individual beneficiaries are tracked. It is less time consuming and less error-prone system. Through this system, multiple reports can be generated and become accessible to all stakeholders 24X7. She explained the entire process of handling MIS portal and showed how ULBs can use this portal for data entry and linking it with beneficiaries etc. She also explained the queries raised by the participants in handling this portal. She concluded her session by citing examples of effective implementation of MIS system under PMAY in Maharashtra.

On the second day, the session on 'Pradhan Mantri Awas Yojana (PMAY) and its Implementation in India' was conducted by Ms. Anju Goyal, General Manager, Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation Limited
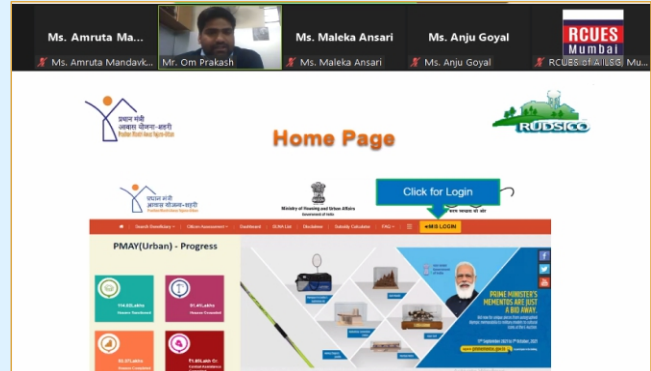
Ms. Anju Goyal, General Manager, Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation Limited (RUDSICO), Rajasthan addressing the participants.

(RUDSICO), Rajasthan. She started her session by mentioning implementation process under PMAY in Rajasthan State. She explained the components of PMAY and its functioning at state level. She added that in BLC component, Government of India (GoI) is providing subsidy of Rs. 1.5 lakh in 3 instalments on individual house construction (up to 30 Sq. Mt.) for kutcha house having land title. She further said that under AHP houses are constructed on Government Land. In this case, the land cost and external development charges are borne by ULBs. Government of India (GoI) provides subsidy of Rs. 1.5 lakh in 3 instalments per house to Economically Weaker Section (EWS). She also stated that under AHP on Private Land, 100% fee waiver is given by State Government in land conversion charges, land use charges, building plan approval charges and relaxation in building by-laws. She highlighted that Government of Rajasthan has targeted to construct 4 lakhs houses under various verticals of PMAY up to 2022. She gave information on how many houses constructions were sanctioned and how much subsidy was given received to the states. She depicted

the pictures of successfully constructed houses at Jaipur city under PMAY. She also said that Government of Rajasthan (GoR) amended the Act for removing the mandatory clause of zonal development plan. This amendment helped the beneficiaries under BLC. She added that beneficiaries are not able to start their construction work under BLC component on account of financial constraints during COVID crisis. She concluded her session by saying that state governments should intervene to release the subsidy through central government.

Mr. Om Prakash, Project Engineer, PMAY–U, Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation Limited (RUDSICO), Rajasthan addressing the participants.

The next session on 'Application of MIS in Implementation of PMAY' was conducted by Mr. Om Prakash, Project Engineer, PMAY–U, Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation Limited (RUDSICO). He commenced his session by focusing on MIS portal maintained and developed by National Information Centre (NIC), Government of India (GoI). He explained the work flow of MIS and the stakeholders such as ULBs/ cities, States, Project Management Unit (PMU), Central Appraisal Committee and Central Sanctioning and Monitoring Committee (CSMC) who are users

of MIS system in implementation of PMAY. He explained stakeholder-wise activities to be undertaken through MIS portal. He said that MIS captures online data from all the stakeholders, which is available 24X7 to them. He further emphasized that MIS of PMAY–U is major tool of monitoring the progress of implementation activities under PMAY–U in which ULBs and State Level Nodal Agency (SLNAs) enter the data pertaining to the beneficiaries and projects approved under the Mission of PMAY–U. He concluded his session by giving emphasis on MIS application in PMAY–U.

SUMMING UP

After the feedback session, Mrs. Maleka Ansari, Sr. Research Officer, RCUES of AIILSG, Mumbai concluded this web-based training programme by proposing a Vote of Thanks to the distinguished subject trainers and the participants.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME

Section

03

Regional Specialized Web Based Training Programme on
Property Tax Reforms at ULB Level
13th- 14th January, 2022

Key Highlights

The key highlights of this web-based training programme were that the participants were updated and explained the niceties of assessment of property tax with different values such as rateable value and capital value. The participants were also updated about the significance of Geographical Information System (GIS) mapping for better coverage in assessment, which also provides other advantages about the knowledge of the city.

BACKGROUND

India is urbanizing rapidly, with urban population expected to rise from about 40 crores presently to over 60 crores by 2030 and over 80 crores by 2050, by which time urban population is likely to constitute over 50% of the total population. The High Powered Expert Committee for Estimating the Investment Requirements for Urban Infrastructure Services estimated the expenditure required to finance urban infrastructure and services at Rs. 39.2 lakh crores during 2011-2031. However, Urban Local Bodies (ULBs) that bear a large percentage of this expenditure obligation currently do not generate sufficient own revenues to finance this increasing expenditure, even after considering fiscal transfers and various forms of assistance from Central and State Governments. Property tax forms a major proportion of the own revenues of ULBs.

There is still widespread use of manual, paper-based systems for creation and maintenance of property registers. Adoption of GIS-based digital register has been patchy with no process in place for analyzing the aerial maps and regular updating about interpreting the same. Proper implementation and adoption of GIS-based digital property registers, creation of a single digital property register for all municipal taxes, fixing and recovery of fees and user charges and also other purposes and a legal mandate for periodic updating can ensure complete and accurate property records.

Considering this background, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a **Regional Specialized Web-Based Training Programme on 'Property Tax Reforms at ULB Level' on 13th - 14th January 2022. This training programme was supported by the Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI).**

KEY OBJECTIVE

The key objective of this web-based training programme was to encourage ULBs to develop strategic plan to enhance their own revenues for sustainable urban transformation in cities.

PARTICIPATION

In all, 14 participants comprising Hon'ble Mayors, Auditors, Tax Officers, Tax Inspectors, City Project Officers, General Managers, Sanitary Inspectors, etc. from the States of Maharashtra, Gujarat, Assam, and Goa attended this training programme.

INAUGURATION & INTRODUCTION
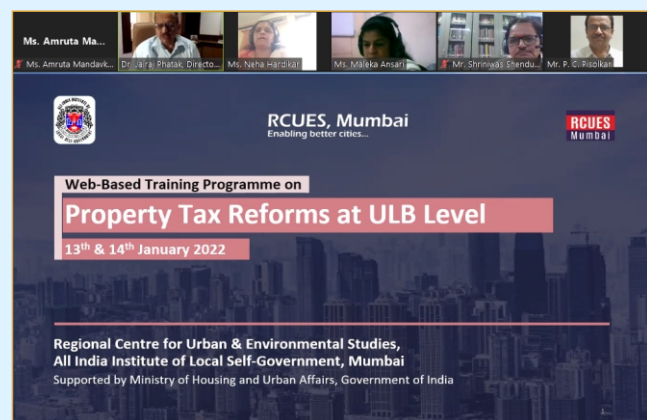
Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai addressing the participants.

This online training programme was started by Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai. She welcomed Dr. Jairaj Phatak, IAS (Retd), Director General, AIILSG, subject trainers and the participants. She gave introduction about the RCUES, Mumbai and its functioning, and spoke on the need for Property Tax Reforms and importance and usefulness of GIS in Property Tax. She requested Dr. Phatak to address the participants.

Dr. Pathak, in his inaugural address, he welcomed the participants and appreciated RCUES team for conducting training programme on this vital topic of Property Tax including application of GIS, which can do a lot in achieving high coverage of properties and provide a scientific system of keeping record.
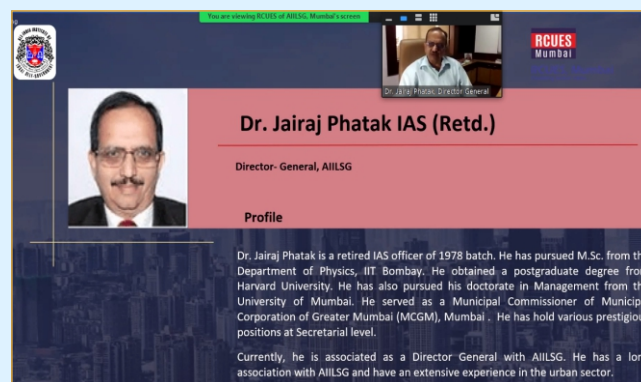
Dr. Jairaj Phatak, IAS, (Retd), Director General, AIILSG addressing the participants.

He said that globally property tax is collected through local governance and this revenue is being used for people of the city. He highlighted the issues in property tax by saying that all properties are not assessed through physical verification. GIS mapping is an effective tool to assess the property as in GIS mapping 2D pictures are captured. Thus, it is easy to calculate the property tax with scientific tools. GIS mapping is also a cost effective way of assessing properties than physical verification. He also said that stamp duty rates of cities require to be linked to property tax, which will gradually increase the revenues of ULBs. He also said that improving collection efficiency is a significant constituent in Property Tax management. He recommended that in larger cities, municipal wards need to be encouraged for maximum collection of property tax and some portion of collected amount can be given to that municipal ward for infrastructure development/maintenance. He concluded his inaugural address by saying that in coming days, Property Tax Reforms will move many steps forward for their effective implementation.

TECHNICAL SESSIONS

The first session on 'Introduction to Property Tax in Cities' was delivered by Mr. P. C. Pisolkar, former Chief Municipal Auditor,

Property Tax – Revenue Source for Municipality

State City Municipality	2019-20 (Rs. In Crore)			2019-20 (Per capita Value)			Annual Growth	
	Rev. Income	Property Tax Rev	Share in Rev in	Total Income	Prop Tax Income	Share in % Total Income	Prop Tax	Per Capita
Gujarat								
Ahmedabad	3909.22	480.34	12.28	6620.50	540.57	8.16	-0.50	-2.19
Surat	2837.77	457.60	16.12	5428.00	585.23	10.78		
Karnataka								
Bengaluru	4189.94	2057.50	49.10	4362.25	1465.39	31.63	9.82	7.43
Mangalore	218.88	43.48	19.86	3647.16	1282.94	35.67	9.87	-11.12
Kerala								
Kochi	477.32	114.37	24.06	1561.00	333.10	21.33		
Thiruvananthapuram	333.07	56.82	17.05	2001.22	206.93	10.34	-14.11	-15.91
Madhya Pradesh								
Bhopal	672.54	38.04	5.65	4311.11	131.62	3.05	-1.61	-0.20
Indore	1258.10	66.54	5.28	4873.87	207.68	4.26		
Maharashtra								
Mumbai	22435.12	3735.05	16.64	11950.93	1989.62	16.64	-19.26	-20.00
Pune	4446.68	768.12	12.27	9000.19	1554.69	17.27	0.47	-1.11
Odisha								
Bhubaneswar	304.65	37.43	12.28	2644.44	269.78	10.20		
Cuttach								
Tamil Nadu								
Chennai	2678.49	1019.92	38.07	6094.65	1464.76	24.03		

Mr. P. C. Pisolkar, former Chief Municipal Auditor, Municipal Corporation of Greater Mumbai (MCGM), Mumbai addressing the participants.

Municipal Corporation of Greater Mumbai (MCGM), Mumbai. He commenced his session by focusing on property tax as one of the chief revenue sources. He showed the table indicating the values of total revenue generated, property tax revenue generated and the percentage of property tax revenue of total revenue generated from several cities from Gujarat, Maharashtra, Karnataka, Madhya Pradesh and Tamil Nadu states in the year 2019 -20. This table also depicted per capita value and annual growth of cities. He also revealed the observations and information contained in these tables and stated that share of property tax to revenue income is highest in Bengaluru (49.10%), followed by Chennai (38.07%), Coimbatore (23.03%) and Kochi (24.06%). He highlighted that proportion of Property Tax Revenue is less in Madhya Pradesh. In the FY 2019 -20, Bhopal and Indore cities of Madhya Pradesh have collected property tax of 5.65% and 5.28% respectively. Indore city levy use charges. He further added that the income from property tax is highest in Mumbai Rs.3735 Cr. and Bengaluru Rs.2057 Cr. i.e. 16.64% and 49.10% respectively. He then explained the Annual Growth Rate of Property Tax by stating that except Bengaluru (9.82%) and Mangalore (9.87%) of Karnataka state, other cities have shown negative growth rate in property tax collection. He also said that Growth Rate of Per Capita Property Tax is 7.43% in Bengaluru and other cities have shown it negative. He concluded his session by giving emphasis on revenue generation to ULBs through property tax, as this is a crucial step in local governance.

Mr. Shriniwas Shendurkar, former Assessor & Collector, MCGM, Mumbai addressing the participants.

The next session on 'Property Tax Reforms – its Role & Significance' was delivered by Mr. Shriniwas Shendurkar, former Assessor & Collector, MCGM, Mumbai. He started his session by emphasizing that property tax forms a major share of the revenue of municipal bodies. In India, several methods are used to assess the property tax by ULBs to assess the property tax. These methods are rateble value, capital value, and charging the tax, zone-wise and area-wise. He spoke on need for Property Tax Reforms by saying that previously octroi, local body tax/cess were one of the major sources of revenue. After the introduction of G.S.T., all these sources are abolished affecting the revenue of the ULBs. These days, the ULBs receive compensatory grants in lieu of such sources. Henceforth, in order to be more self-reliant the ULBs have no other option than to increase the revenue from property tax by adopting reforms. He spoke on legal framework for taxing immovable property in India by imposing tax by ULBs on property. The administration

and functioning of each ULB is governed by various laws. There are provisions specifying which taxes are to be levied and at what rate. He explained the significant of role of property tax reforms in revenue generation at ULB level by stating that in India, most of the ULBs need the grant from the government. Non-receipt of the grant, tells upon their functioning. The ULBs becomes self-reliant if there is rise in the property tax revenue. MCGM, Mumbai has introduced the reform by shifting to the capital value method from the rateable value method for assessing the properties within the city limits.

He discussed the issues and challenges in implementation of property tax reforms by stating that there will be opposition from the tax-payers if they are heavily taxed as a result of reform. Hence they should be fairly taxed comparing with the existing tax rate. Besides, the legal provisions of the parent enactment should be strictly followed in reform to avoid litigations and there should be periodical audit of the outstanding bills in order to ensure its correctness. He concluded his session by encouraging participants to precisely implement property tax reforms at ULB level.

The next session on 'Implementation of Good Practices under Property Tax Reform' was delivered again by Mr. Pisolkar. He started his session by explaining Bengaluru case as a good initiative in respect of property tax. He explained that Bengaluru Municipal Corporation has introduced Self-Assessment System (SAS) to bring transparency in assessment, ease of payment of tax, and increasing the coverage of property tax in order to increase revenue. He added that slum dwellers are not exempted from charged flat rate of Rs.500/-. Introduction of property SAS has boosted property tax revenue by 3 to 5 times. He said that GIS mapping and physical verification of properties has led this growth in coverage. He added that 5% incentives are given to tax payers who pay taxes before due date. He

concluded his session by stating that other ULBs can similarly replicate this system and generate more revenue for their cities.
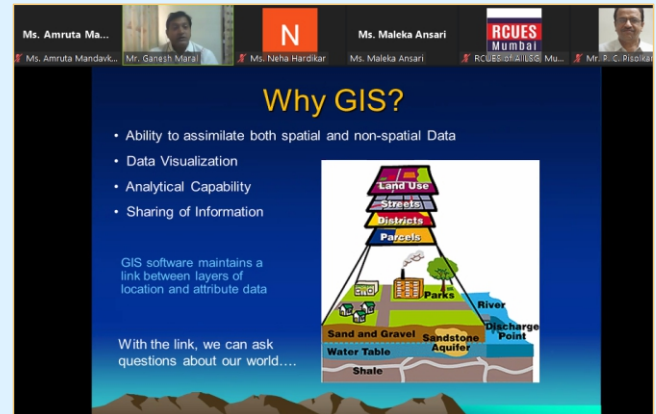
Mr. Ganesh Maral, Manager, Photogrammetry Division, Rolta India Ltd., Pune addressing the participants.

On the second day, the session on 'Application of GIS in Property Tax Assessment' was delivered by Mr. Ganesh Maral, Manager, Photogrammetry Division, Rolta India Ltd., Pune. He started his session by giving emphasis on GIS as a new technology which is being used as an effective tool in property tax coverage and assessment. He said that generally we use maps on daily basis.

He added that currently digital maps emerged as they capture and store huge data which can be used as and when required. He explained various stages of GIS system in which current trend is of real time mapping. He further explained that in India, the municipal corporations are facing issues in property tax collection and major reason for it is lack of exact number of assessed properties under its Jurisdiction. Moreover, the storage of information of the properties was majorly based on manual efforts which leads to its own limitations. He focused on GIS technologies which are capable of handling huge data from multiple sources, integrating them to produce information in a spatial context in the form of digital maps. Thus, GIS can be an extremely useful tool for municipal planning and decision -

making that involves evaluation and assessment of assets. He continued that in unplanned ULBs, the identification of the properties for assessment of ULB taxes becomes difficult. Hence, there are chances of the properties being skipped from the levy of the property tax and remaining unassessed. He has depicted the pictures of how GIS remote sensing application is operational. He concluded by stating that GIS mapping in property tax plays vital role in Reform which will consequent in solving the issue of properties remaining unassessed and skipped.

Mr. Sanjay Bhosale, Internal Auditor, Kolhapur Municipal Corporation addressing the participants.

The next session on 'Property Tax Reform & its Implementation – Case of Kolhapur' was delivered by Mr. Sanjay Bhosale, Internal Auditor, Kolhapur Municipal Corporation. He started his session by highlighting that the shift to the Capital Value Base by Kolhapur Municipal Corporation (KMC) was unique decision and bold step towards the revamp of property tax system. Now almost seven years have passed that the system is sustained. He said that for effective implementation of Property Tax Reforms, KMC in its efforts towards implementation of development projects introduced reforms in property tax system which were approved by Urban Development Department (UDD), Government of Maharashtra (GoM). As

these reforms have been successful in sustaining revenue generation satisfactorily, UDD, GoM has recommended these reforms as a tool for replication in other cities. He said that efficiency in provision of the core functions of a ULBs such as infrastructure and services such as water supply, sewerage, stormwater drainage, solid waste, roads and firefighting depend upon own revenue sources of ULBs. Property tax is the only own revenue source of municipal bodies which they rely upon for the provision of such infrastructure and services. He spoke on his experience during conducting study at Kolhapur and said significance of assessment of properties through GIS mapping. He concluded his session by highlighting that KMC is the first city in the state who will give property tax concession to those societies who will set up Electric Vehicle (EV) charging stations in their premises.
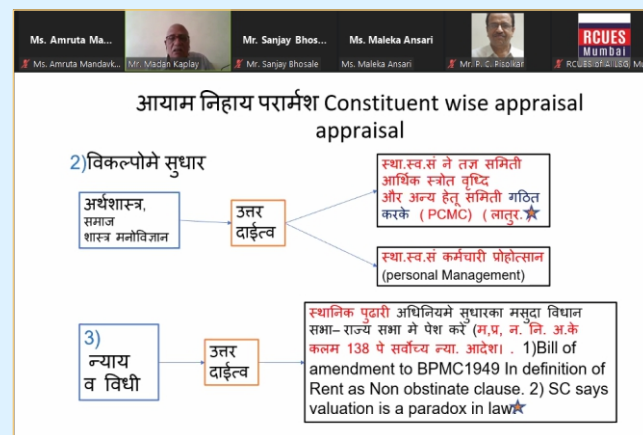
Mr. Madan Kaplay, former Town & Country Planner, Urban Development Department (UDD), Government of Maharashtra (GoM) addressing the participants.

The last session on 'Methods of Implementation of Property Tax Reforms at ULB Level' was conducted by Mr. Madan Kaplay, former Town & Country Planner, Urban Development Department (UDD), Government of Maharashtra (GoM). He started his session by highlighting provisions of 74th

Constitutional Amendment Act (CAA) in which the key objective was to make the ULBs as vibrant institution of local self governance. He said that effective implementation of property tax requires proactive tax base identification, tax base valuation, tax liability assessment, tax billing and collection, tax enforcement and taxpayer services and dispute resolution etc. He expressed his concern that property tax has not functioned well in most developing countries. There are many reasons contributing to this failure. Slow growth of decentralization is a major reason for underutilization of the property tax base and lesser reliance on property taxes. He added that alternative revenue sources available to the local governments can cause underutilization of the property tax base. Most importantly, local governments' inability to fix the difficult administrative challenges of valuation and implementation is also responsible for the low performance in tax buoyancy of property tax. He explained that in reform implementation, ULBs face several challenges which need to be resolved through suitable solutions. He explained the solutions such as adoption of alternatives, improvement in alternatives, adopting new technologies, institutional empowerment and public participation. He emphasized on proper mapping of properties by using GIS. He concluded his session by giving emphasis on significance of implementation of Property Tax Reforms at city level.

SUMMING UP

The training programme was concluded by Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai by proposing a Vote of Thanks to the distinguished subject trainers and the participants after the feedback session.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME

Section

04

Regional Specialized Web Based Training Programme on
Urban Transportation and Road Safety: Awareness and Infrastructure
20th- 21st January, 2022

Key Highlight

The key highlights of this web-based training programme were that the participants updated their knowledge on significance of complete street designs and enforcement of safety rules in ensuring road safety. They also updated their knowledge on non-motorized transport system as a significant system to be promoted in urban transportation.

BACKGROUND

The National Urban Transportation Policy (NUTP), launched in 2006, aims at providing better mobility and sustainability, by focusing on people's mobility and nonvehicle mobility. The policy envisages an urban mobility framework and notably encourages public transport, cycling, walking, energy efficiency and clean fuels to mitigate sectoral greenhouse gas emissions. The progress in implementation of the NUTP in our cities is far from satisfactory. Change needs to happen before Indian cities double in population by 2050 (as cited by the World Economic Forum, 2016). The present focus is confined building roads and flyovers infrastructure to cater to the ever-increasing vehicular traffic of India.

The need of the hour is to focus on public transportation (PT) in India, especially, low carbon non-motorized transport (NMT). As income levels increase, people too aspire to shift to private transport, due to infrequency and unreliability of public transport. As a result, the use of such desirable modes of transportation (such as NMT or PT) is declining and the use of undesirable modes (i.e. car and 2-wheelers) is growing. The government needs to oversee an incremental and mixed mode approach for a transition into a low carbon pathway. Cities and states needs to be pro-active and may consider the interventions for sustainable urban mobility solutions.

Recognizing road accidents as a leading cause of death in the country, the Ministry of Road Transport and Highways, Government of India has called for a joint effort of the state and central government to facilitate the improvement of road and safety infrastructure and to reduce casualties and mortality. The role of Urban Local Bodies (ULBs) in reducing road casualties is crucial. However, despite the need to improve the situation, a comprehensive road safety strategy is a prerequisite at ULB level.

Considering this background, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a **Regional**

Specialized Web-Based Training Programme on 'Urban Transportation and Road Safety: Awareness and Infrastructure' on 20th - 21st January 2022. This training programme was supported by the Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI).

KEY OBJECTIVE

The key objective of this web-based training programme was to develop the strategies to reduce the road accidents and ensure road safety and promote urban transportation at city level.

PARTICIPATION

In all, 27 participants comprising Mayors, Elected Representatives, Additional Municipal Commissioners, former Chief Municipal Auditors, Municipal Engineers, Superintendent Engineers, City Mission Managers, Administrative Officers, City Project Officers, Staff of Transport Department from the states of Maharashtra, Gujarat, Rajasthan and Assam attended this web-based training programme.

INTRODUCTION

Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai addressing the participants.

This web-based training programme was commenced by Ms. Neha Hardikar, Sr. Research Officer, RCUES, AIILSG, Mumbai by welcoming the subject experts and the participants. She gave the background of RCUES, Mumbai and its functioning particularly research, training, etc. She then explained the objective of this training programme by stating that the rate of road accidents occurred and accompanying mortality rate is increasing day by day. Road safety has an immense significance in urban transportation. State/local governments need to focus on developing effective strategies to reduce the rate of road accidents and ensure road safety by developing appropriate infrastructure. She also explained the importance of promoting public transport to gradually reduce the carbon emission and develop low carbon pathway. She requested the subject trainers to start the technical session.

TECHNICAL SESSIONS
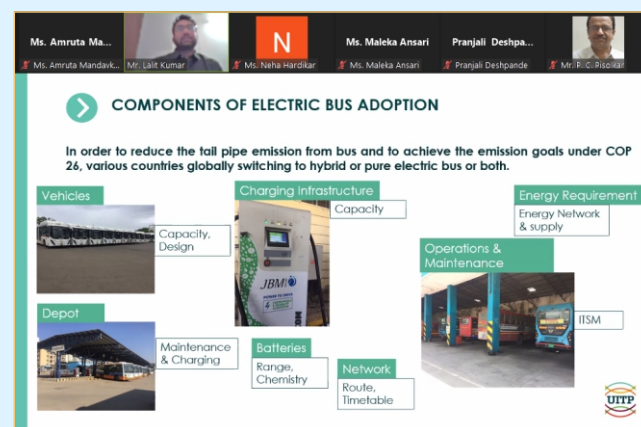
Mr. Lalit Kumar, Research Consultant, UITP India addressing the participants.

The first technical session on 'Development of Urban Public Transport Infrastructure Services' was delivered by Mr. Lalit Kumar, Research Consultant, UITP India. He started his session

by focusing on urban transportation - challenges and opportunities. He explained the importance of urban public transport in cities by mentioning that buses are highly used and most important mode of all public transport across all cities. It is important to strengthen the public bus system to support the required level of economic activity. The current desired trend is choosing such bus services which are zero emission, reduced noise pollution and increased user safety and comfort, which promotes the urban transportation. He added that various countries globally switching to hybrid or pure electric bus or both to reduce the tail pipe emission from bus and to achieve the emission goals under COP 26. He later explained the journey of electric bus in India started with the first phase of FAME (Faster Adoption and Manufacturing of Electric vehicles) in 2015 by Department of Heavy Industries (DHI). DHI initially introduced in selected 11 cities for the procurement/ supply of 390 buses. However, couple of cities cancelled the tender and finally 9 cities took up along with chosen business model either as Gross Cross Contract (GCC) or outright purchase. He elucidated that there are several challenges such as differential pricing of each city and lack of knowledge about the technology and absence of feasibility studies. He also added that these challenges can be addressed by preparing a framework to evaluate the State Transport Undertaking (STU) readiness and preparing comprehensive model concessionaire agreement. He then explained the way forward to accelerate the deployment of electric buses in cities. This can be achieved by improving the city readiness, enable or ease the financing options for electric bus projects and payment guarantee mechanism etc. He concluded his session by citing examples of ongoing projects of electric buses in cities across India which is a good way forward to reduce carbon emission in cities.

The next session on 'Raising Public Awareness about Sustainable Urban Transport' was delivered by Mr. Ranjit Gadgil,

Mr. Ranjit Gadgil, Programme Director, Parisar, Pune addressing the participants.

Programme Director, Parisar, Pune. He started his session by emphasizing on safe system approach. He said that safe system approach consists of global plan of reducing road accidents, injuries and death by 50 percent from 2021 – 2030. He gave road safety fatalities overview by depicting number of accidents and deaths occurred in 2019. He focused on sustainable urban transport for 'People-Friendly' city. He added that recently cities have become unattractive to live in due to decreasing open spaces and green cover that impedes the quality of life of people. He said that solution to traffic congestion is not limited to the number of vehicles, but on various factors. The urban designers look at traffic and transportation in a comprehensive way of urban life in a new emerging perspective. He said that a city should design for people not for vehicles. He elaborated that urban transport policy envisages restrictions on personal motorized vehicles and improvement of public and non- motorized transport. He showed several pictures of national and international cities which are having 'people friendly' urban transport facilities.

The urban designer focuses on a number of things such as utilities on footpaths, location of streetlights, traffic signals, location of street vendors, bus stops, crossings (locations, zebra, and pedestrian refuge), and auto-rickshaw stands while designing the roads in cities. He concluded his session by saying that people should be encouraged to use public transport and non-motorized transport (NMT) to reduce the pollution through awareness campaigns and that the administration has to pay specific attention to the safety concerns of pedestrians and cyclists.


Ms. Pranjali Deshpande, Independent Consultant, World Bank & French Development Agency, Pune addressing the participants.

The next session on 'Best Practices in Urban Transport/Street Designs' was delivered by Ms. Pranjali Deshpande, Independent Consultant, World Bank & French Development Agency, Pune. She started her presentation by screening graphical presentation of Indian cities' mode of transport which showed the percentage of those using public transports is relatively less than other modes of transports. She explained how mid-sized cities travel by showing several pictures. She later talked on typical approach in conventional and relatively changing approach street designing by elaborating on the Urban Street Design guidelines which aim at ensuring appropriate street types and that design elements are implemented with a view to create better streets for people. She further gave an overview of various elements that go into designing streets for making them universally accessible and also to provide standard templates for different sizes and uses of streets. She said that street design guidelines provide a mandate for city engineers and planners for designing and making streets so as to meet local needs, instead of the conventional approach. She also talked about National Urban Transport Policy (NUTP) in which emphasis is on moving people than vehicles. She later focused on designing streets, where people should be able to move safely and conveniently while using walkways, cycle tracks, bus stops etc. She later talked about the safety element of street designs, such as pedestrians crossing, speed breakers, traffic signals, street lights and street furniture which make streets safe, clean and easy. She continued talking on multi-utility zones which includes plantation, utility and services, storm water management, garbage containers and public toilets which are essential items for inclusion in designing the streets. She presented some selected cases of street designs as good practices across India. She said that multi-utility concept is successfully implemented in Nanded and Pune in Maharashtra State. She then explained the street design process which requires study of land use and transportation and takes into consideration NMT network plan and street design guidelines. She concluded her session by emphasizing on sufficient allocation of funds and effective implementation of the entire street design process in cities to promote urban transport system.

On the second day, the session on 'Best Practices on Urban Road Safety' was delivered by Dr. Abhijit Lokre, Founder & Partner, The Urban Lab, Ahmedabad. He started his session by
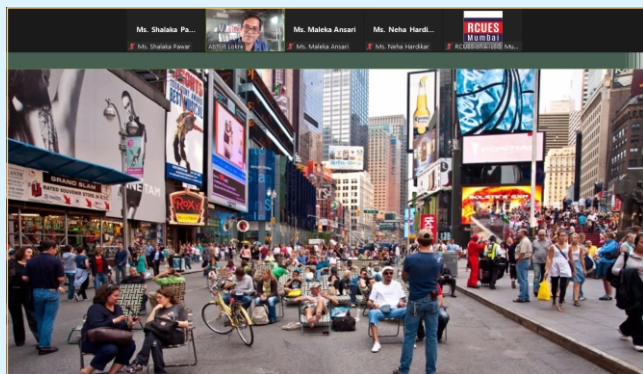
Dr. Abhijit Lokre, Founder & Partner, The Urban Lab, Ahmedabad addressing the participants.

focusing on Road Safety. He explained various initiatives taken in India for road safety. The National Road Safety Policy was launched in 2010, where focus is given on strengthening legal institutional and financial framework for road safety with a view to ensure safety aspect in road designs. He explained Right of Ways (RoW), which is the space reserved on the land for transportation purpose. He talked on elements of RoWs. Such as footpaths, plantations, carriage ways, bicycle tracks, road furniture, signage, street lighting and informal activities. He depicted pictures which showed lack of non- motorized transport (NMT) and accessibility on the roads. He added that though there are no spaces for NMT, non-motorized vehicles (NMV) user group continue to operate in cities. He further talked on complete streets as a new paradigm in which streets are designed and operated to enable safe access for all users (including pedestrians, bicyclists, motorists and transit riders of all ages and abilities). While developing complete street design, they are tied in with issues of human health, equity, aesthetics, economic development, environmental protection, and livability. He also added in developing complete street design, it was necessary to integrate people and place in the planning, design, construction, operation, and maintenance of

transportation networks. He also explained standards of RoWs. He cited several examples of good street designs for safety. Pune city has provided safe walking and cycling facilities. Besides, Ahmedabad, Delhi, Lucknow, Surat and Chennai also did good initiatives towards road safety. He concluded his session by giving emphasis on complete street designs for better urban road safety.

Mr. Amarnath Karan, Scientist, Sustainable Development in Urban Programmes, Centre for Environment Education (CEE), Pune addressing the participants.

The next session on 'Legal Frameworks and Institutional Mandates of Road Safety in Urban Transport' was delivered by Mr. Amarnath Karan, Scientist, Sustainable Development in Urban Programmes, Centre for Environment Education (CEE), Pune. He started his session by explaining safe systems approach to road safety through its network. He said that road safety is a requirement of public health which needs to be pursued by advocating for appropriate legislation based on safe systems approach, transparent and accountable implementation of road safety action plans, periodic review of action plans for proper implementation through active participation of people. He presented figures showing the rate

of accidents allied to mortality. He talked on mortalities due to non-use of safety devices by adding that about 30% of total deaths can be attributed to non-use of helmets and 14% of total deaths can be attributed to non-use of seat belts. He said that Maharashtra State is reported as the 6th highest State in the number of accidents and 2nd highest State in mortalities due to accidents. He emphasized that road safety is a part of the Sustainable Development Goals (SDGs) in which the key objective is to provide access to safe, affordable, accessible and sustainable transport systems for all and improving road safety especially to vulnerable section. He said that the Government is fully committed to safety of our citizens by reducing mortalities by 50% by 2030. He explained how death can be prevented through enforcement on speed regulation, seatbelt and helmet and drunk driving. He talked on state level initiatives which can be taken for improving road safety. The State Road Safety Policy in align with the 'Safe Systems' approach which can be developed at state level. Simultaneously, State Action Plan for Road Safety can be prepared or updated with the existing plan. He added that local stakeholders can be involved in identification of issues and targets to achieve in urban road safety by utilizing road safety funds. Besides, District Road Safety Committee can be formulated. He concluded his session by saying that enforcing agencies such as traffic police, RTO are key stakeholders in enforcing rules under urban road safety.

SUMMING UP

This web-based training programme was concluded by Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai, by proposing a Vote of Thanks to the trainers and the participants after the feedback session.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME
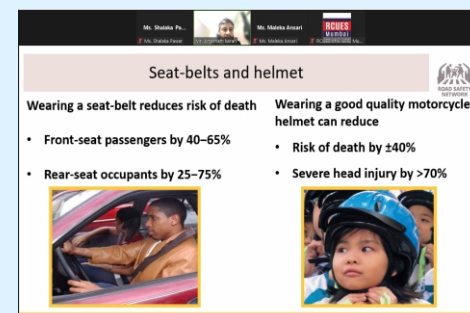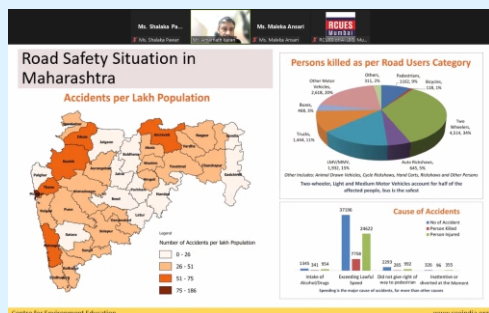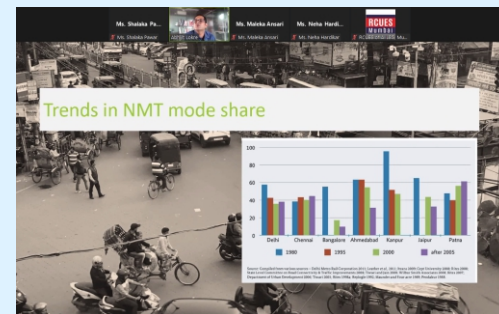
Section

05

Regional Specialized Web Based Training Programme on
Urban Administration – Challenges & Solution
28th- 29th January, 2022

Key Highlight

The key highlight of this web-based training programme was that the participants updated their knowledge in effective service delivery through project implementation at city level. The same can be replicated by the participants in their respective cities.

BACKGROUND

Urban administration is responsible to provide basic necessities to the city dwellers including street lights, water supply, all types of waste management, sewerage, monitoring of tax collection, maintenance of parks, and markets etc. Besides urban planning, socio-economic development is the major function of urban administration. Urban planning is a tool to achieve orderly development, mobilise finances, ensure affordable housing, and make cities more economically productive, liveable as well as inclusive.

Almost half of the world's population lives in urban areas due to fast growth of urbanisation. The speed of urbanisation projected in the urban areas to rise to 60 percent by 2030. Inspite of releasing mission mode funding by implementing various development related projects, our cities still face many efficiency and sustainability related challenges. Designing integrated policies for sustainable cities are inevitable measures for cities by rethinking and reimaging planning of cities and towns in India. It is a need of an hour for creating a common platform to organise discussion on strengthening implementation of development projects and solutions to the challenges faced at Urban Local Body (ULB) level.

Considering this background, the Regional Centre for Urban & Environmental Studies (RCUES) of All India Institute of Local Self Government (AIILSG), Mumbai conducted a **Regional Specialised Web-Based Training Programme on 'Urban Administration – Challenges & Solution' on 28th - 29th January 2022. This training programme was supported by the Ministry of Housing and Urban Affairs (MoHUA), Government of India (GoI)**.

KEY OBJECTIVE

The key objective of this web-based training programme was to assess the role of ULBs in implementation of projects in order to ensure quality control and address the challenges at local level.

PARTICIPATION

In all, 16 participants comprising Hon'ble Mayors, Chief Officers, Municipal Engineers, State Mission Managers, Planning Assistants, former PHED Officers, Sr. Chemists, Community Organisers from the States of Maharashtra and Rajasthan attended this training programme.

INTRODUCTION

Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai addressing the participants.

This online training programme was commenced by Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai. She welcomed subject trainers and the participants. She gave introduction about the RCUES, Mumbai and its working. She explained the objective of this training programme by giving emphasis on role of ULBs in implementing several projects and address challenges at city level. She further said that comprehensive depiction of urban administration will be learnt through technical sessions and requested subject experts to start the sessions.

TECHNICAL SESSIONS
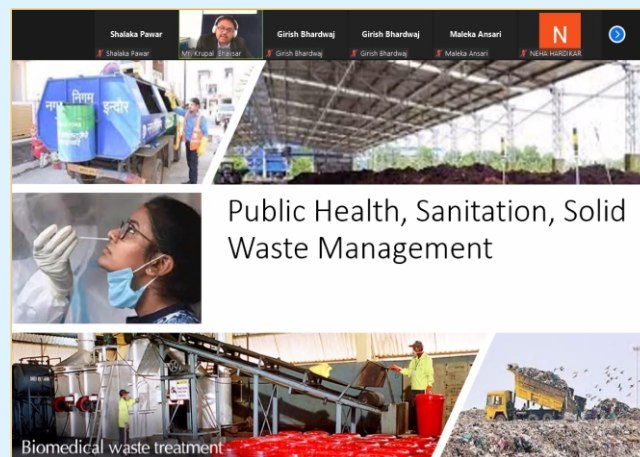
Mr. Krupal Bhavsar, Director, Omniurban Consultants Pvt. Ltd, Ahmedabad, Gujarat addressing the participants.

The first session on 'Role of ULBs in Implementation of Development Projects' was conducted by Mr. Krupal Bhavsar, Director, Omniurban Consultants Pvt. Ltd., Ahmedabad, Gujarat. He started his session by focusing on role of ULBs in project implementation. He gave the structure of ULB by stating that ULBs are of different kinds with Municipalities, Municipal Corporation as the most common type. However, there are several other types of ULBs functioning in India. The evolution of legal framework has come a long way from Madras Municipality in 1687 to the 74th Constitutional Amendment Act of 1992. He highlighted that implementation of development policies, schemes and planning of reforms are expected to become more and more cross-sectoral and dynamic in nature. It is essential that the ULBs are able to manage proper planning with this rising demand. For achieving effective and efficient urban management, strengthening of municipal functions and finance is an inevitable choice. He said that financial resources are available with ULBs to discharge these functions effectively.

He added that however, recently due to smart city mission and other programmes, many opportunities for funding are being made available to the ULBs. The cities can approach the funding agencies and get access to funds for implementing specific programmes if they can prove that the project will result in reducing carbon emissions and improving sustainability.

He later said that the Development Authorities generate revenue from town planning resource. He further explained about land use regulation and building plan approval systems. ULBs have responsibility to ensure safety of citizens, hence it gets the authority to regulate development. This is more of an obligatory function and not a revenue generation activity. However, the cost of this activity needs to be met from the approval fee mechanism. He added that ULBs can earn from development charges, sale of premium FAR/FSI and use the funds so generated, to pay for the development activities. He gave example of BRTS system along with high density corridor, riverfront development, street development projects, bicycle lanes etc.

He stated that erstwhile, JNNURM and now AMRUT allows ULBs to take up projects of providing infrastructure for Urban Transport. Flyovers and Bridges, Pedestrian Bridges and Underpasses are constant upgrades required in cities. These are mainly funded by budgetary funding but can also be done through PPP, depending on the viability of the project. He mentioned that Ahmedabad Municipal Corporation (AMC) has implemented the project on construction of roads through introducing municipal bonds. He also said that ULBs have obligation to provide safe and clean water for all users and to treat the wastewater before releasing it into natural water bodies. Several ULBs are embarking on innovative ideas of promoting rainwater harvesting, reuse of treated wastewater, dual plumbing system to recycle greywater within premises, etc.

These are some of the exciting projects that can be undertaken through assistance of private sector. These projects would ensure long term sustainability of our cities. He talked on urban forestry is an area which has been neglected for a long time. Recently some innovative projects structuring has ensured that old waste lands and government plots are converted into green areas using Miyawaki technique and other methods.

He also said that street lighting, public toilets, bus shelters, parking facility, charging stations, WIFI hotspots, libraries and e-libraries are public facilities projects which can be implemented through ULBs. He also said that fire services is one of the basic functions of ULBs which can be effectively implemented through PPP. He concluded his session by highlighting on how projects can be developed and implemented through effective role of ULBs in urban local services.

Mr. Girish Bhardwaj, former Health & Hygiene Officer, Education Department, Government of Rajasthan addressing the participants.

The next session on 'Municipal Monitoring Mechanism in Urban Administration' was conducted by Mr. Girish Bhardwaj, former Health & Hygiene Officer, Education Department, Government of Rajasthan. He started his session by giving emphasis on

urban planning system. He elaborated upon core areas of planning in urban services. He gave example of effective planning of land which resulted into attaining optimum utilization of land, creating infrastructure, developing transport network and industrial development etc. He stated that according to the 74th CAA, the functions of ULBs would go beyond the traditional municipal functions and are expected to play an important role in the formulation of plans for local development and implementation of development projects. He talked on monitoring of ULB's revenue through service delivery. He further said that financial management information system may include information related to financial accounting such as payroll, revenue management, general ledger, accounting and funds. He highlighted on financial health status of ULBs, which should include revenue and expenditure parameters and should to be updated on weekly basis.

He emphasized on Municipal Information System (MIS). He added that ULBs require a comprehensive information system for planning, management and de-centralized governance. Hence, the MIS will support spatial requirements of urban planning and help the ULBs to develop city level urban database. The spatial and attribute database will be useful for preparation of Master /Development plans, detailed town planning schemes, and will also serve as decision support for e-governance. MIS is immensely effective to enable ULBs to carry out the specific functions effectively and efficiently. He concluded his session by explaining the framework for implementation of a monitoring system, which is the key to the accountability to successful urban development.

The next session on 'Good Initiatives taken in Service Delivery' was delivered by Dr. Milind Kulkarni, former Professor, IIT Mumbai. He started his session by focusing on implementation of Solid Waste Management (SWM) by adopting special


Swachh Survekshan

- Healthy Competition of cities in various states on the basis of cleanliness
- Segregation, Collection and Transportation
- Treatment
- Innovation- Home Composting
- IEC Campaigns
- Implementation of laws: Plastic ban, segregation, throwing rubbish
- NULM and empowerment :ODF, ODF++, SWM, FSSM

Dr. Milind Kulkarni, former Professor, IIT Mumbai addressing the participants.

measures. He initially discussed challenges in SWM by stating that waste generation increases due to urbanization and changing life style, scarcity of landfill sites, problems associated with traditional methods of solid waste treatment etc. He explained the good initiatives undertaken in SWM in cities. ULBs have imposed segregation at source at household level. People were encouraged to convert wet waste into compost or waste to energy projects. Furthermore, ULBs do not provide SWM services to bulk generators of solid waste which leads to reducing load of 6000 to 9000 MT of solid waste on ULBs. He said that Pro-Soil project is being implemented in Maharashtra and Madhya Pradesh with the support of the National Bank for Agriculture and Rural Development (NABARD) as the main implementation partner. The objective of the Pro-Soil project is to improve soil quality and promote sustainable agriculture measures. One of the key interventions under the project is to close the urban-rural nutrient and carbon cycle (URNCC) and thus improve the soil health and fertility. He further said that waste to energy project benefits in generation of renewable energy and reduction in global warming. He also talked on circular economy in dry waste recycling. He

concluded his session by mentioning about Swachh Survekshan which is a healthy competition in cleanliness, hygiene and sanitation in cities.
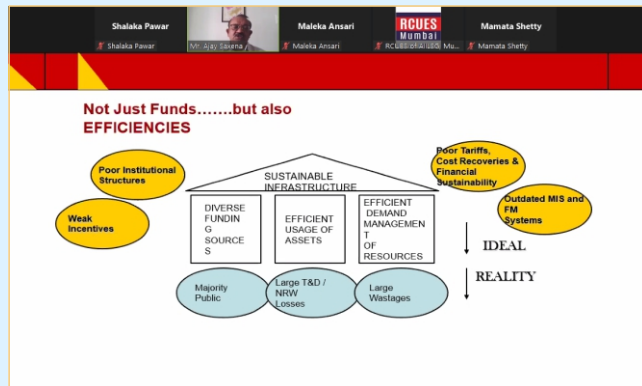
Mr. Ajay Saxena, PPP Expert, Asian Development Bank (ADB), Mumbai addressing the participants.

On the second day, the session on 'Encouraging Public Private Partnership (PPP) in Urban Sector' was taken by Mr. Ajay Saxena, PPP Expert, Asian Development Bank (ADB), Mumbai. He started his session by focusing on the need for PPP in urban service delivery. He explained that due to urbanization and economic growth, there is an emerging need for PPP for effective implementation of urban services. He said that diverse funding sources, efficient usage of assets and efficient demand management of resources are required for sustainable infrastructure in cities. He added that sustainable infrastructure cannot be developed due to poor institutional structures, weak incentives, poor tariffs, cost recoveries & financial sustainability and outdated Management Information System (MIS) and Financial Management (FM) system. PPP will augment efficient, predictable, financially sustainable enterprises which will attract diverse funding options. He explained the objectives of PPP by saying that PPP will harness private sector efficiencies in asset creation, maintenance and service delivery. It will enable affordable and improved services to users (public) in a responsible and sustainable manner and focus on life cycle approach for development of a project. PPP will also create opportunities to bring in innovation and technological improvements. He also explained why multiple stakeholders are interested engaging in PPP for their own benefits. This encouraging partnership ensures reliability, accountability and responsiveness through multiple stakeholders. He also said that all PPPs integrate three key features such as a contractual agreement defining the roles and responsibilities of the stakeholders, sensible risk-sharing among the public and the private sector stakeholders and financial rewards to the private party commensurate with the achievement of pre-specified outputs for their successful implementation in urban service delivery. He explained the key benefits of PPP by mentioning that the most cost effective provisions of good quality services are achieved from PPP in which the public sector retains responsibility for planning, management and regulation of public service provision and the private sector takes responsibility for public service delivery for its efficacy. PPP failures can be attributed to inadequate or non-existent feasibility studies, including unrealistic traffic forecasts and undefined public contribution of funds. Moreover, poor legal framework and enforcement, weak institutional capacity and PPP strategy, unrealistic revenue and cost estimations, lack of thorough financial and economic analysis, inappropriate sharing of risks and public resistance to pay, are the causes for ineffective PPP. He concluded his session by mentioning significance of encouraging PPP in ensuring commercial viability of the project for its effective implementation in urban sector.

The next session on 'Urban Sector Overview with reference to Service Delivery' was delivered by Mr. Mahesh Zagade, IAS

Mr. Mahesh Zagade, IAS (Retd.), former Principal Secretary, General Administration Department, Government of Maharashtra addressing the participants.

(Retd.), former Principal Secretary, General Administration Department, Government of Maharashtra. He started his session by giving current scenario of urban service delivery in cities. He said that efficient service delivery can be attained by setting up service standards, identifying improvement gaps, establishing current service baseline, customer needs and priorities, gearing up service delivery and its monitoring. He spoke on key role of Service Level Benchmarks (SLBs) in Water Supply Services, Sewage Management (Sewerage and Sanitation), Solid Waste Management and Storm Water Drainage. He elaborated upon given benchmarks on indicators under the service delivery and challenges faced by ULBs to fill up the gaps. He also explained how the measures can be taken to fill up the gap in benchmarks to attain efficient service delivery. He concluded his session by mentioning that monitoring is crucial for sustainable implementation in service delivery.

The last session on 'Community Engagement during COVID Times - Case of Dharavi' was delivered by Mr. Anand Jagtap, former Officer on Special Duty (OSD), Municipal Corporation of

Mr. Anand Jagtap, former Officer on Special Duty (OSD), Municipal Corporation of Greater Mumbai (MCGM), Mumbai addressing the participants.

Greater Mumbai (MCGM), Mumbai. He started his session by focusing on significant role of community participation in urban administration. He gave an overview of Dharavi slums in Mumbai and challenges tackled by them during pandemic. He said that due to high density of population and lack of open space, communities could not maintain social distancing during the pandemic. They shared community and public toilets. ULBs and other private sectors tackled lot of challenges in creating awareness and behavior change in using mask and hand washing. Community people were dependent upon street food due to lack of kitchen. Community people were sceptic in receiving effective service delivery through MCGM. He explained the need of community living and things during COVID times, such as livelihood and income support, child care and education, water sanitation and hygiene, health care, food security, safe transportation etc. He then explained the measures taken by MCGM to tackle the crisis in Dharavi. MCGM was equipped for the possibility of a spike in the cases in

Dharavi. The health department and front line workers realised that screening and quarantining was the only option in Dharavi slum due to highly dense population. Moreover, all suspected patients were moved to dedicated quarantine centers, which were set up in schools and parks. Due to livelihoods problem, 20 percent exodus occurred from Dharavi. This helped in decongestion of few pockets of Dharavi. The major contributors to the improvement are the frequent monitoring, screening, isolation of people, testing the isolated people, and getting them treated immediately. He then spoke on community sanitation saying that in Dharavi slum, around 20 and 50 families have to share one community toilet and one water tap. Besides, the major challenge in slums is to manage and maintain cleanliness of sanitation facilities.He further said that Slum Sanitation Programme (SSP) is community driven and community financed model which is recently impacted due to economic crisis. He suggested inclusive approach for ULBs to tackle community issues during pandemic and also said that Community Based Organisations (CBOs) emerged as key strength in overall COVID -19 Management at the community level. He concluded his session by stating that pandemic can be an opportunity for policymakers to make cities more inclusive and resilient. There is an urgent need to improve the availability of basic services in slums for improving living conditions and strengthening public health.

SUMMING UP

The training programme was concluded by Ms. Maleka Ansari, Sr. Research Officer, RCUES, AIILSG, Mumbai by proposing a Vote of Thanks to the distinguished subject trainers and the participants after the feedback session.

GLIMPSES OF THE WEB-BASED TRAINING PROGRAMME
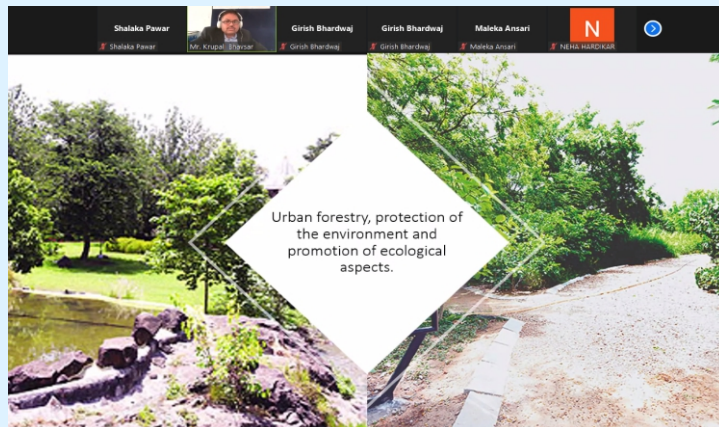
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