The V Ramachandran Awards For Excellence In Urban Decentralisation have been instituted in the memory of Mr V Ramachandran, a doyen of decentralisation, to recognise ground-breaking work in decentralisation in the urban context by both individuals and institutions, within and outside of government, and across levels of government. The Awards seek to recognise outstanding work that either enables decentralisation in cities through laws, policies and institutions or operationalizes decentralisation in cities through execution and implementation. Rather than reward past achievements, it seeks to identify and honour present accomplishments that germinate far-reaching impact.
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*Category II - Bihar, Madhya Pradesh, Odisha, Rajasthan, Uttar Pradesh*

*Category III - Goa, Haryana, Kerala, Manipur, Mizoram, Punjab, Uttarakhand, Delhi, Puducherry and other UTs*

*Category IV - Arunachal Pradesh, Assam, Chhattisgarh, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Meghalaya, Nagaland, Sikkim, Tripura*
Category - Enabler
V Ramachandran Awards for Excellence in Urban Decentralization

Application Form: Enabler Category

Introductory Information

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<th>Project Name</th>
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<tr>
<td>2</td>
<td>Contact details</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Name of primary contact person</td>
<td>K. Phanindra Reddy, I.A.S.,</td>
</tr>
<tr>
<td></td>
<td>Designation</td>
<td>Principal Secretary to Government, Municipal Administration and Water Supply Department, Government of Tamil Nadu, Chennai – 9.</td>
</tr>
<tr>
<td></td>
<td>Email address</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Contact No</td>
<td></td>
</tr>
</tbody>
</table>

3. Name of applicants (no more than 3 individuals / institutions / both)

(i) Thiru. K. Phanindra Reddy, I.A.S., Principal Secretary to Government, MA&WS Department, Chennai

(ii) Thiru. G. Prakash, I.A.S., Commissioner of Municipal Administration, Chepauk, Chennai

4. Project Commencement Date 27.02.2016

Project Completion Date 12.09.2016

Project Specification

1. Category of awards applied for: (Please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws of policies or schemes or other practices that have furthered urban decentralization)
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization)

   √
2. Project Description (briefly describe the project in not more than 50 words)

**Women Empowerment:** Increase in the reservation to Women to 50% of the total number of seats and offices in the Urban Local Bodies.

3. Please select the nature of decentralization the application should be considered under:

- Decentralized planning
- Functional devolution and capacities ✓
- Fiscal decentralization
- Administrative devolution and capacities
- Community participation
- Other:

4.a. Applicable only for IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in Municipality (human resources, finances, IT or other)
- Quantifiable improvement in Organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
- Other
4. b. Applicable only for ENABLER Category: Please select the Project Outcome/s

- Law amendment to law delivery
- Policy or changes to policy
- Government order or notification
- New or improved institution frame work or institution frame work or institutional process ✓
- other

5) Kindly attach supporting documents and mention specifics of the same below:

Tamil Nadu Government Gazette No.56 Dt.27.02.2016.

6. Kindly detail the process followed to achieve the intended outcomes

(a) Inception (Please detail the beginning of the project, the need, initial milestone etc., in not more than 50 words)

Government of Tamilnadu had been pioneer in empowering women. Urban Local bodies already have 33% reservation of the total number of seats and officers in the Urban Local Bodies for women. To empower the women in the grass root levels to bring about improved functional capacities of the local bodies the reservation of women in local bodies has been increased to 50%.

6b) Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Tamil Nadu District Municipalities Act 1920 and other Corporations Act were amended in February 2016. Thereafter data relating to each local body were collected viz census based population, existing reservation pattern and the application of 50%
reservation with least disturbance to the existing 33% reservation. Computer module was developed and ward reservation was verified. Thereafter it was passed in the legislative assembly and due notification was issued.

6c) Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

General public

6d) Financial Resources involved (Please proved details of the financial expenditure involved. Please do not exceed 50 words)

This reform does not involved any financial implication.

6e) Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

This was achieved with the existing official machinery.

6f) What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words.

The reform is to be implemented through the impending local body election. It is envisaged that the participation of more women in the planning level would bring into focus the micro level needs of the local bodies. Moreover local bodies are the implementing end of most of the schemes of the State and Central Government. These schemes are expected to have a better reach to the public due to participation of more women.
6g) Briefly describe the key learnings you have had during the course of the project (Please do not exceed 50 words)

Legislative part of the project has been completed. The Census population of 2011 was taken as base and the reservation was applied thereafter. The Government of Tamil Nadu has already given reservation to SC, ST and Women in that category also. All these have led to quite a challenge in the application of 50% of reservation and change in the ward reservation.

7) What is the current and future impact envisaged from the project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/ institutions impacted etc. Please do not exceed 200 words)

It is envisaged that there would be more awareness of women in democratic process. It is expected that more educated and professionally qualified women would participate in the Urban development process.

8) How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? Please do not exceed 150 words)

It is expected that there would be more efficient delivery of public services. Improved methods of service would require transparency and accountability. Efficient system would readily be welcome by public and citizen participation would be definitely expected.
9) Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words)

This is implemented in all the local bodiестиroughtout the state. Therefore it is not scalable. The project itself is not expected to be undergo changes in the near future. The increase in number of seats in any one local body would be based on its physical expansion and increase in ratio population of women to that of General population.

10) Do you believe the project to be sustainable? If yes how? What is the project's potential for systemic change? (Please do not exceed 150 words)

Yes, the project is sustainable. It is a democratic decentralization project. It empowers women. These are benchmarks of people representative and Welfare governance. It has been made a law by suitable amendment to the Tamil Nadu District Municipalities Act 1920. Therefore this is definitely sustainable.

I hereby declare that the all the information furnished above is true and correct

Name: K. Phanindra Reddy

Designation: Principal Secretary

Date: 15-11-2016

Signature

Principal Secretary to Government
M.A. & W.S. Department
Secretariat,
Chennai - 600 009.
ANNEXURE

To access the supporting documents for application 01(Category: Enabler): Click here
# V Ramachandran Awards for Excellence in Urban Decentralization

## Application Form: Enabler Category

### Introductory Information

<table>
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<tr>
<th></th>
<th>Project Name</th>
<th>Enhancement of Monetary limit to the Engineering Personnel of Municipal Corporations and Municipalities to accord technical sanction for civil works and Enhancement of Monetary power to the Municipalities and Municipal Corporations to accord Administrative sanction for civil works</th>
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<table>
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<thead>
<tr>
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<th>Name of applicants (no more than 3 individuals / institutions / both)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(i)</td>
<td>Thiru. K. Phanindra Reddy, I.A.S., Principal Secretary to Government, MA&amp;WS Department, Chennai</td>
</tr>
<tr>
<td>(ii)</td>
<td>Thiru. G. Prakash, I.A.S., Commissioner of Municipal Administration, Chepauk, Chennai</td>
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<table>
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<th>Project Commencement Date</th>
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<td>Project Completion Date</td>
<td><strong>Being implemented</strong></td>
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</table>
Project Specification

1. Category of awards applied for: (Please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws of policies or schemes or other practices that have furthered urban decentralization)
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization) [✓]

Project Description (briefly describe the project in not more than 50 words)

The estimate cost of civil works is escalating every year due to various reasons such as periodical increase in cost of materials and labour wages etc. The delay in according Technical sanction and administrative sanction leads to escalation in project cost which will cause the preparation of revised estimate and delay in execution of civil works. Therefore, the monetary limit to the Municipalities and Corporations to accord Administrative sanction and the monetary limit to the Engineers to accord Technical sanction for civil works have been enhanced.

Please select the nature of decentralization the application should be considered under:

- Decentralized planning
- Functional devolution and capacities
- Fiscal decentralization
- Administrative devolution and capacities [✓]
- Community participation
- Other:
a. Applicable only for IMPLEMENTER Category: Please select the Project Outcome/s

<table>
<thead>
<tr>
<th>o Quantitative improvement in service delivery</th>
</tr>
</thead>
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<tr>
<td>o Active citizen participation facilitated through formal processes and platforms</td>
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<tr>
<td>o Measurable improvement in transparency and / or accountability</td>
</tr>
<tr>
<td>o Enhancement of capacities in Municipality (human resources, finances, IT or other)</td>
</tr>
<tr>
<td>o Quantifiable improvement in Organization performance in terms of project delivery / completion, specific project deliverables, performance metrics etc.)</td>
</tr>
<tr>
<td>o Other</td>
</tr>
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</table>

b. Applicable only for ENABLER Category: Please select the Project Outcome/s

<table>
<thead>
<tr>
<th>o Law amendment to law delivery</th>
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<tr>
<td>o Policy or changes to policy</td>
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<tr>
<td>o New or improved Institution frame work or institution frame work or institutional process</td>
</tr>
<tr>
<td>o Other</td>
</tr>
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</table>

| ✓ |

5) Kindly attach supporting documents and mention specifics of the same below:

2. G.O.(D) No.334, MA&WS (Election) Department dated 03.08.2016. Enhancement of Monetary power to the Municipalities to accord Administrative for civil works
3. Tamil Nadu Government Gazette dated 29.08.2016 Enhancement of monetary power to Municipal Corporations to accord Administrative sanction for civil works
   (i) Amendment in Section 97 of the Madurai City Municipal Corporation Act 1971
   (ii) Amendment in Section 99 of the Coimbatore City Municipal Corporation Act 1981 (Also applicable to all other Corporations in the State)

6(a) Kindly detail the process followed to achieve the intended outcomes

Inception (Please detail the beginning of the project, the need, initial milestone etc., in not more than 50 words)

Discussions were held with the Commissioners and City Engineers of all City Municipal Corporations (except Chennai) and Regional Directors of Municipal Administration and Regional Executive Engineers in connection with enhancement of monetary limit to accord administrative sanction and technical sanction for civil works. After detailed discussion held with them, the Commissioner of Municipal Administration had decided to enhance the monetary limit to accord administrative sanction and technical sanction for civil works proportionate to the cost of materials labour wages etc., so as to avoid delay in execution of works.

- proposal was sent to Government on 13.01.2015 in connection with enhancement of monetary limit of the Engineering personnel to accord technical sanction and administrative sanction powers to Municipalities and
Corporations for the civil works to be taken up in Corporations and Municipalities as follows:

**Technical Sanction**

<table>
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<tr>
<th>Sl. No</th>
<th>Post &amp; Present Pay scale + Grade Pay</th>
<th>Existing monetary limit to accord Technical Sanction (Rs. in lakh)</th>
<th>Proposed monetary limit (Rs in lakh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chief Engineer Rs. 37400-67000+8700</td>
<td>On par with the Chief Engineer in the Public Works Department (No ceiling)</td>
<td>No change</td>
</tr>
<tr>
<td>2.</td>
<td>Superintending Engineer Rs. 37400-67000+8700</td>
<td>The post was upgraded</td>
<td>Rs. 300.00</td>
</tr>
<tr>
<td>3.</td>
<td>City Engineer in the Corporations (except Chennai) Rs. 15600-39100+7600</td>
<td>Rs. 75.00</td>
<td>Rs. 100.00</td>
</tr>
<tr>
<td>4.</td>
<td>Executive Engineer / Municipal Engineer Grade I Rs. 15600-39100+6600</td>
<td>Rs. 50.00</td>
<td>Rs. 75.00</td>
</tr>
<tr>
<td>5.</td>
<td>Assistant Executive Engineer / Municipal Engineer Grade II Rs. 15600-39100+5400</td>
<td>Rs. 25.00</td>
<td>Rs. 25.00</td>
</tr>
<tr>
<td>6.</td>
<td>Assistant Engineer / Junior Engineer / Municipal Engineer Grade III Rs.15600 - 39100 + 4600</td>
<td>Rs. 10.00</td>
<td>Rs. 15.00</td>
</tr>
</tbody>
</table>

**Administrative Sanction**

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Municipal Council / Competent Authority</th>
<th>Existing monetary limit (Rs. in lakh)</th>
<th>Proposed monetary limit (Rs. in lakh)</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>Third Grade</td>
<td>Upto Rs. 15.00</td>
<td>The erstwhile Grade III Municipalities were upgraded as Municipalities in various grades</td>
</tr>
<tr>
<td>2.</td>
<td>Second Grade</td>
<td>Upto Rs. 25.00</td>
<td>Upto Rs. 50.00</td>
</tr>
<tr>
<td>3.</td>
<td>First Grade</td>
<td>Upto Rs. 30.00</td>
<td>Upto Rs. 60.00</td>
</tr>
<tr>
<td>4.</td>
<td>Selection Grade</td>
<td>Upto Rs. 35.00</td>
<td>Upto Rs. 75.00</td>
</tr>
<tr>
<td>5.</td>
<td>Special Grade</td>
<td>Upto Rs. 40.00</td>
<td>Upto Rs. 80.00</td>
</tr>
</tbody>
</table>
6. Corporation Councils (Except Chennai) | Upto Rs. 100.00 | Upto Rs. 200.00  
7. Regional Director of Municipal Administration | Upto Rs. 50.00 | Upto Rs. 100.00  
8. Director of Municipal Administration | Upto Rs. 500.00 | Upto Rs. 1000.00  
9. Government | Above Rs. 500.00 | Above Rs. 1000.00  

**6b) Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)**

**Technical Sanction**

The Government after careful examination have decided to enhance the monetary limit of the Engineering Personnel to accord technical sanction for civil works in Municipalities and Corporations (except Chennai) as follows and issue orders accordingly in G.O. (Ms) No. 44 MA&WS Department dated 24.02.2016.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Post &amp; Present Pay scale + Grade Pay</th>
<th>Monetary limit (Rs. in lakh)</th>
</tr>
</thead>
</table>
| 1.    | Chief Engineer  
Rs. 37400-67000+8700 | On par with the Chief Engineer in the Public Works Department (No ceiling) |
| 2.    | Superintending Engineer/ City Engineer in the Corporations (except Chennai)  
Rs.15600-39100 + 7600 | Rs. 100.00 |
| 3.    | Executive Engineer / Municipal Engineer Grade I  
Rs. 15600-39100+ 6600 | Rs. 50.00 |
| 4.    | Assistant Executive Engineer / Municipal Engineer Grade II Rs. 15600 - 39100 + 5400 | Rs. 25.00 |
| 5.    | Assistant Engineer / Junior Engineer / Municipal Engineer Grade III  
Rs.9300-34800+5100 | Rs. 10.00 |
Administrative Sanction

Government after careful examination of the proposal of Commissioner of Municipal Administration and taking into account of inflation between the previous revision (2009) and the proposed revision (2016), the percentage change in the wholesale price index (WP1) of all commodities and wholesale price index of fuel, power and manufactured products etc., have decided to enhance monetary limit of Municipalities and Corporations according administrative sanction to the estimate cost of civil works to be taken up in Municipalities as below and issue orders in G.O. (D) No. 334 MA&WS Department dated 03.08.2016.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Competent Authority</th>
<th>Existing monetary limit</th>
<th>Enhanced monetary limit</th>
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<td></td>
<td>(Rs. in lakh)</td>
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</tr>
<tr>
<td>1.</td>
<td>Second Grade Municipal Council</td>
<td>Upto Rs. 25.00</td>
<td>Upto Rs. 35.00</td>
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<tr>
<td>2.</td>
<td>First Grade Municipal Council</td>
<td>Upto Rs. 30.00</td>
<td>Upto Rs. 40.00</td>
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<tr>
<td>3.</td>
<td>Selection Grade Municipal Council</td>
<td>Upto Rs. 35.00</td>
<td>Upto Rs. 48.00</td>
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<td>Special Grade Municipal Council</td>
<td>Upto Rs. 40.00</td>
<td>Upto Rs. 55.00</td>
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<td>5.</td>
<td>Regional Director of Municipal Administration</td>
<td>Upto Rs. 50.00</td>
<td>Upto Rs. 68.00</td>
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<td>6.</td>
<td>Commissioner of Municipal Administration</td>
<td>Upto Rs. 500.00</td>
<td>Upto Rs. 650.00</td>
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<tr>
<td>7.</td>
<td>Government</td>
<td>Above Rs. 500.00</td>
<td>Above Rs. 650.00</td>
</tr>
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Further, the Government has notified the amendment to the Section 97 of Madurai City Municipal Corporation Act 1971 and Section 99 of Coimbatore City Municipal Corporation Act 1981 (which is applicable to all other Corporations (except Chennai) by enhancing the
Administrative Sanction powers of Corporations from Rs. 1.00 crore to Rs. 1.35 crore vide Tamil Nadu Government Gazette dated 29.08.2016.

6c) Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

124 Municipalities and 11 City Municipal Corporations

6d) Financial Resources involved (Please proved details of the financial expenditure involved. Please do not exceed 50 words)

Financial Resources is not involved in this project.

6e) Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

This project has been implemented with the existing official machinery.

6 f) What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words.

On implementation of this enhanced monetary limit each urban local body has been empowered with more technical and administrative powers. Due to the enhancement of monetary limit the urban local bodies now can take up and execute projects on their own for which sanctions of Government and HOD were hitherto sought for. As the local bodies take up bigger projects consequent on the enhancement of monetary limit for according
administrative sanction and technical sanction the general public have been vastly benefited.

9) Briefly describe the key learnings you have had during the course of the project (Please do not exceed 50 words)

Delegation of powers have led to more responsibility and accountability to the urban local bodies and they are taking up the public works with much more enthusiasm and dedication.

7) What is the current and future impact envisaged from the project? (Kindly include specifics on the no.of. citizens impacted, no. of institutions impacted, testimonials from the citizens/ institutions impacted etc. Please do not exceed 200 words)

Due to enhanced monetary limits bigger and better projects can be taken up and executed by the urban local bodies themselves which shall have positive impact on the public welfare. This monetary limit may have to be revised in the future based on the inflation, economic condition and functions of the urban local bodies.

8) How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? Please do not exceed 150 words)

The enhancement of monetary limit is expected to have a positive impact on the public service delivery shall also lead to more accountability on the part of the executive.
9. **Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words)**

Urban Local Bodies are classified based on their annual income and the executive authorities are employed in those urban local bodies commensurate with the grades of the urban local bodies. Therefore, the monetary limit has been increased according to the grades of the ULB and Executives therein. Systemic change shall be considered in the future based on the inflation, economic condition and functions of the urban local bodies.

**10. Do you believe the project to be sustainable? If yes how? What is the project’s potential for systemic change? (Please do not exceed 150 words)**

Urban Local Bodies are bound to implement various schemes and welfare measures. Besides they have mandatory functions under Tamil Nadu District Municipality Act 1920 and other Corporation Act. Therefore, the project is not only sustainable but shall also be improved in future.

I hereby declare that the all the information furnished above is true and correct

Name: K. Phanindra Reddy

Designation: Principal Secretary

Date: 15.11.2016

Signature

Principal Secretary to Government
M.A. & W.S. Department
Secretariat,
Chennai - 600 009.
ANNEXURE

To access the supporting documents for application 02(Category: Enabler):
Click here
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introduction Information

1. Project name: New Town Kolkata – a Green Solar City
2. Contact details:
   Name of primary contact person: Utkarsh Kumar Jana
   Designation: Superintendent Engineer, NKDA
   Email address: seme@nkda.in
   Contact no: 9143334157
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. New Town Kolkata Development Authority, 03 MAR, New Town Kolkata- 700156.
   ii.
   iii.
4. Project Commencement Date: Oct 2013
   Project Completion Date: Oct 2018

Project Specification

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   Development of New Town Kolkata as Solar city under Solar City Program of Ministry of New & Renewable Energy, Govt. of India with active participation of inhabitants and local stakeholders.

3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning
   - Fiscal decentralisation
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other:

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www.janaagraha.org/vramachandranawards
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, Performance metrics etc.
   - Other:
   
b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institutional frame work or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

Amendment of Buildings rules for use of Solar Energy System in New Town Kolkata

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

To increase the share of renewable energy with active involvement of inhabitants the Solar City Project was envisaged and to encourage the involvement of citizen the policy initiative was made.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

- Preparation of a master plan for increasing energy efficiency and renewable energy supply in the city
- Setting-up institutional arrangements for the implementation of the master plan.
- Awareness generation and capacity building activities.
- Challenges:
  - Being a new township there is no past database related to electric consumption, it was very difficult to assess the future demand. This is done by taking into account the various projects that are going to come up in New Town Kolkata based on the city developmental plans, based on electricity infrastructure.
d. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Solar City Stakeholders Committee
- Elected representatives
- Local research and academic institutions
- Resident welfare associations
- IT Industries
- Corporate organizations
- NGOs
- West Bengal Renewable Energy Development Agency

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Total estimated cost for solar city as per Master Plan is Rs. 316.46 Crore.
The total direct contribution of MNRE has been estimated to be around 25.20% of the total estimated expenditure of Solar City. The share of the state/city and end user has been proposed to be 15.11% and 56.69% respectively over a period of five years.

d. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

New Town Solar City Cell consists of Chief Engineer, NKDA with other officials of NKDA, WB Housing Infrastructure Development Corporation, West Bengal Renewable Energy Development Agency.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Based on the total electricity consumption data for New Town Kolkata for the past five years, a trend analysis has been done for preparation of BAU scenario and the same has been projected for the next 10 years. It clearly shows that by 2021-22, the annual electricity consumption of New Town Kolkata city would be around 1266 MU in BAU scenario which is about 10.18 times the total electricity consumption of the city in the year 2011-12.
The target for the Solar city programme for New Town Kolkata could be taken as the reduction in the demand of electricity equivalent by 85 MU by next five years through various supply and demand side measures in residential, commercial and institutional sectors. This would lead to a marked reduction in the Carbon footprint of the city and will propel it onto a sustainable path of growth in terms of energy. Various Renewable Energy (RE) and Energy Efficiency (EE) options through which this can be achieved.
9. Briefly describe the key learning you have had during the course of the project. (Please do not exceed 50 words)

- To achieve the target of generating 10% of the total power consumption of this city where active participation of the residents are required.
- To involve the residents actively the financial benefit to use solar power, in the long run, to be clearly presented to them.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

To achieve the target of reduction of 10% of projected demand the overall impact will be reduction in the Carbon footprint of the city and will propel it onto a sustainable path of growth in terms of energy. Apart from that following benefits will be provided to citizen/ institutions:

- Allow of reduction of property tax to the tune of 10% (Maximum) of (property tax) for the buildings who will install Solar Energy units.

In this township already 10 nos of Housing Society/ Complex/ Big Housings and _4 nos of institutions decentralized to install the Grid connected roof top Solar power plant.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

1. New Town Kolkata Building Rule has been amended to encourage use of Solar Energy. So, it is ensured during the Building Plan sanction that buildings having certain specifications are mandated to use of solar energy. Without installation of solar power plant, occupancy certificate will not be issued to that applicant.
2. To organize more awareness camps to motivate citizen.
3. Green City Building Rule has been prepared and placed before Govt. of West Bengal for proper implementation.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes the Solar City Project is scalable.
The existing Solar Power Plants which have already installed in New Town Kolkata by NKDA are in the range of 10 KW to 500 KW and all are Grid connected and running successfully.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes. The project is sustainable because we are able to motivate the inhabitants through awareness, some proposed exemptions in property tax and mandate to implement (which are already done) and to showcase examples of successful projects.

I hereby declare that all the information furnished above is true and correct.

Name: Debapriya Biswas, WBCS(Exe.)
Chief Executive Officer
New Town Kolkata Dev. Authority

Designation: Date: 18/4/2016

Signature: 

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasantha Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Decentralized Planning through Constitution of Ward Committee and Sub Committee at Ward Level in each Urban Local Bodies
2. Contact details: +91-9431158012
   Name of primary contact person: Shri Arun Kumar Singh, I.A.S
   Designation: Principal Secretary
   Email address: ud.secy@gmail.com
   Contact no: 0651-2400962
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Directorate Municipal Administration
   ii. State Urban Development Agency
4. Project Commencement Date: 28/08/2014 vide Sankalp No. 3873

Project Specification

1. Category of awards applied for (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralization).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization).

2. Project Description (Briefly describe the project in not more than 50 words):
   As per Jharkhand Municipal Act, 2011 basic amenities are to be provided to people in urban area such as infrastructure development schemes, Water Supply, Sanitation, Cleanliness and Hygiene, Urban Poverty Alleviation Programs etc which need to be monitored by urban local bodies. Apparently, for achieving these objectives smoothly, Govt Order has been issued to urban local bodies for formation of Ward committee and Sub Committees.

3. Please select the nature of decentralization the application should be considered under:
   - Decentralized planning
     - Fiscal decentralization
     - Functional devolution and capacities
     - Administrative devolution and capacities
     - Community participation
     - Other:

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4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcomes
   o Quantifiable improvement in service delivery
   o Active citizen participation facilitated through formal processes and platforms
   o Measurable improvement in transparency and/or accountability
   o Enhancement of capacities in municipality (human resources, finances, IT or other)
   o Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, Performance metrics etc.
   o Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcomes
   o Law or amendment to law delivery
   o Policy or changes to policy
   o Government Order or notification (Annexure-1)
   o New or improved institutional framework or institutional process
   o Other:

5. Kindly attach supporting documents and mention specifics of the same below

1. Constitution of Ward Committee. Names and Mobile Number of the members is published on website.
4. Constitution of Sub Committee for Civic Amenities & Holding Tax
5. Constitution of Sub Committee for Self Employment
6. Constitution of Sub Committee for Welfare of Wards

(Details can be seen in Annexure-2)

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Urban Development & Housing Department, Govt. of Jharkhand issued a resolution in the year 2014 for efficient management & overall development of the Urban Local Bodies (ULBs). This department realized that it was not possible to execute all programmes efficiently and monitor the progress in centralized manner. Hence, in order to simplify the execution of different services like water supply, cleanliness, transportation, tax collection, construction of roads etc. it was felt that if the planning and monitoring could be decentralized to the ULBs and its constituted committees, it would be beneficial for all the stakeholders. The initial milestones taken up by the department was in terms of formation of micro level committees for specific purposes so that planning and monitoring of various schemes could be strengthened and in turn will result into projects being successful which would finally lead to projects being successful and accomplish the goals of the department and ULBs. Besides, the department was of the view that involvement of local citizens would lead towards efficient implementation of the project. Hence directives with this concept were sent to all the ULBs.

(Details can be seen in ANNEXURE-1)
b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Post issuance of resolution, different sub committees have been formed in Urban Local Bodies. However, following challenges were faced in the implementation of the project which were overcome during course of implementation:

i. Lack of awareness - The members of the different subcommittee lack awareness about their roles, responsibilities and accountability,

ii. Selection / Representation of eligible person was a challenge.

iii. Lack of willingness to transform and Resistance to Change - Officials resist the change in the working procedures and tend to follow the existing process. Change management was an essential factor for the successful implementation of the project.

iv. Lack of infrastructure is proving to be a binding constraint in sustaining, deepening and expanding growth and competitiveness.

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c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

1. Officials of Urban Development & Housing Department, Government of Jharkhand

2. Officials, Urban Local Bodies

3. Ward Counselors

4. Ward Members

5. Businessmen

6. Local Resident / Citizen of Society

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

This is a very innovative project whereby no additional cost has burdened the state exchequer by the department. In the existing resources of ULBs, the decentralization to this micro level has been implemented.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

(A) At Department level:
1. Shri Arun Kumar Singh, Principal Secretary, Urban Development and Housing Department.

(B) At ULB Level:

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<tr>
<td>1</td>
<td>Ward Counsellor</td>
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<td>2 Representative of the concerned ward nominated through General Meeting</td>
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<td>3</td>
<td>2 Representative of Business Class nominated through General Meeting</td>
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<td>2 Representatives from Schedule Cast / Schedule Tribes</td>
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<td>5</td>
<td>2 Women Representatives</td>
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<tr>
<td>6</td>
<td>Nominated Officials and Employees from the ULB</td>
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</table>
1. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

1. Transparency - For smooth, effective and transparent implementation, measures have been taken to upload the progress of state schemes in the MIS application created by the department. Urban Development and Housing Department has developed a website portal (www.udhd.jharkhand.gov.in) for monitoring different ULBs schemes such as water connection, property tax collection, online building plan approval, advertisement tax, Swachh Bharat etc. Monthly monitoring of each scheme in each ULB is ensuring quality implementation of schemes within the given time frame.

2. Accountability – The sub-committees are acting like a watch dog and monitor the progress of the activities, accountability of the members for their activities, acceptance of responsibility and disclosure of results in a transparent manner.

3. Participatory Planning - Selection of Schemes based on maximum participation of community, local resident in ULBs for basic amenities.

4. Review & Monitoring - Each ward conduct meeting once in a two months gap for ensuring progressive implementation of scheme, quality aspects and ensure submission of reports within 10 days of time to the UD & HD Dept, Govt. Submission of physical & financial report on every 5th of the month from ULBs so that UD&HD Dept, GOI conducts review & understands proper utilization of funds to expedite the process of state schemes.

5. Quality & Awareness - Awareness and benefits of schemes, generation of livelihood recognized by community & local resident in ULB. Detailed quality aspect & introspecting purview of effective state schemes implementation in ULBs.

8. Online Payment has resulted in more tax collection due to ease of payment, saving of time and transparency of system. Some of the best initiatives and activities undertaken by the Ward Committee and Sub-Committees can be seen in Annexure-3 and Annexure-4.

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9. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

1. There has been an increase in revenue collection due to involvement of sub-committees. (Refer to Annexure-5)
2. Implementation of Swachh Bharat Mission (open defecation free) has become easier. (Refer to Annexure-5)
3. There has been a considerable increase of awareness among the common masses due to frequent interaction.
4. More effective monitoring mechanism has proved beneficial for the department.
5. Generation of Livelihood, Self Employment, Housing, formation of SHGs and upgrading skill of urban beneficiaries has become easier.
6. Utilization of scarce resources like drinking water has efficiently improved.
1. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words)

The decentralization to the subcommittees has created a huge impact on the implementation of schemes. However, it is expected that after all subcommittees become fully functional, the quality of work will considerably improve. The data collected from the online systems show an increase in the number of services as well as increase in revenue collection.

The quantitative details for the current period are as follows:

1. 7690 beneficiaries are placed under wage and self-employment for the F.Y : 14-15
2. 35083 beneficiaries have been trained during F.Y: 15-16 whereas 53500 beneficiaries are undergoing skill training during F.Y: 16-17
3. No of Vending Zone identified in different ULBs : 77 involving 64.77 acres of land
4. 64.77 acre land vending zone has been identified till date.
5. 1500 SHGs have been formed till date.
6. 46,000 Individuals Toilet have been constructed till date.
7. Property Tax collection has jumped from Rs 99,00,849 to Rs 2,44,06,442 from May 2016 to November 2016. (Refer Annexure 3)
8. Water Tax collection has jumped from Rs 34,33,791 to Rs 1,56,73,647 from May 2016 to November 2016. (Refer Annexure 5)
9. Total Consumer enrolled & benefited through tax enrollment in online MIS are 44,36,951. Total dwelling units constructed 8135 till date and under progress are 12561

The future impacts from the project are as follows:

1. The revenue collection is expected to increase further.
2. There will be an increase in the number of skilled beneficiaries, SHGs formation and self-employment
3. More awareness of the benefits will lead to maximum productivity of community & local residents in future.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation (Please do not exceed 150 words).

The project is expected to improve public service delivery since effective, transparent services saves cost, time and energy of the citizens and results in ease of payment. Further, management information systems developed by the department ensures timely and efficient monitoring of the schemes thereby resulting in transparency.

The sub-committees created should act like a watch dog and monitor the progress of the activities. Accountability is the obligation of the members for their activities, acceptance of responsibility and disclosure of results in a transparent manner.

UD&HD Dept ensures monthly review of physical & financial progress of schemes in ULBs which expedite the progress and accountability of concerned officials, committee and sub-committee on achieving result through proper implementation of schemes.

Committee & Sub Committee formation ensures maximum participation of citizen in selection of developmental schemes in their locality. It gives opportunity for open ideas and better implementation of scheme. Involvement of local resident broadens the aspect of cooperation & quality result under supervision of constituted committee & sub-committee in ULBs.
1. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

Yes, the project has ample scope for scalability which are enumerated below:

i. More Sub-Committees may be created as per introduction of new schemes.

ii. The project has the potential to improve the quality & number of services provided to the citizens. This can be ensured by focusing on creation of vast awareness and inculcating the habit of using online system, registering more beneficiaries and upgradation skills, increasing employment, revenue generation etc in coming future.

iii. Sub-Committees can be given functional and financial autonomy also in future for further decentralization.

iv. Management of fund and expending the same and being accountable for the same will result in quick and efficient implemetation of schemes. Payment at local level will become easy.

0. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, since the department/ULBS & citizens are equally benefitted by this project. Hence, it will be sustainable because the project aims to improve the quality of services provided to the citizens/local residents. Since one of the main objectives of this project aims at revenue generation therefore it will result in self sustainability.

I hereby declare that all the information furnished above is true and correct.

Name: Shri Arun Kumar Singh, I.A.S

Designation: Principal Secretary, Urban Development & Housing Department, Govt. of Jharkhand, Ranchi

Date:  

Signature:

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajeesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Mileurs Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajeesh.nair@janaagraha.org.

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www.janaagraha.org/vramachandranawards
ANNEXURE

To access the supporting documents for application 04 (Category: Enabler):

Click here
<table>
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<tr>
<th><strong>V Ramachandran Awards for Excellence in Urban Decentralisation</strong></th>
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<tr>
<td><strong>1. Project Name</strong></td>
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<tr>
<td><strong>2. Contact Details</strong></td>
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<td>Name of primary contact person</td>
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<td><strong>Project Completion Date:</strong></td>
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<td><strong>2. Project Description</strong></td>
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<td><strong>3. Please select the nature of decentralisation the application should be considered under:</strong></td>
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<td><strong>4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s</strong></td>
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<tr>
<td><strong>4. b) Applicable only for the ENABLER Category: Please select the Project Outcome/s</strong></td>
</tr>
<tr>
<td><strong>5. Kindly attach supporting documents and mention specifics of the same below</strong></td>
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</table>
6. Kindly detail the process followed to achieve the intended outcomes?  

a. Inception  
(Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Even after 25 years of tabling of the 74th CAA, devolution has been an unfinished reform agenda. Popular discourse has been on implementation deficit. However, true empowerment of ULBs also requires addressing lacunae in the legal framework as well. The bill seeks to address this deficit by amending the 74th CAA.

b. Processes involved  
(Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

The process involved consultations with lawmakers, constitutional experts, CSOs and thorough secondary research. Gaps in existing provisions in the 74th CAA were identified and plugged. Provisions, such as directly elected mayors, fixed mayoral tenure and increased financial powers, to strengthen urban governance in India were also added.

c. Stakeholders involved  
(Please list stakeholder(s) involved. Please do not exceed 50 words)

Consultations with civic society organisation

d. Financial Resources involved  
(Please provide details of the financial expenditure involved. Please do not exceed 50 words)

NA

e. Human Resources involved  
(Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

NA

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

NA

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

1. The extent to which 74th CAA has been complied to by states despite of 23 years of passage of the act.
2. The importance of dynamic urban policy to
<table>
<thead>
<tr>
<th>7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current impact envisaged is the traction the bill will bring to the discourses on urban policy. It is expected to bring in a renewed and refreshed attention to functional, financial devolution to Urban Local Bodies. It would also enable to kick start the conversation on legal reform to empower the city mayors and councils to enable them to deliver by improving the quality of urban governance and there by the quality of life. There is already responses from academia, subject matter experts in the form of articles and discussion on the need and impact of strengthening 74th CAA. If the bill gets passed, in the future the bill will impact the ULBs across the country by giving it strong political leadership with power and resources to function. This will also enable to tap the instrumental benefits of urbanisation.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).</th>
</tr>
</thead>
</table>
| 1. Much of the civic issues in major cities arises due to the lack of executive authority as well as financial power of a mayor. Multiple civic agencies make it impossible to hold them accountable for the irregularities. The bill provides for the civic agencies to report to the Mayor, thereby enhancing accountability. 
2. The provision for a democratically-elected mayor accountable to the people and segregated from the influence of the Centre could enhance governance and thereby public service delivery. Similarly the provision for an overarching body in the form of metropolitan authority can be introduced for checks and balances and for ensuring effective governance. 
3 Most importantly, accountable political leaders for cities will help cities evolve into vibrant urban centres that can emerge as global hubs. 
4. The bill also provides for ensuring implementation of ward sabhas and area sabhas thereby institutionalizing the platforms for citizen participation. |

<table>
<thead>
<tr>
<th>9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes, the initiative is scalable as it would impact the ULBs across India if the bill gets passed.</td>
</tr>
</tbody>
</table>
10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, If the bill gets passed, it will ensure a strong legal fabric for urban governance. It will result in cities with accountable Mayor and council with power and resources. It will institutionalise platforms for citizen participation to transform cities as vibrant democratic units. Properly run, urban India can be the nation’s future and this could be achieved only if the first step of empowered political leadership is provided to our cities. The bill seeks to achieve this and achieving this is the primary ingredients for the city to be vibrant centres that can emerge as global hubs.

<table>
<thead>
<tr>
<th>Name:</th>
<th>JCCD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>12-23-2016</td>
</tr>
<tr>
<td>Designation :</td>
<td>NA</td>
</tr>
</tbody>
</table>

ANNEXURE

To access the supporting documents for application 05(Category: Enabler): [Click here](#)
<table>
<thead>
<tr>
<th>1. Project Name</th>
<th>14th Finance Commission</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Contact Details</td>
<td>NA</td>
</tr>
<tr>
<td>Name of primary contact person</td>
<td>Nominated by Janaagraha</td>
</tr>
<tr>
<td>Designation</td>
<td>Chairman of 14th Finance Commission</td>
</tr>
<tr>
<td>Email address</td>
<td>Nominated by Janaagraha</td>
</tr>
<tr>
<td>Contact no</td>
<td>Nominated by Janaagraha</td>
</tr>
<tr>
<td>i)</td>
<td>Y Venugopal Reddy</td>
</tr>
<tr>
<td>4) Project Commencement Date:</td>
<td>01-02-2013</td>
</tr>
<tr>
<td>Project Completion Date:</td>
<td>12-15-2014</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2. Project Description (Briefly describe the project in not more than 50 words):</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Finance Commission is a body formulated under Article 280 of the Indian Constitution to review condition of finances of the Union, States and local bodies and make recommendations suggesting measures for maintaining a stable and sustainable fiscal environment.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. Please select the nature of decentralisation the application should be considered under:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscal decentralisation</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Others:</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>b) Applicable only for the ENABLER Category: Please select the Project Outcome/s</th>
</tr>
</thead>
<tbody>
<tr>
<td>New or improved institution framework or institutional process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Kindly detail the process followed to achieve the intended outcomes? a. Inception</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Finance Commission came into existence in 1951 under Article 280 of the Indian Constitution by the President of India. It was to be formed at the expiration of every 5th</td>
</tr>
</tbody>
</table>
b. Processes involved  
(Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

(i) reviewed the resources, state of the finances, deficit and debt levels of the Union and the States  
(ii) balanced the receipts and expenditure on revenue account of all the States and the Union, to also generate surpluses for capital investment  
(iii) scoped potential for additional resource mobilization

c. Stakeholders involved  
(Please list stakeholder(s) involved. Please do not exceed 50 words)

(i) Central Government  
(ii) State Governments  
(iii) Local Bodies (ULBs and PRIs)

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

NA

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Y V Reddy (Chairman)  
M Govinda Rao (Member)  
Sushma Nath (Member)  
Dr. Sudipto Mundle (Member)  
Abhijit Sen (Part-time member)  
Ajay Narayan Jha (Secretary)

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

(i) The Union Government accepted the recommendations of the Finance Commission regarding distribution of grants to states for strengthening duly elected gram panchayats and municipal bodies.  
(ii) Gave importance to stability and predictability of resources that should flow to the local bodies.  
(iii) Incentivisation of increase in own income, timely audit completion and transparency in service level benchmarks by making them criteria to become eligible for performance grants.  
(iv) Importance of timely State Finance Commissions constitution, proper administrative support and adequate resources for smooth functioning and timely placement of the SFC report before State legislatures highlighted  
(v) Recommendations on own revenue enhancement by tapping advertisement,
### g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- The study has underlined that the potential for collection of property tax has not been fully tapped.
- Promotion of accountability and transparency is important and social audits and public disclosure need to be encouraged.
- State Governments rejected SFC reports without recording reasons.

### 7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

- Better devolution of funds based on time appropriate formulas.
- Fiscal decentralisation by empowering states and local bodies.
- Better accountability and standard of record keeping at local body levels.
- Transparency by putting in public domain service level benchmarks of all ULBs.
- Thrust on own revenue generation and enhancement.
- Incentivisation and not penalisation and hence better compliance to recommendations and conditions.
- Timely release of grants in two installments, thus providing timely flows to local bodies during the year, enabling them to plan and execute the works better.
- Rationalisation of service charges by ULBs in a way that they are able to at least recover the operation and maintenance costs from the beneficiaries.

### 8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

- Public service delivery: by increased devolution to states and in turn ULBs, 14th FC has given more operating room for better investment in infrastructure and services.
- Transparency: publishing of service level benchmarks as a condition for availing Performance grants.
- Accountability: enforcing timely audit of accounts and year on year increase in own revenue through these audited accounts for availing performance grants instills a sense of accountability.

### 9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes, the project is scalable and already covers the entire country (except to areas where Part IX and Part IX A do not apply).

Areas under Schedule VI in Meghalaya, Mizoram, Tripura and Assam, the areas in the hill districts of Manipur, rural areas of Nagaland and Mizoram will remain outside the ambit of recommendations.
10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, the project is sustainable. This is because once the base for sustainability, transparency, and accountability are laid by following the recommendations, building upon the same to achieve even better results becomes easier.

Name: Janaagraha
Date: 12-30-2016
Designation: NA
ANNEXURE

To access the supporting documents for application 06(Category: Enabler):
Click here
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information
1. Project name: Comprehensive Capacity Development of ULBs
2. Contact details:
   Name of primary contact person: Mr. Mayank Verma, Joint Director, Directorate of Urban Administration and Development, Government of Madhya Pradesh, Palika Bhawan, Shivaji nagar Bhopal, (M.P.) - 462016
   Designation: Joint Director
   Email address: mayank@mpurban.gov.in
   Contact no: 0755-2550294
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Mr. Vivek Aggarwal, Commissioner, Urban Administration and Development, Bhopal, M.P
   ii. Mr. Mayank Verma, Joint Director, Urban Administration and Development, Bhopal, M.P
   iii. Mr. Neelesh Dubey, Deputy Director, Urban Administration and Development, Bhopal, M.P
4. Project Commencement Date: Year 2010-11
   Project Completion Date: 2016-17

Project Specification
1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - (v) Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   One of the core problems of the Urban Local Body (ULBs) has been lack of competent and appropriate staff along with skill gaps. Strengthening the capacities of the staff has been a long neglected area specially in the urban areas. Recognizing this urgent need, Urban Administration and Development Department (UADD), GoMP has initiated a “Comprehensive Capacity Development of ULBs” which took a holistic perspective in capacity development of ULBs. The major components of the project are:
   1. Cadre Reforms
   2. Restructuring of ULBs
   3. Restructuring of UADD
   4. Training policy
   5. Act and Rule Amendment
   6. Recruitment
3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning
   - Fiscal decentralisation
   - Functional devolution and capacities
   - **Administrative devolution and capacities**
   - Community participation
   - Other:

4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.]
   - Other:

b) Applicable only for the **ENABLE** Category: Please select the Project Outcome/s
   - **Law or amendment to law delivery**
   - **Policy or changes to policy**
   - **Government Order or notification**
   - **New or improved institution frame work or institutional process**
   - Other:
5. Kindly attach supporting documents and mention specifics of the same below

1. **Cadre Reform:- (Annexure-1)**
   - Order Copy of Restructuring of State Urban Executive Service
   - Order Copy of Restructuring of State Urban Engineering Service
   - Order Copy of Restructuring of State Urban Sanitation Service
   - Order copy of Constitution of State Urban Finance Service

2. **ULBs Reform:- (Annexure-2)**
   - Order copy of Model Structure of Municipal Corporation
   - Order copy of Model Structure of Municipal Council

3. **State Level Reform:- (Annexure-3)**
   - Order copy of Restructuring of Directorate, Urban Administration and Development

4. **Act and Rule Amendments:- (Annexure-4)**
   - Copy of Madhya Pradesh Municipal Corporation(Appointment and Service Condition for Officers and Servants) Rule 2000
   - Copy of Madhya Pradesh Municipalities ( the conduct of Business of the Mayor-in-Council/ President-in-Council and the power and the functions of the Authorities) Rules, 1998
   - Copy of The Madhya Pradesh Municipal Service(Executive) Rule-1973
   - Copy of Amendment to the Madhya Pradesh Municipal Corporation Act, 1956 (No. 23 Of 1956) and Municipalities Act, 1961 (No. 37 of 1961)
   - Copy of Madhya Pradesh Urban Administration and Development Department Services (Non Gazatted) Recruitment Rules, 1978
   - Copy of Madhya Pradesh State Municipal (Health) Service Recruitment and Condition of Service Rules,2011

5. **Training Policy:- (Annexure-5)**
   - Copy of Training Policy
   - Copy of Training Strategy

6. **Recruitment :-**
   - Recruitment of more than 250 Sub Engineers in phase 1- year 2013-14 through State Professional Examination Board
   - Recruitment of more than 300 Sub Engineers in phase 2- year 2015-16 through State Professional Examination Board
   - Recruitment of 30 Grade 3/4 employee through State Professional Examination Board
   - Recruitment of more than 70 Chief Municipal Officer - year 2015-16 through State Public Service Commission
   - Advertisement for Recruitment for Account Officer/Accountant/Grade 3 Clerk/Sanitation

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

There are 379 urban centers in the state, which comprise of 16 Municipal Corporations, 100 Municipal Councils, and 263 Nagar Panchayats. Rate of urbanisation in Madhya Pradesh is fast reaching the National average of 28%. Lack of qualified municipal staff and their capacities to perform the challenging role of the urban manager is well known. With the introduction of 74th Constitutional Amendment Act, the responsibilities of every ULB increased manifold and to achieve the provisions of the CAA many large scale projects were planned by Govt. of India and respective state governments. While the project implementation is critical on one hand, lack of qualified staff hampered the progress on the other hand. To address this issue, Urban Administration and Development Department (UADD), Government of Madhya Pradesh adopted a holistic and comprehensive approach towards improving the capacities of the urban managers. The components of the comprehensive capacity development plan include:

1. Cadre reforms
2. Restructuring of existing set up all ULBs in the state
4. Developing a training policy
5. Act and Rule Amendment
6. Recruitment
b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

**Strategies adopted for bringing transformation and positive impact**

A comprehensive strategy was deployed which included addressing the capacity issue from 5 different aspects. They include:

- Addressing the Cadre issues by developing new cadres
- Preparing the ULBs to address the emerging urban challenges through proper restructuring
- Strategically placing the state urban directorate by ensuring availability of expertise at the directorate level through proper restructuring
- Work for Act and Rules Amendments for proper implementation of Model Structure of ULBs and Cadre Management
- Start parallelly the process of Recruitment of various posts specially Engineer.
- Ensuring training for all by developing and enforcing training policy
- Building HRD culture by motivating and incentivizing the top performers through Performance Management System

**Process**

**Reform Committee**
- Under leadership of Commissioner UADD, Madhya Pradesh
- Formulation of Objectives and Strategies
- Conducted Extensive Stakeholder Consultations
- Made project plans, format of surveys, Terms of Reference.

**Surveys and Study of best practices Study**
- Detailed Man Power Assessment across all ULB’s
- Financial conditions of ULB’s. Budgets, revenues and costs
- Study of best practices from Andhra Pradesh, Gujarat.
- Refer to HPEC, 12th Plan and McKinsey Global Institute Report.

**Formulation of Rules and Norms**
- Model ULB structure.
- Standardization departments, posts and designations across ULB’s.
- Staffing norms based on population.
- Provisions for dying cadres and redundant posts.
- Contract provisions for hiring experts.
- Annual training calendar.
- Proposals for changes in Acts and rules.
- Reform Cell(dedicated manpower to pursue implementation of reforms at UADD

**Approvals**
- Departmental Approval
- Cabinet Approval

**Recruitment**
- Proposal sent to Madhya Pradesh Professional Examination Board
- Conduct of Examination
- Recruitment of 400 Engineers

**Monitoring and Control Mechanism (USMIS)**
Challenge Faced

- Improving service delivery urgently needed cadre reforms for ULB’s. But this process is long and cumbersome. Hence it was not on priority of the government. To make reforms a priority constant persuasion and lobbying was needed to initiate the project. This initial resistant faced had to be maneuvered.

- Many changes required amendments in existing laws, drafting new laws and rules. Approvals for the same is a time consuming process; hence the whole reform process suffered delays.

- Before proposing any new changes it was required to carry out extensive consultation process. This process required deliberations at all levels and forming due consensus. Hence the process was long and time consuming. But due to these consultations, once agreement was reached implementation was easily carried.

- Reduction of departments, designations was opposed. Hence to accommodate the redundant cadres special provisions are introduced like retaining personnel by upgrading their skills and retaining them till retirement. But no new recruitments are to be made in redundant cadres now.

- Changes in the recruitment process and reforms also involved agencies apart from UAD. Hence coordinating with them was difficult and time consuming process. For example the Government recruiting agency deployed for conducting examinations took almost one year to complete the task.

c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

- The initiatives were implemented through proper stakeholder consultations at the state, division and ULB level. Urban Development and Housing Department Minister and Principal Secretary, Urban Development and Housing Department as a Stakeholders / Motivator(s) for the project initiative by providing strategic guidance and oversight to the all initiatives and ensured approvals by various other departments including Finance Department, General Administration Department.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Whole process of this initiative of Comprehensive Capacity Development of ULBs involved Government Official at all the level and as Agenda of Janurm and DFID supported Project "Utthan" team support were available. Hence no specific financial Resources are involved for the same.
e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
</table>
| Commissioner, UADD            | • Providing strategic guidance and oversight to the all initiatives  
                                   • Ensured approvals by various other departments including finance department, GAD.  
                                   • Designed appropriate formats  
                                   • Reviewed and provide key inputs in developing cabinet notes |
| Shri Mayank Verma, Officer on Special Duty | • Provided legal, policy and institutional related inputs  
                                   • The provision of the state municipal act, feasibility and practical implications.  
                                   • Involve in preparation of urban training policy for the state  
                                   • Held extensive consultations at the state and national level and sought feedback in preparing the training policy  
                                   • Prepared and published urban specific training calendar (first time in MP) |
| Shri Neelesh Dubey, Urban Governance Officer | • Conducted extensive stakeholders consultations including at the state level, division level and the ULB level and sought feedback  
                                   • Coordinated with GAD, Finance Department in ensure adequate clearances  
                                   • Designed and implemented the cadre reforms, restructuring of ULBs and the directorate. |
| Shri. Ajit Dubey, Research Assistant Shri. Deepak Porwal, Research Assistant | • Data collection from cities  
                                   • Data analysis  
                                   • Prepared staffing norms for each position  
                                   • Preparation of various notes, formats etc. |
f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Highlights/positive features of the initiative under each of the following important dimensions:- Details below:

- Transparency and stakeholder participation:- Corruption is rampant within government in the practice of job racket including appointment, promotion, transfer, placement and the award of contract. The result of corruption and absence of transparent mechanisms in the recruitment and transfers is that lot of unqualified personnel make their entry into the services which hampers the efficiency of the government and also encourages corruption. UADD, through capacity building initiatives has ensured that transparency becomes the strong pillar in recruitments, transfers and promotions.

Through cadre reforms and restructuring, UADD ensured that:

- Recruitments of personnel of Class I and II are only done by Madhya Pradesh Public Service Commission – This has ensured that skills are given preference and recruitments are purely done on a transparent process of examination. This avoids unnecessary influence of public representatives, politicians and senior bureaucrats. All recruitment now follows standard protocol and transparent process.

- Recruitment of personnel in Class III and IV by Madhya Pradesh Professional Examination Board – The MP Professional Examination Board is given the responsibility of recruiting class III and IV employees thus reducing the political and local influence in all recruitments.

- Transparency in Promotions UADD through its cadre reforms initiated steps to promote transparency in promotion. This include:
  - Generation of promotion list based on seniority and applicable reservation
  - Promotions given based on the list thus arresting an influential person jumping the list
  - Department Promotion Committee reviews the list and ensures:
    - no corruption charges are levied against the person listed for promotion
    - no change of seniority
    - no revision of pay scale for a person listed under corruption charges

- Timely and minimum guaranteed promotions:- Number of DPC(Departmental Promotion Committee) held for promotions.

- Training Policy:- A cadre specific training policy has been with a motto of training for all. Number of training provided as per the requirement of the ULBs.

- Increased efficiency of outputs/processes and effectiveness of outcomes:- Best and time bond service delivery to the citizens of the State.

- Recruitment of more than 400 Engineers and Lower Staff in different ULBs and Directorate strengthen capacity of ULBs to handle the mandatory services and various projects and Scheme for the Urban Development.
Data availability at ULB level is a big hurdle in implementation of any reforms. Hence it is urgent need to digitise data and provide channels for regular update of the data. Through the initiative employee data at ULB level is digitised and organised now. This would be helpful for future reference.

If consultation process is comprehensive and through wide stakeholder participation, the acceptance and implementation of final decision is ensured. Also reform process gains political and administrative will readily if the procedures are well formulated and are based on actual demands.

Hence in the initial stages of the project a considerable amount of energy and resources were spent in consultations with all stakeholders.

The Laws, Acts and rules need constant updating. The acts should have adequate flexibility so that any need to revise rules can be done in lesser time.

Reasons for low productivity are better understood through this exercise. Motivation factors such as promotion and skill up gradation have been addressed comprehensively in the reform process.

Able to attract better talent into the government service by having better qualifications and experience parameters

Through the initiative, UADD has ensure appropriate work distribution among its employees which has led to increase in efficiency

Ensured role clarity by drafting clear job descriptions for all employees

By ensuring training for all has resulting in improved skills among the employees

Ensuring right person at the right place will help the ULBs improve the service delivery

Improved motivation among the employees as promotions and transfers have become more transparent
7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Current and future impact envisaged from the Project are as follows:

1. Administrative Sustainability:- The sustainability of the reform process has been ensured by changing necessary sections of the municipal act which will then become legally binding for implementation. UADD has established reform cell with a budget provision with an objective to support implementation of such reforms. The members of the reform committee are part of the reform cell and have a mandate to implement the above initiatives along with other state priorities. Standard norms or criteria have been made for creation of specific posts in municipal bodies. This ensures continuity in recruitment. Fixed and timely promotion is ensured in the system to improve work performance and motivation of the employees. Any change in the number of posts, or creating new posts requires state government’s approval which is quite cumbersome. Every time, there is a change to the posts, the state government approval was necessary which may generally take 6 months to 3 years at times. In order to address this, UADD has prepared staffing norms which are based on population of the city. The model structures proposed is directly proportionate to the population of ULB’s and any increase or decrease in the population will result in increase or decrease in the number of post.

2. Financial Sustainability:- the ULBs can increase the number of posts based on population, enough checks and balances have been built to ensure that the administrative expenses of a particular city will not cross the provisions as mandated by GoI.

An example:
Impact of GIS based property estimation to boost revenue of ULBs.
Personnel trained in GIS use will boost revenue of ULBs.

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of Town</th>
<th>No of Existing Property in 2013-2014</th>
<th>No of Existing Property in 2010-2011</th>
<th>No. of Property increase</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bhopal</td>
<td>286000</td>
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<td>7</td>
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<td>28549</td>
<td>7954</td>
<td>22</td>
</tr>
</tbody>
</table>

3. Recruitment Position:-

<table>
<thead>
<tr>
<th>% of ULBs wrt Engineers (2010)</th>
<th>% of ULB wrt Engineers (2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="Pie chart for 2010" /></td>
<td><img src="image2" alt="Pie chart for 2016" /></td>
</tr>
</tbody>
</table>

Number of Citizens and Institutions impacted:-

No. of citizen - 2 Crore (Urban Population of the State)  
No. of Institution - 379 Urban Local Bodies of the State and Directorate (1) and Divisional Offices (7), Urban Administration and Development, Madhya Pradesh

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of Institution</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Municipal Corporation(Nagar Nigam)</td>
<td>16</td>
</tr>
<tr>
<td>2</td>
<td>Municipal Council (Nagar Palika)</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>Nagar Parishad</td>
<td>263</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>379</td>
</tr>
</tbody>
</table>
8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

**Key features of the initiatives are:**

1. **Recruitments of Class I & II by Madhya Pradesh Public Service Commission** - This will ensure that meritorious personnel will be given priority and a transparent process will be deployed and unnecessary influence of public representatives, politicians and senior bureaucrats will be reduced.

2. **Recruitment of Class III & IV by Madhya Pradesh Professional Examination Board** - The MP Professional Examination Board is given the responsibility of recruiting class III and IV employees thus reducing the political and local influence in all recruitments.

3. **Transparency in Promotions**: We have deployed robust mechanisms to ensure promotions are on time. Steps initiated include:
   - Provisioned to generate promotion list based on seniority & applicable reservation
   - Promotions given based on the list, arresting an influential person jumping the list
   - Department Promotion Committee (DPC) reviews the list and ensures:
     - no corruption charges are levied
     - no change of seniority
     - no revision of pay scale for a person listed under corruption charges

4. **Timely and minimum guaranteed promotions**: To improve the employee morale and to give timely promotions, we have proposed that a minimum three to five promotions are given to every employee and further ensured that the DPCs meetings are conducted on a timely manner.

5. **Training Policy**: A cadre specific training policy has been with a motto of training for all. The policy and a training calendar is published and is accessible to all through the website. Personnel willing to be trained can send their nomination and after due consideration based on set parameters, the trainee will be finalized thus ensuring demand driven approach.

6. **Innovativeness of the initiative and its replicability**:
   a. Any change in the number of posts requires government pre approval for recruitment which takes 6 months to 3 years at times. To address this, we prepared staffing norms and linked to population of the city and any increase in the population will result in proportionate number of posts.
   b. As the model structure is based on population and standard norms, any city can easily populate the number of posts required for their city.
   c. Introduced municipal service for urban finance – a first time which will cater to the financial needs, investment requirements and economic development of the city.

7. **Increased efficiency**
   a. The recruitment of new and qualified personnel at appropriate posts will catapult the state and cities to provide efficient services to its citizens
   b. The personnel will be better qualified with computer skills which will enable better performance.
   c. By strengthening top and middle management, a positive transition from daily fire fighting to strategic planning is possible.
   d. The implementation of the training policy and the training programme has led to increased understanding on their role and effectiveness.

8. **Sustainability of the initiative**
   a. Necessary amendments have been proposed in the municipal act
   b. New and improved act will soon be published which has better provisions for urban managers to deliver the urban agenda in today’s context.
   c. A reform cell with a budget provision has been established with an objective to support implementation of reforms.
   d. Institutionally, divisional offices are strengthened who will be providing better guidance to the ULBs on technical and administrative matters.

**Above all features of the project will lead to improve one or more aspects of public service delivery, transparency, accountability, citizen participation.**
9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

Yes, Project Comprehensive Capacity Development of ULBs is scalable on various points as given below:

<table>
<thead>
<tr>
<th>S. No</th>
<th>Key Result Area/ Key Performance Indicator</th>
<th>Before Implementation</th>
<th>After Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of Designation</td>
<td>• 429 different kinds of designation which were recruited on adhoc basis.</td>
<td>• Standardized to 83 posts in Municipal Corporations; 44 in Municipal councils • Dying cadres declared • New designations added</td>
</tr>
<tr>
<td>2.</td>
<td>Number of Departments</td>
<td>• Number varied from each ULBs from at least 10 - 25</td>
<td>• Standardized 10 departments in Municipal Corporations; 8 in all Municipal Council</td>
</tr>
<tr>
<td>3.</td>
<td>Municipal Cadres</td>
<td>• 3 Services existed • Executive Service • Engineering service • Health service</td>
<td>• 5 Services (2 new and 3 improved) constituted. • State Urban Administrative Service. • State Urban Engineering Service. • State Urban Sanitation Service. • State Urban Finance Service. • State Urban Revenue Service.</td>
</tr>
<tr>
<td>4.</td>
<td>Training and Capacity Building</td>
<td>• Unplanned • No training policy</td>
<td>• Urban Training policy prepared • Annual training calendar published • Training for all mandated. • 47 trainings held</td>
</tr>
<tr>
<td>5.</td>
<td>Promotion Channel &amp; Tenure</td>
<td>• Promotion channel / Feeder channel was not clear • Minimum number of years for promotion was 8 years.</td>
<td>• Promotion channel clearly defined for each post. • Minimum years for promotion reduced to 5 years • Many pending promotion posts filled by conducting DPC.</td>
</tr>
<tr>
<td>6.</td>
<td>Contract Rules</td>
<td>• ULBs unable to recruit experts due to lack of proper contract rules</td>
<td>• Contract rules redefined to accommodate new and emerging areas • Provision to engage 38 various experts &amp; 18 different support positions.</td>
</tr>
<tr>
<td>7.</td>
<td>Recruitment</td>
<td>• Lack of Skill work force • Lack of supporting staff • Lack of Specialist/Expert</td>
<td>• Recruitment of more than 400 sub Engineers • Recruitment of lower grade Staff • Provision for recruitment of</td>
</tr>
</tbody>
</table>
10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).
   
   Yes,
   
   - The sustainability has been ensured by changing necessary sections of the municipal act which will then become legally binding for implementation.
   - The changes in the act to accommodate the cadre reforms, restructuring have been proposed and once approved by the Government of Madhya Pradesh, becomes a new municipal act for the state.
   - UADD has also established reform cell with a budget provision with an objective to support implementation of such reforms. The nominees are part of the reform cell and have a mandate to implement the above initiatives along with other state priorities.
   - Ensured the role of divisional offices is strengthened through strengthening them and improving their capacity. An improved and skilled divisional office will be able to provide better guidance to the ULBs.
   - To make project sustainable continuous monitoring mechanism (USMIS, Urban Sector Management Information System) has been developed.

I hereby declare that all the information furnished above is true and correct

Name : Mayank Verma Date : 31/12/2016
Designation : Joint Director Signature :

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for application 07 (Category: Enabler):
Click here
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

**Introductory Information**

1. Project name: Participatory Budgeting in Pune
2. Contact details: 9881466529
   Name of primary contact person: Avinash Madhale
   Designation: Programme Officer
   Email address: avinash.madhale@ceeindia.org
   Contact no: 9881466529
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Pune Municipal Corporation, Pune
   ii. Centre for Environment Education, (CEE) Urban Programmes Group, Pune
   iii. [Other
4. Project Commencement Date: December 2006  Project Completion Date: Ongoing

**Project Specification**

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban de-centralisation). (✓)
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation). (✓)
   
   Pune Municipal Corporation in partnership with Centre for Environment Education(CEE) Urban Programmes group has been implementing Participatory Budgeting since year 2006. This initiative is implemented by Accounts Dept, Pune Municipal Corporation and CEE has been working as enabler.

2. Project Description (Briefly describe the project in not more than 50 words): PMC has been engaging citizens in its Budgeting process since 2006. A provision of Rs 36 crore is made annually. Citizens suggest works such as toilets, benches, signage, footpaths, street lights etc. Approved works are separately listed in the PMC budget, Janwani and other NGOs have facilitated citizens' outreach.

3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning
   - Fiscal decentralisation ✓
   - Functional devolution and capacities
   - Administrative devolution and capacities ✓
   - Community participation ✓
   - Other: [Other

Janaagraha Centre for Citizenship and Democracy | 4th flr, UNI Building | Thimmaiah Rd. | Vasantha Nagar | Bengaluru 560052 www.janaagraha.org/vramachandranawards
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms ✓
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
   - Other:

b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process ✓
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

Implementer
1. Advertisement for last few years
2. Citizens Suggestion Form
3. Office order issued by Accounts Dept of PMC
4. Photocopies / pdf extracts from PMC Budget documents with examples of projects under the Citizens' Budget
5. Film from 2007

Enabler
4. Research and Reports on citizens engagement processes
5. Copy of educational material developed by CEE for engaging citizens
6. Internal audits done by CEE for monitoring work of Participatory Budgeting works

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Dr Nitin Kareer (IAS) the then Municipal Commissioner initiated PB in 2006 as a way of deepening democratic governance. After suggestions were received, ward wise citizens’ meetings were held to prioritize feasible works. After the first year prioritization of works by citizens has not been regularly done. In 2013, CEE assessed the PB process (attached), and in 2014 and 2015, conducted citizens’ deliberations to recommend improvements. Current Municipal Commissioner Shri. Kunal Kumar has supported structured citizen engagement processes and introduced the Ward Infrastructure Services and Environment (WISE) Infobase and Index in 2015 to provide a rational bases for ward level allocations and information for improved citizen’s engagement and decision-making.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Process Involved
PMC Accounts Dept anchors Participatory Budgeting in Pune, and issues relevant circulars, advertisements and prints PB Forms and distributes the same to all administrative ward offices.
CEE and Janswani voluntarily take up publicity. CEE facilitates meetings with the weaker sections of society including domestic workers, waste pickers, and SHGs associated with PMC’s Urban Community Development Dept. CEE also monitors the process.

Challenges
Limited outreach as very limited resources are allocated to publicizing PB.
The steps of identification and prioritization of works by multiple stakeholders, especially urban poor, need to be strengthened. The role of elected representatives needs to be re-conceptualized as a facilitator of citizens’ decision-making for PB.. The Area Sabha provision in the Municipal Act may help to deal with some of these challenges.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

PMC Accounts Dept, Ward Offices, Urban Community Development Dept (anchor and implement PB)
Elected representatives (approve citizens’ suggested works, follow-up on implementation)
NGOs, Community groups, Residents Associations, senior citizens clubs (participate, monitor PB)
University/ research agencies and individuals (study the PB process)
CEE and Janwani (have actively facilitated PB)
Case study of Pune’s PB was presented in front of the Swedish Network of Urban Local Bodies and in Uppsala University in Sept 2016 by CEE.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

PMC allots Rs 50 lakhs per electoral ward annually. With 76 electoral wards, the total annual provision for PB has been Rs.38 Crores (2012-2016)

As enabler, CEE has mobilized its own financial resources towards technical support to PMC to evolve the PB processes, monitoring, building capacities of community facilitators, directly facilitating multi stakeholder deliberations and prioritization processes in pilot wards,

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Under the guidance of Municipal Commissioners, PMC Chief Accounts Officer leads the PB process, obtaining relevant approvals, issuing circulars and incorporating the Citizens Budget in the PMC budget... A team of 5 persons at PMC Accounts Dept (accountants, clerk, steno, typist) assists the PMC CAO..

At CEE, a Programme Director guides the engagement with PMC and civil society, a Programme Officer is responsible for liaising with PMC, and other stakeholders. Project staff and community facilitators (typically ranging from 2 to 8) conduct ward audits and facilitate various citizens’ engagement processes.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Benefits
- Citizens are able to easily suggest works related to local needs
- The understanding among citizens about the municipal budget process and its link with development works and outcomes has been enhanced
- The PB process can provide an opportunity for citizens to come together to take local area civic management decisions and to monitor various projects in their area, as has been done by the Bavdhan Senior Citizens group, active in western Pune
- PB has helped to prioritize need-based works of poor citizens in informal settlements, such as at budget process facilitated by Junior Engineers at PMC’s Nagar Road Ward Office

Impacts
Several hundred projects suggested by citizens have been included under a separate section of the PMC Budget every year -

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>PB Expenditure Rs Crore</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007-08</td>
<td>11.32</td>
</tr>
<tr>
<td>2008-09</td>
<td>20.75</td>
</tr>
<tr>
<td>2009-10</td>
<td>21.62</td>
</tr>
<tr>
<td>2010-11</td>
<td>16.55</td>
</tr>
<tr>
<td>2011-12</td>
<td>23.28</td>
</tr>
<tr>
<td>2012-13</td>
<td>16.67</td>
</tr>
<tr>
<td>2013-14</td>
<td>29.52</td>
</tr>
<tr>
<td>2014-15</td>
<td>35.56</td>
</tr>
<tr>
<td>2015-16</td>
<td>30.63</td>
</tr>
<tr>
<td>2016-17</td>
<td>35.15</td>
</tr>
</tbody>
</table>

(Highlighted figures are budgeted, actual could be provided)
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

1. Widespread communication and outreach are essential to enhance the extent of citizens participation.
2. Transparency in the PB process for approval of works, and implementation of approved projects are key in building citizens’ trust in PMC
3. There is a great need for localized multi stakeholder forums where diverse interests can be negotiated fairly and equitably
4. Research and innovation is needed for identifying effective tools and techniques for the operation of multi stakeholder forums, especially in the Indian urban context of a highly diverse society
5. The idea of participatory, democratic governance and decision-making by citizens themselves is yet to take deep root
6. Even though this is supposed to be the information-age, local level information is often not available; which also presents an opportunity of civic empowerment when citizens themselves collect data they need.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

**Current impact:**

1. PMC and civil society organization has a case to showcase the long term participation
2. This experience has helped Pune Municipal Corporation while competing/ showcasing with the other cities
3. PB has provided citizens of Pune a local forum to engage with the PMC
4. All 15 Administrative wards have Mohalla Committees that review the accepted works under PB through their monthly meetings
5. City has earmarked Rs 38 Cr for PB in Pune with more than 50% works getting successfully implemented
6. Budget approved/ accepted under PB is never being re-allocated

**Future impact:**

1. The Smart City Mission has a core component of citizen engagement. Experience of PB can help in structuring citizens’ participation in a better manner
2. PB can work as a demonstration project of citizens’ participation and could inspire elected representatives, city administration or civil society groups to develop their own form of PB
3. PB can provide a base for the emergence of newer forms of citizens engagement using ICT and for the implementation of the Govt of India initiative Plan Plus, decentralized planning system for urban areas
4. PB can provide a base to implement the Area Sabha provision of the Maharashtra Municipal Corporations Act

PB in Pune provides avenues for researchers to study citizens participation in the Asian context. Indian Council of Cultural Research (ICCR) has sponsored a faculty of Humanities and Social Science to study Pune Model of PB

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

**Public service delivery:**

The project started with the acknowledgement of the fact that citizen participation in demand for service delivery is the key to success. This central idea has helped evolve different forms of PB in Pune. Citizens can demand for improvement in the basic services like Water, Sanitation, Solid Waste, social infrastructure and sustainable transportation. The process of filling in PB Form is simple; however there is need to improve the back end systems.

**Transparency and Accountability:**

Selected works are published in the Municipal Budget. This helps track the works to be done in the financial year. Junior Engineers of PMC work with citizens groups to implement projects listed in the budget book. It is the responsibility of the ward officers to implement the works mentioned in the budget book.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).
Yes, the project is scalable and could be replicated in all types of urban areas. Engaging citizens in the development agenda through the budgeting process indicates well intentions of municipal corporation. PB helps in building healthy relationship between city and citizens. Process of suggestions of works itself helps in building understanding of citizens towards civic issues around them. This also helps in providing platforms for deliberation and collaboration. PB can help reorient the notion of citizens as ‘consumers’ to active citizens enacting citizenship and deepening of democracy.
PB process helps citizens to suggest small work of Rs 5 lakh with limit of 50 lakh per electoral ward. Even it’s a small amount it has the potential to influence larger budget as well as budget making process. The Ward Infrastructure Services and Environment Index was created as part of the PB initiative. This would help facilitate citizen participation in an informed manner. This would also strengthen a culture of rational, information-based decision making.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).
The project is sustainable as the project will be completing 10 years since its inception. This project could mainstream certain activities as part of the culture of PMC. PB Secretariat has been consistently giving the public notification/ advertisement in the first week of August every year and have been giving a month time to citizens to participate. There is a structured programme issued to the ward officers and PB activities are followed by the de-centralized ward officials.
There are unwritten practices such as not to have re-allocation of the PB budget which has helped not to spent the PB budget on any other project. Practice of having special provision for informal settlements has eroded over a period of time, however, CEE is trying to re-enforce this practice through the pilot wards.

I hereby declare that all the information furnished above is true and correct

Name: ___________________________ Date: ___________________________
Designation: ___________________________ Signature: ___________________________

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

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Janaagraha Centre for Citizenship and Democracy,
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Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
Frequently Asked Questions

- **What are the V Ramachandran Awards for Excellence in Urban Decentralisation?**
  
  These awards have been constituted to honour and encourage individuals, civil society organisations and those bodies working under the Centre / State Governments who have done significant work in the area of Urban Decentralisation.

- **Who is V Ramachandran?**
  
  Mr V Ramachandran (1931 - 2015), a Padma Bhushan awardee, was one of India’s finest civil servants who retired as Chief Secretary to the Government of Kerala in 1989. He was also a Member of the Second Administrative Reforms Commission constituted by the Government of India and one of India’s most eminent advocates of decentralisation to local bodies. Please do visit www.janaagraha.org/vramachandranawards to know more about his immense contribution to the cause of decentralisation.

- **How do I know which category of award to apply for?**
  
  The awards are instituted in two categories:
  
  **ENABLER**
  
  Applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms or other elements of an enabling ecosystem that has tangibly fostered urban decentralisation. Possible awardees could include civil servants handling relevant portfolios (urban, finance etc.), senior policy makers, MPs/MLAs etc.
  
  **IMPLEMENTER**
  
  Applicants shall be individuals or institutions who have directly implemented or caused to be implemented laws or policies or schemes or other practices that have furthered urban decentralisation. Possible awardees could include Municipal Commissioners/ equivalents, Mayor/Councillors, Civil Society Organisations etc.

- **What does the Award consist of?**
  
  The Award consists of a Trophy and a Citation. One Award will be handed out in the Enabler category whereas the Implementer category will have four Awards – one for each of the four categories in which all the States / UTs have been classified based on their population and percentage of areas falling in the urban category (Please refer to website for further details).

- **What are the important dates for the Awards?**
  
  The important dates are as follows:
  
  - Start Date for receiving Applications: 17th October, 2016
  - End Date for receiving application: 18th November, 2016.
  - Evaluation of Applications: 19th November - 3rd December, 2016
  - Awards Ceremony – February / March 2017 in Delhi (tentative)

---

**Who is Eligible?**

Any individual citizen of India who has attained a minimum age of eighteen years shall be eligible to apply OR any institution that is registered under applicable laws in India, EXCEPT a political party or its affiliates, shall be eligible to apply. Nominations can be accepted in combinations i.e. a single application from one or more individuals or institutions, but not exceeding three nominees in total, per application.

The award can be given posthumously to any individual/s provided there is her/his nomination in the Application Form at the time of submission and the entry has been selected by the Jury for the Awards in the Enabler or Implementer category.

**What is the process for application?**

- An application may be submitted online OR the form can be downloaded from the website, duly filled and sent via email to vrawards@janaagraha.org. It can also be submitted in hard copy through Post to the address below

  Ajesh Nair  
  Janaagraha Centre for Citizenship and Democracy  
  4th Floor, UNI Building, Thimmaiah Road, Vasanth Nagar, Bengaluru 560052, Karnataka, India

  To download the form / submit application online please visit www.janaagraha.org/vramachandranawards

- The Application window will be open from the 17th of October to the 18th of November 2016.

- There is no upper limit on the number of applications that can be submitted from an individual / organisation. However, only the first application pertaining to a project will be accepted as a valid application, in case of multiple submissions on the same
• Please note that no edits will be allowed in the Application Form once submitted and accepted by us. However, supporting documents / collaterals may be submitted no later than the last date of receiving applications.
• Applications once submitted can be withdrawn, but, no further applications can be re-submitted in lieu of the withdrawn form.

• What is Janaagraha’s role in these Awards?

The V Ramachandran Awards for Excellence in Urban Decentralisation has been instituted by Janaagraha Centre for Citizenship and Democracy. Mr V Ramachandran was a Member of Governing Board of Janaagraha.

• Who is on the Awards Jury?

An Awards Jury has been constituted for putting in place qualifying criteria for applications, ascertaining the four categories of states, UTs, laying down different criteria or standards for the four categories, outlining process for evaluation of applications and evaluating them, and for selecting the winners.

V Ramachandran Awards FAQs

The Jury consist of the following members:

1. S K Das IAS (retd.), Member, Governing Board, Janaagraha (Chairman of the Jury)
2. K T Rama Rao, Hon’ble Minister, IT & Industries, MA & UD, Telangana
3. Padma Ramachandran IAS (retd.), Former Chief Secretary, Kerala
4. Amitabh Kant IAS, CEO, NITI Aayog
5. Ashutosh Varshney, Professor, Brown University and eminent political scientist
6. Niranjan Rajadhyaksha, Executive Editor, Mint

The awardees will be selected post Jury deliberations based on the evaluation of the applications on five broad scoring parameters which are Degree of Centralisation, Complexity in Implementation, Impact, Scalability and Sustainability. The winners will be announced at the Awards ceremony to be held in Delhi. The decision of the Jury is final and binding on all participants who submit their applications.

Please visit www.janaagraha.org/vramachandranawards for more information. You can also connect with Ajesh Nair on phone at 08040790400 or on email at ajesh.nair@janaagraha.org
Category - Implementer
<table>
<thead>
<tr>
<th>V Ramachandran Awards for Excellence in Urban Decentralisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Project Name</strong></td>
</tr>
<tr>
<td><strong>2. Contact Details</strong></td>
</tr>
<tr>
<td>Name of primary contact person</td>
</tr>
<tr>
<td>Designation</td>
</tr>
<tr>
<td>Email address</td>
</tr>
<tr>
<td>Contact no</td>
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<tr>
<td>i)</td>
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<tr>
<td><strong>4) Project Commencement Date:</strong></td>
</tr>
<tr>
<td><strong>Project Completion Date:</strong></td>
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<td>Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).</td>
</tr>
<tr>
<td><strong>2. Project Description</strong> (Briefly describe the project in not more than 50 words):</td>
</tr>
<tr>
<td><strong>3. Please select the nature of decentralisation the application should be considered under:</strong></td>
</tr>
<tr>
<td><strong>4. a) Applicable only for the IMPLEMENTER Category:</strong> Please select the Project Outcome/s</td>
</tr>
<tr>
<td><strong>b) Applicable only for the ENABLER Category:</strong> Please select the Project Outcome/s</td>
</tr>
<tr>
<td><strong>6. Kindly detail the process followed to achieve the intended:</strong></td>
</tr>
</tbody>
</table>
outcomes?

a. Inception
(Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

outreach IEC activities.

- Identified poor families from SC, ST & BC communities who are living in Harijan Wada, Solipoor, Naka Thanda, Cherla Thanda, Jeediwaka Thanda, KummariCeri, MunnuruCeri & IndiaraNagar Colony.

b. Processes involved
(Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Spread the awareness on the health and aesthetic benefits of using Toilets and prevention of open urination and defecation. Motivate the households without access to apply for construction IHHLs. Complete Survey and Geo-tag the applications for IHHLs. Provide funds and support to the successful applicants throughout the several stages in construction of IHHLs. Motivating them to use the IHHLs through continuous sanitation awareness drives to prevent open urination and defecation. Shadnagar was to aim at providing the funds gaps due to lack of ability to raise enough resources by the beneficiaries themselves in BPL families of slum areas through PPP.

c. Stakeholders involved
(Please list stakeholder(s) involved. Please do not exceed 50 words)

An innovative approach to engage community stakeholders in a PPP mode to achieve the target of providing access to IHHLs for these BPL families. Swachh Samaram Ambassador was appointed, engage and meet with Municipality executives for providing donations. No Cash was expected or received from the Donors, Only construction materials were accepted.

d. Financial Resources involved
(Please provide details of the financial expenditure involved. Please do not exceed 50 words)

1. Government of India
   (881 units @ Rs.4000)  35.24
2. Telangana State for New Toilets
   (715 units @ Rs.8000)  57.20
   Insanitary Latrines conversion fund
   (164 units @ Rs.3000)  4.98
3. Donors                                               3.00
   Total                                                   100.42

e. Human Resources involved
(Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

World Vision India NGO
Ritesh Businessman
B Ramesh Business man
CSK Ventures
Prayagh Nutri Products
Nagilla Gopal Gupta
Ramesh Vijaynagar Colony
Mr. Ibrahim
Mr. Jamruth
f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Those who completed their respective IHHLs have started using the facilities and open defecation in those slums have come down drastically. The other beneficiaries are also eager to complete their toilets at the earliest with the help of the donors. Municipal executives are continuously offering handholding support and monitoring the stages of construction on a daily basis. Overall processes are working and on track to achieve the goals envisioned soon. Finally the Municipality is declared as ODF town by the Secretary General Quality control of India on 10-08-2016.

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Since the households are labouring themselves through shramdhan they value the IHHLs and the access provided by the Municipality. This will motivate them to appreciate the donations received and the value in terms of social and health benefits their family members will receive.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Since the households are labouring themselves through shramdhan they value the IHHLs and the access provided by the Municipality. This will motivate them to appreciate the donations received and the value in terms of social and health benefits their family members will receive.

The Donors are not just providing material they are also taking keen involvement and interest to see the tangible results of their contribution.

The Municipality is able to reach their target of making it an open-defecation free town thanks to the PPP mode and contributions from the public.

The key challenge in sustainability is to ensure that all the commissioned toilets are put to regular use.

Sustained awareness and regular interaction with the beneficiaries and the community stakeholders is the key to achieving sustainable benefits.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do

The Shadnagar model is easily replicable as it has effective and simple efficient ideas;

- appointing Swachh Ambassadors
- Screening and listing true needy beneficiaries in underserved communities
- Reaching out to CSR and Individual Donors in PPP mode to attract funds in the form of
<table>
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<tr>
<th>Question</th>
<th>Response</th>
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</table>
| 9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words). | The Shadnagar model is easily replicable as it has effective and simple efficient ideas;  
• appointing Swachh Ambassadors  
• Screening and listing true needy beneficiaries in underserved communities  
• Reaching out to CSR and Individual Donors in PPP mode to attract funds in the form of material only and  
• Setting up a transparent process and tangible work outputs |
| 10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words). | Since the households are labouring themselves through shramdhan they value the IHHLs and the access provided by the Municipality. This will motivate them to appreciate the donations received and the value in terms of social and health benefits their family members will receive.  
The Donors are not just providing material they are also taking keen involvement and interest to see the tangible results of their contribution.  
The Municipality is able to reach their target of making it an open-defecation free town thanks to the PPP mode and contributions from the public.  
The key challenge in sustainability is to ensure that all the commissioned toilets are put to regular use.  
Sustained awareness and regular interaction with the beneficiaries and the community stakeholders is the key to achieving sustainable benefits. |

Name: P.Ramanjula Reddy  
Date 11-15-2016  
Designation: Municipal Commissioner
V RAMACHANDRAN AWARDS FOR EXCELLENCE IN URBAN DECENTRALISATION

Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: DECENTRALISED SOLID WASTE MANAGEMENT PROCESSING & DISPOSAL PROGRAMME

2. Contact details:
   
   Name of primary contact person: THIRU. T. KUMAR
   Designation: COMMISSIONER, VELLORE CITY MUNICIPAL CORPORATION
   Email address: commr.vellore@tn.gov.in
   Contact no: +91-9443130701

3. Name of applicants (no more than 3 individuals/institutions/both):
   
   i. Thiru. T. Kumar, Commissioner, Vellore City Municipal Corporation
   ii. Dr. T. Manivannan, City Health Officer, Vellore City Municipal Corporation
   iii. Er.T. Balasubramaniam, Corporation Engineer, Vellore City Municipal Corporation

4. Project Commencement Date: 07-09-2015
   Project Completion Date: Project is implementing continuously

Project Specification

1. Category of awards applied for: (please tick)

   Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).

   ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).
Project Description: (Briefly describe the project in not more than 50 words):

Decentralized Solid Waste Management is an approach to provide a clean environment and hygienic living conditions by reducing the quantity of waste at the source.

A Decentralized SWM facility is a facility where waste is separated into organic, recyclable, and residual waste and organic waste is composted on site.

The objective of the programme is to develop a model of solid waste management at local level with community participation. Besides the sub objective is to evolve a mechanism of solid waste management at an urban locality level for demonstration which includes:

- Conversion of solid waste to useful purpose (through composting)
- Community participation in management
- Integration of civil society, local body (Municipal Corporation) and private sectors in management.

3. Please select the nature of decentralisation the application should be considered under:

☑ Decentralised planning
  o Fiscal decentralisation
  o Functional devolution and capacities
  o Administrative devolution and capacities
  o Community participation

4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcomes

☑ Quantitative improvement in service delivery
  o Active citizen participation facilitated through formal processes and platforms
  o Measurable improvement in transparency and/or accountability
  o Enhancement of capacities in municipality (human resources, finances, IT or other)
  o Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
  o Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcomes

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution frame work or institutional process
- Other:
5) Kindly attach supporting documents and mention specifics of the same below.

1) Vellore City Municipal Corporation, Council Resolution No.601 dt. 25/10/2015 for implementing the Decentralized Solid Waste Management programmes in 42 location.

2) Commissioner of Municipal Administration, Chennai -5 Proceeding Roc No. 30319 /P1 / 2015 Dt 25/10/2015 for sanctioned for Rs. 1072.24 Lakhs to Decentralized Solid Waste Management Programmes.

3) Tamil Nadu Pollution Control Board District Level Committee under the Chairmanship of District Collector, Vellore - Report.

4) Tamil Nadu Pollution Control Board Authorisation for functioning of Decentralized SWM Proceeding No. JCB / TNPCB / VLR/ MSW-2016 dt 25/04/2016.


5) Kindly detail the process followed to achieve the intended outcomes

a) Inception (Please detail the beginning of the project the need initial milestones etc. in not more than 50 words)

The Vellore City Municipal Corporation has been constituted with effect from 01.08.2008. 2 Municipalities, 6 Town Panchayats and 12 Village Panchayats have been merged with the Corporation on October 2011. The area of the Vellore City Municipal Corporation is to 87.915 sq.km with a population of 504079 (as per 2011 census). As per norms, the Corporation required 62 acres of land for compost yard. But Corporation have only 23.05 Acres of land in 3 locations. Out of 23.05 acres, only 7.89 acres land in Sadupperi. Compost yard is under use and other 2 yards are not to in use because of Public objection. Sadupperi yard is almost full and the garbage accumulation looks like a mountain.

The daily garbage generation is about 230 MT per day as per capita waste generation norms. Daily about 210 MT garbage transported to Sadupperi Compost yard and dumped. Only small amount of market waste (about 2 MT) is utilized to produce Bio manure. Lack of Scientific process and land for compost yard, the collected garbage were dumped in the yard. The Accumulated garbage formed like a small mountain. The people living around the yard create great flutter, resort agitation against dumping of wastes created pollution of air and ground water, affecting hygienic environment etc. The people living around the Sadupperi compost yard in the month of 09/2015 resorted road roko, agitation and to the extent of self immolation against the corporation and created law & order problem. Vellore City Municipal Corporation has decided to establish 42 localised SWM handling & disposal centres and about 50% of Corporation wastes will be processed and disposed in eco friendly and scientific manner. Under this program, daily collected wastes were transported to nearby SWM sheds and there it is disposed in daily basis. The biodegradable wastes are utilized for the production of Bio manure and other non bio degradable wastes are further segregated and utilized as a raw material for recyclable process. The tailoring wastes are proposed to collect separately and will be utilized for making doormats and bags.
Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

VCMC has conducted ward level awareness campaign between 25.09.2015 to 31.10.2015. During this campaign, officials from VCMC performed door-door motivation to public towards educating solid waste source segregation, prevention of littering garbage and maintaining healthy environment. During this campaign, banners, handbills were distributed to public.

VCMC has conducted one day workshop program on 10.10.2015 educating and creating awareness about solid waste collection, segregation and processing. The workshop was headed by District collector, MLA, Mayor and other notable persons in Vellore city.

VCMC has conducted public awareness program to disseminate decentralized municipal solid waste management during 09.12.2015 to 13.12.2015. The aforesaid awareness program was conducted by Indian Green Service, an NGO headed by Mr. Vellore Srinivasan.

A campaign was also attended by various SHGs in Vellore City, ward councilors and other officials. Campaign aimed to create awareness among public and SHGs about need for segregation of waste at source and processing of solid waste, potential usage of recyclable waste etc. Training has been given to SHGs to craft door mats and pillows from tailoring wastes cloth.

Initially Vellore City Municipal Corporation faced many difficulties to identify the locations for successful implementation for decentralized Solid waste management system. The elected representatives of these wards, the sanitary workers in these wards, the ward people are motivated for segregation. Enough awareness created in these wards.
**Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)**

1. Solid waste generator of all residential and commercial establishments.
2. Recyclable materials vendors, Farmers and Nursery Gardeners.
3. Sanitary workers for door to door collections.
4. Self Help Group members for decentralized SWM Centres.
5. Sanitary Supervisors, Sanitary Inspectors, Overseers, Sanitary Officers, City Health Officer & Corporation Commissioner.
6. Tamil Nadu Pollution control board officials.
7. District Level Pollution Control board committee under Chairmanship of District Collector, Vellore.
Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Decentralised SWM system was planned to be established in 42 locations in Vellore City. Totally Vellore Municipal Corporation have spent Rs. 1072.24 lakhs for 1) Construction and Maintenance of segregation Compost Shed, 2) Purchase of Battery operated Cycle rickshaw, 3) Purchase of Four Wheeler Tipper Auto, 4) Flattened cutter machine 7.5 HP in existing auto vehicle, 5) Shredding machine with sieve machine and Capacity building & awareness creation. Daily wages Rs. 250/- per day paid for SHG members working in Decentralized SWM Centres.

Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1) 231 Nos Self Help Group members for Decentralized SWM Centers.
2) 715 Nos Out sourcing contract labours for door to door collection work.
3) 432 Nos permanent Sanitary workers and 59 Nos Consolidated pay Sanitary workers
4) 23 Nos Sanitary Supervisors.
5) 2 Nos Sanitary Inspectors, 4 Nos Sanitary Officers, 4 Nos Zonal Officers and City Health Officer.

What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Out of total garbage generation of 230 MT/per day 90MT per day is being dumped in Sathuperi yard after implementation of the decentralized SWM processing and disposal programme.

- Daily generated garbage managed in eco friendly and scientific manner.
- 50% of Secondary Transportations reduced and about Rs.2.00 lakhs per month fuel expenditure reduced.
- The travel distance of waste from generation to disposal area is reduced.
- 100% segregation in decentralized system ensured.
- The collected resources are segregated from the wastes are utilized raw material for other industries like paper, glass, plastic etc.,
- The emission of Carbon monoxide reduced due to the reduction of secondary collection vehicle
- Recurring expenditure like vehicle maintenance & driver salary reduced.
- Due to the functioning of 32 decentralized SWM units, about 90 MT of solid wastes dumping to Sathuperi site is avoided on every day. Fuel expenditure saving estimated per day is about Rs.14,000 (i.e. 300 liters of diesel consumption is avoided).
- As a result of decentralized SWM units, GHG emission through waste dumping and landfill process is extremely reduced in Vellore.
- Recyclable materials are sold to local vendors for about Rs. 50,000/- per month.
- City compost manure is sold to the farmers for about Rs. 20,000/- per month @ Rs.1/per Kg.
- Vellore City Municipal Corporation take necessary action to Marketing the city compost through Madras Fertilizer limited at the rate of Rs.2,500/- per MT.
- On a monthly basis about 100 MT of organic manure is produced from the 32 decentralized SWM units in Vellore City. Organic manure produced is available at each SWM units for selling to farmers at a cost of Rs.1/ kg.
- Each decentralized SWM units, provided employment opportunities to min. 7 persons. Out of 7, 6 are belonging to woman SHGs. As a whole, about 231 persons are employed and get benefited through this initiative.
- At early stage of project implementation, public objected to establish decentralized unit in their vicinity. Through continuous awareness and exposure programs VCMC convinced and established these units. On seeing the waste handling and treatment process, public are now welcoming and cooperating very well with VCMC officials.
- This process also achieved the core objective of VCMC that solid wastes were treated and disposed in an eco friendly and scientific manner without impacting to natural environment (i.e. free from Air, Water & Soil pollution).

One of the obvious advantages of a decentralized system is the improved aesthetic and hygiene condition in the locality. Also it will not require a secondary garbage collection service by the municipality. Decentralized schemes provide better income and employment options to the underprivileged sections of the society.

Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- It is environmental friendly,
- Need simple technology for composting only,

The previous situation prevailed in handling the solid waste management in the city is highly unsatisfactory mainly due to non availability of adequate place for dumping of solid waste, inadequate staff, equipments, resources with Municipal Corporation, ineffective governance and lack of people participation.

The centralized SWM processing and disposal programme as helped to:

- Evolve model for decentralized and cost effective solid waste management with local people's participation.
- Conversion of waste into compost for useful purposes i.e. to help in soil fertility and organic manuring.
- Avoiding accumulation of raw solid waste.
- For the city like Vellore, decentralized solid waste management system will be more appropriate.
What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words.

There were many negative impacts due to improper solid waste management which are listed below:

- Uncollected waste often end up in drains, causing blockages which result in overflowing and insanitary conditions.
- Flies breed in some constituents of solid wastes, and flies are very effective vectors that spread disease.
- Mosquitoes breed in blocked drains and in rainwater that is retained in discarded cans, tyres and other objects. Mosquitoes spread disease, including malaria and dengue.
- Rats find shelter and food in waste dumps, consume and spoil food and spread disease.
- The open burning of waste causes air pollution; the products of combustion are particularly hazardous.
- Aerosols and dusts can spread fungi and pathogens from uncollected and decomposing wastes.
- Uncollected waste degrades the urban environment and aestheticism of the city.
- Dangerous items (such as broken glasses, needles and health care wastes) mixed with Municipal solid waste pose risks of injury or poisoning and consequent health problems.
- Several health care items find their way in municipal dumps, get recycled without sterilization and cause infection and serious health problems.
- Polluted water i.e. leachate growing from the waste- dumps contaminates ground water.
- Liquids and fumes emanating from unauthorized dumping of chemical wastes cause problems of health.
- Landfill gas escapes in the atmosphere and quite often gets trapped resulting in fires at the landfills.
- Methane is a far more potent greenhouse gas that leads to Climate Change.
- Fires often take place at the landfills and cause air pollution in the surrounding areas.

All the above negative impacts have been avoided / Reduced through decentralized initiatives.

The localized collection and processing of wastes, avoids the carting of wastes too far off dumping sites. It reduces the expenditure of imported diesel, consequent traffic congestions, air pollution and road maintenance costs.

It also reduces the contamination of ground water through the seepage of leachate. The Government should, thus, see the advantages of local treatment of wastes and provide facilities to communities in order to make this a widespread practice. Financial support by the Municipalities to the community based decentralized schemes will provide the right impetus to waste treatment method.

This programme can be replicated all over the state of Tamil Nadu because of its success. India is being an agriculture country, production of manure and its utilization is the need of the hour. The increasing trend of using organic fertilizers for plantation will give increasing market value for manure. This programme ensures the waste handling in a 100% segregated manner. The revenue generation from wastes, non availability of lands for compost yards due to urbanization, possibility of using of recyclable materials like tailoring wastes into doormats & bags, paper wastes into recyclable papers, coconut wastes into coir industries as raw material, Glass waste into bottle industries as raw material, plastic wastes like Plastic bottle, above 40 micron plastic materials into plastic industries as raw material etc will be the basis for potential for replication.
(Is there is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Decentralized Solid Waste Management is an approach to provide a clean environment and hygienic living conditions by reducing the quantity of waste at the source one of the obvious advantages of a decentralized system improves aesthetic and hygiene condition in the locality. Also it will not require a secondary garbage collection waste by the municipality. Decentralized schemes provide better income and employment options to the underprivileged sections of the society.

The legal framework of the country, headed by the Hon’ble Supreme Court of India has given support to community based waste management schemes through a national legislation – the Environmental Protection Act 1986. The community can thus avail legal support for decentralized initiative of municipal waste management.

As per the Solid Waste Management Rules 2016, all resident welfare, market associations, all gated communities and institutions with more than 5000 sqm area, all hotels and restaurants shall within one year from the date of notification of these rules and in partnership with the local body ensure segregation of waste at source as prescribed in these rules, facilitate collection of segregated waste in separate streams, handover recyclable material under the authorized waste pickers or the authorized recyclers. The bio-degradable waste shall be processed, treated and disposed of through composting or bio-methanation within the premises as far as possible. The residual waste shall be given to the waste collectors or agency as directed by the local body.

All functioning decentralized SWM centres are maintained without any nuisances, bad odour, complaints. All centres are periodically monitored by TNPCB authorities. Regular Health checkup, Safety materials given to all SHG members in SWM centers.

Training programs conducted to the SHG members by Tamil Nadu Agriculture Research Institution. To educate household members to segregate at sources through the Pamplets, medias, awareness programmes.

Initially public objected to establish decentralized unit in their vicinity. Through continuous awareness and reassure programs VCMC convinced and established these units. On seeing the waste handling and treatment processes, public are now welcoming and cooperating very well with VCMC officials.

This process also achieved the core objective of VCMC that solid wastes were treated and disposed in an eco-friendly and scientific manner without impacting to natural environment.

The above said aspects are practically learned the officials and Citizens from the field to improve the successful decentralized SWM centres.
1. All incoming waste to the decentralized SWM centers properly weighed and proper registers are maintained.

2. Proper segregation, composting, sale of recyclable materials and city compost is properly monitored by concerned Sanitary Supervisors, Sanitary Inspectors, Sanitary Officers, Zonal Officers, City Health Officer & Corporation Commissioner.

3. Tamil Nadu Pollution control Board authorities and Agriculture Department authorities periodically monitoring the SWM Centers.

4. Door to door collections of garbages, Area cleanliness and incoming waste of Sathuperi Compost yard are scalable to this SWM centers.

The solid waste is an important contributor of greenhouse gases and cause of climate change. The strong link between solid waste and climate change has raised serious concerns all across the world. Increasing problems of solid waste management and its disposal has given rise to environmental and health hazards. Emissions of greenhouse gases in the Earth’s atmosphere have caused climate change. Methane is released from the anaerobic decay of wastes in landfills, dump sites and nitrous oxide from solid waste combustion. Both of these greenhouse gases have high global warming potential. Methane (CH₄) has 25 times stronger global warming potential than carbon dioxide (CO₂) and nitrous oxide (N₂O) has 310 times the global warming potential. It is often assumed that reducing the emission of CH₄ from landfill solid waste management would have the greatest potential for reducing global warming impact on the overall climate change. Some carbon compound may be retained in the landfill for a long time and not returned to the atmosphere as carbon dioxide. There is risk of water contamination from leachate (liquor) formed as waste decomposes. Solid waste not only contaminates water level but also the soil. The existing situation of solid waste management in the city is highly unsatisfactory mainly due to non-availability of adequate space for dumping of solid waste, inadequate staff, equipments, resources with Municipal Corporation, ineffective governance and lack of people participation. In the present situation it is imperative to:

- Evolve model for decentralized and cost effective solid waste management with local people’s participation.
- Conversion of waste into compost for useful purposes i.e. to help in soil fertility and organic manuring.
- Avoiding accumulation of raw solid waste.

Thus, considering the graveness of the problem, community participation in waste management has now become imperative. In India, the Environment Protection Act 1986 has made mandatory to all the municipal corporations to structure solid waste management plan to manage their solid waste. It is also obligatory that solid waste should be managed in an organized way i.e. starting with collection, segregation, storage, transportation, processing and disposal of solid wastes in compliance with the standards laid under MSW rule 2000.
10) Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

This programme will sustain in future because of the public involvement. Public themselves understand the land inadequacy and public objection in existing Sathupuri site. They understand the resource recovery from waste. The Corporation has an idea to handover the centers to self help group from door to door collection to disposal.

The revenue generation will be the income for the self help group. Thus the self help group members will get income from this programme for their livelihood. The produced manure will be issued to potential farmers initially at free of cost as nowadays the organic farming and organic foods got good marketing. These compost sheds have all basic facilities like Water supply, lighting, ventilation, toilets, bathroom etc. for the self help group members. In future, these centres will be act as an interface between public and officials. Number of schemes and announcements can be made through these centres.

I hereby declare that all the information furnished above is true and correct.

Name: **T. KUMAR**

Designation: Commissioner

Vellore City Municipal Corporation

VELLORE.

Date: 10.11.13

Signature: Commissioner

Vellore City Municipal Corporation

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<tr>
<th><strong>V Ramachandran Awards for Excellence in Urban Decentralisation</strong></th>
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<tbody>
<tr>
<td><strong>1. Project Name</strong> Decentralization &amp; Extension of Municipal Services</td>
</tr>
<tr>
<td><strong>2. Contact Details</strong> Rajkot Municipal Corporation</td>
</tr>
<tr>
<td>Name of primary contact person Shri R.J. Halani</td>
</tr>
<tr>
<td>Designation Deputy Municipal Commissioner</td>
</tr>
<tr>
<td>Email address <a href="mailto:dmcwz@rmc.gov.in">dmcwz@rmc.gov.in</a></td>
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<tr>
<td>Contact no 9714503702</td>
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<tr>
<td>i) Rajkot Municipal Corporation</td>
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<tr>
<td><strong>4) Project Commencement Date:</strong> 04-01-2016</td>
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<tr>
<td><strong>Project Completion Date:</strong> 09-30-2016</td>
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<tr>
<td>Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).</td>
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| **2. Project Description** (Briefly describe the project in not more than 50 words): More Governance And Less Government goal achieved through enunciation of Ward committee engaged in-
- Issuance of Shop licenses, Registration, assessment & collection of Professional Tax, city bus pass fees & Property Tax at the ward level.
- Swachhta Map mobile app for the redressal of littering related grievances at the ward level. |
| **3. Please select the nature of decentralisation the application should be considered under:** Functional devolution and capacities
Administrative devolution and capacities |
| **4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s** Quantitative improvement in service delivery
Active citizen participation facilitated through formal processes and platforms
Measurable improvement in transparency and/or accountability
Enhancement of capacities in municipality (human resources, finances, IT or other)
Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.). |
b) Applicable only for the ENABLER Category:
Please select the Project Outcome/s

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<th>Others:</th>
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Please specify: NA

5. Kindly attach supporting documents and mention specifics of the same below

| 1) Forming of Ward Committee.  
2) Power delegation of Shop licence at ward level  
3) Power delegation for assessment of Property tax at ward level  
4) Press Cuttings, Photographs & Feedback from Citizens |
| --- |

6. Kindly detail the process followed to achieve the intended outcomes?

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<tr>
<th>a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)</th>
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The erstwhile system of service management was extremely centralized in nature. It required the stakeholders to individually approach respective departments without the existence of a single window redressal framework. Thus The need was felt to ensure effective, efficient and prompt delivery of services under one roof to the citizens.

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<th>b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)</th>
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1) Approving authority was appointed at ward level  
2) Manpower provided at ward level from zonal offices  
3) Creating additional infrastructure in form of additional constructions, computers, printers & providing connectivity to central server  
4) Collection agency was appointed at ward office without any additional cost  
5) Training to staff deployed at ward offices  
6) Development of the Swatchh Map Mobile app, Training & installation of app to the concern staff & making aware the citizens for using the app.

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<th>c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)</th>
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1) Citizens  
2) Municipal Corporators  
3) Employees of the Corporation  
3) Revenue Collection Agency (ICICI Bank)

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<th>d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)</th>
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Infrastructure cost for the enhancement of facilities, Cost of employee’s salary deployed at ward office, Routine daily expenses toward office stationary, electricity etc.
e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1) Ward Engineer
2) Ward Officers
3) Ward Tax Inspector
4) Ward Tax Clerks
5) Cash collection staff (Outsourced from bank)
6) Ward Corporators
7) Ward sanitation staff
Total 18 wards

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Decentralization services has yielded several benefits which have a holistic relevance not only in the domain of governance and for society and at large, which are as follows:

1) Speedy & transparent issuance of Shop & act license
   a) Average time period for license issuance reduced from 30 days to 3 days
   b) No. of license issued increased from 150/month to more than 500/month
   c) Service to shop/office holders at the doorstep
2) Easy, speedy & same day registration of Professional Tax
3) Fast assessment of property tax
   a) Approval of self assessment time reduced from 7 days to 2 days
   b) Assessment of commercial/industrial property reduced from 30 days to 7 days
   c) Name transfer time period reduced from 7 days to a day
4) Decentralization of the accountability & authority but centralization of municipal services at ward level.
5) Convenience to avail all the municipal services
6) Citizens satisfaction level enhanced towards municipal services
7) Cleanliness level of City has ramped up drastically & Rajkot has got the 7th rank in cleanest city among the country in survey conducted by GoI.
8) Citizens are now participating more in campaign towards making the city as the cleanest in the country
9) Citizens involvement in all the activity of corporations has been increased as they are being focused & addressed at ward level

Therefore the benefits of the project post implementation are diverse and cater to citizens from all stratas of society and walks of life, thus resonating with the idea of “More Governance, Less Government”
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- As Decentralization lead to delegation of centrally held powers to ward level, experienced non cooperation and resistance while implementation
- By motivating and boosting moral of the staff, municipal corporation can provide services to citizen at the doorstep level also

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

1) Significant increase in revenue collection as the tax collection facility made available within proximity
2) Faster redressal & resolution of complaints

New Shop Licence issued
2014-15  352
2015-16  986
April'16 to Oct'16  3524

New Professional Tax Registration Avg per Month
2014-15  1912  159
2015-16  1948  162
April'16 to Oct'16  1414  202

Professional Tax Collection (In Crore) Avg Collection/Month(In Crore)
2014-15  13.32  1.11
2015-16  14.49  1.21
April'16 to Oct'16  10.06  1.44

3) Decentralization lead to positive attitude citizens toward municipal corporation

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

1) Project has improved communication between citizens & ULB
2) Decentralization lead to increase in speed of ULB services
3) Increased citizen initiatives & participation towards betterment of municipal events such as
   i) Rajkot half marathon
   ii) Swatchh Rajkot & OD free Rajkot
   iii) World yoga day
   iv) Mass tree plantation
   v) Public consultation at society level for Smart City Rajkot
   vi) Mission Saksham Rajkot
   vii) Mission Smart City & Chitranagri
   viii) Mission Prayash for Clean Rajkot
   ix) Cycle sharing project toward green Rajkot
   x) Segregation of waste at source
   xi) Other government programs
4) Earlier due to long queue in availing the service citizens used to have agents, but decentralization has lead to the availing of services at doorstep.
5) Reduced work load at zonal offices
6) Multiple services were addressed by single officer, resulting in less bureaucratic hassles for the ward citizens

9. Is the project scalable?
If so, please explain how?
What is the project’s potential for systemic change? (Please do not exceed 150 words).
Yes, the project has a path breaking potential to accentuate the public private partnership as far as the role and relevance of the local self government institutions are concerned for that fact that :
• The project is scalable and can be implemented at other cities all over India as the common public is facing a tough time due to increased bureaucracy and less delivery of promises
• Decentralization causes decreased load on zonal offices as majority of ground level problems can be addressed and solved at ward level
• More citizens can feel involved and it will cause increased awareness & more outcome in public services

10. Do you believe the project to be sustainable?
If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).
Indeed, the project in sustainable since the model of implementation is such that is always in a constant state of evolution with a real time feedback mechanism and grievance redressal system in place as many innovations of the project as explained earlier indicate, the response of the citizenry and civil society towards the project is highly encouraging making it sustainable with the potential for macro level implementation to ensure the efficacy and efficiency of the techno legal framework for public delivery system for reasons such as:
• The project is sustainable, as every citizen will avail the municipal services available at ward level rather than travelling to zonal offices & waiting in queue
• An efficient system is the one which can deliver the promises efficiently and in time bound. Decentralization is first of many steps which will transform the laggard delivery of public services to fast, efficient, time saving one

Name: BANCHHANIDHI PANI-IAS
Date 11-18-2016
Designation : MUNICIPAL COMMISSIONER-RAJKOT
ANNEXURE

To access the supporting documents for application 03 (Category: Implementer): Click here
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Citizen Centric Service Delivery
2. Contact details:
   Name of primary contact person: Manish Bhatt
   Designation: Director (IT)
   Email address: directorit@vmc.gov.in
   Contact no: 9727250159
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Ashwin Prajapati
   ii. Sanjay Prajapati
   iii. Jenish Desai
4. Project Commencement Date: 12th August, 2013  Project Completion Date: 01st August, 2016

Project Specification

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   Main objective was to provide prompt service to the citizen in best possible manner. VMC started toll free number (24 x 7) 1800 233 0265 to resolve complaints and status of complaint updated online. We have added 200 counters of 6 major and renown Banks for the tax collection and the receiving of Complaints regarding Citizen centric Services like Water Supply & Distribution, Street Light, Stray Animals, Storm Water & Drainage Lines, Road & Footpath, Public Toilets, Public Health Related Matters, Garbage & Cleanliness, e-Waste Collection, Door to Door Garbage Collection, Solid Waste Management, Complaints regarding amusement services etc. we may add more number of such counter in future.

3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning ✓
   - Fiscal decentralisation
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other:
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery ✔
   - Active citizen participation facilitated through formal processes and platforms ✔
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other) ✔
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
   - Other:

   b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution framework or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

6. Kindly detail the process followed to achieve the intended outcomes
   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)
      - Previously Complaint Redressal was computerized (offline system) but decentralized at ward level. Complaint registered in computer and not properly organised and monitored. Citizen had to go to particular ward or call on local number on particular time (mainly during his/her working hours). This lead to dis-satisfaction of citizens for complaint resolution.
      - New system provides prompt services to the citizen in best possible manner. VMC started WhatsApp Number and Toll free Number (24 x 7) to resolve complaints and status of complaint updated online.
      - Highest level of computerisation is used in the application (for e.g. Photo upload, mobile application, SMS facility, Transfer of complaint, online tracking, Auto Escalation etc.) After Go-Live, daily basis monitoring and invited suggestion for betterment of system.
      - In addition to the above mention web modules and VMC has recently introduced mobile application for the complaint registration namely “E-Citizen” for public as well “Nirmalyam” for VMC Staff.
      - Even as a citizens centric services we have also introduced about 200 bank counters for the collection of property tax and citizens along with the complaints too.
b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Earlier, Complaint Redressal and tax collection were computerized (offline system) but decentralized at ward level. Complaints were registered in standalone computers and were not properly organised and monitored. Citizen had to stand in long queues with a tedious experience of approaching at particular his/her own area ward office for the purpose of Tax Payment as data were decentralized in offline system. Citizen had to go to particular ward or call on local number on particular time (mainly during his/her working hours). This was lead to dissatisfaction of citizens either for paying their taxes in time OR registration of complaint as well as resolution of the same.

- Training provided to VMC employees, Bank officials and Call Center/Mobile Application.
- After Go-Live, daily basis monitoring and invited suggestion for betterment of system.
- In addition to the conventional mode of payment at different ward offices made the facilities available at for online payment and also collection of Property tax at the door steps for the senior citizens and women.
- In addition to the above mention web modules and VMC has recently introduced mobile application for the complaint registration namely “E-Citizen” for public as well “Nirmalyam” for VMC Staff.
- Even as a citizens centric services we have also introduced about 200 bank counters for the collection of property tax and citizens along with the complaints too.

c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

(i) To organization
   - Citizen centric service delivery and the monitoring and controlling of resolving complaints from citizens made possible.

(ii) To citizen
    - Minimal distance travelling for registering the complaints and they can do that at anywhere and anytime using Mobile technology.

(iii) Other stakeholders
    - Vendor play their roll very well by providing infrastructure of 12 pcs, servers and 10 hunting telephone lines and full proof application modules.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

   - Municipal Corporation is bearing approx. INR 60,000/- p.m. for (10 hunting lines/10 agents) routed at call center
   - Municipal Corporation is bearing approx. INR 24,000/- p.m. for Toll Free Number Charges.
   - Overall cost is 10 lacs p.a. Lowest cost among all corporations in Gujarat (10 lacs /anum including Toll free number)

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

   - Highest level of computerization/mobile technology, is used in the application (for e.g. Photo upload, mobile application, SMS facility, Transfer of complaint, online tracking, Auto Escalation etc.)
   - About rules and regulations & geographical information of Municipal Corporation, the training is provided to VMC employees, Call Center/Mobile Application agents. (Area, Election Ward, service category for complaint like Water, Street light, Drainage, Road and Sanitary etc.)
   - Training about module given to all concerned employees.
   - Approx 18 Lacs of the citizen of Vadodara, effectively using this facility.
f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Main objective was to provide prompt service to the citizen in best possible manner. VMC started toll free number (24x7) 1800 233 0265 to resolve complaints and status of complaint updated online. We have added 200 nos. of multipurpose counters with a view to tax collection and complaint receiving (State Bank of India, Bank of Baroda, Dena Bank, Axis Bank, ICICI Bank, HDFC Bank). Call Center/Mobile Application receives interactive complaint from WhatsApp Number (991 316 6666) through “E-Citizen”/ “Nirmalayam”.

- Citizen as well as employee can check the status of complaint submitted or received at any time.
- Minimum distance (< 500 meters) required to travel by citizen.
- Now citizen can pay their tax and complaint from banks and online easily.
- For error omission and fast process in collection, we are going to introduce barcode in Bill collection.
- Bill format will be changed and due to this receipt portion will be removed.
- Municipal Corporation has charged no extra cost for implementing net banking and payment via Bank module.
- No extra charges to be paid by Citizens for utilizing the facilities.
- All systems & Reports are atomized, so no overhead cost to Municipal Corporation.
- Expense of ` 48 Lacs for 4 Civic centers infrastructure cost, bear by Municipal Corporation.
- Internal men power is utilized, no extra cost is added.
- Due to collection via Net banking & HDFC Bank, Municipal Corporation man days are reduced
- Due to third party advertisement in bill, print cost is zero.
- Barcode reader, ATM and Senior citizen services are unique features for Property Tax collection in Gujarat, India.

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g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Improvement in Citizen Services, Citizens can logged complaint on WhatsApp number (991 316 6666) or Toll free number (1800 233 0265) and via internet also, Centralized system, Auto Escalation, 24 x 7 working environment, Higher authority view complaint online, SMS forwarded to VMC employees for quick resolution, Citizens can view their complaint status online, no needs to travel. In addition to the conventional mode of payment at different ward offices made the facilities available at for online payment and also collection of Property tax at the door steps for the senior citizens and women. Recently, VMC have added Bank Branches of the 6 renowned banks, 200 nos. of multipurpose counters with a view to tax collection and complaint receiving (State Bank of India, Bank of Baroda, Dena Bank, Axis Bank, ICICI Bank, HDFC Bank).
7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Improvement in Citizen Services, Citizens can logged complaint on WhatsApp number (991 316 6666) or Toll free number (1800 233 0265) and via internet also, Centralized system, Auto Escalation, 24 x 7 working environment, Higher authority view complaint online, SMS forwarded to VMC employees for quick resolution, Citizens can view their complaint status online, no needs to travel. Now citizen can pay their tax from banks and online easily. For error omission and fast process in collection, we are going to introduce barcode in Bill collection. Bill format will be changed and due to this receipt portion will be removed, Municipal Corporation has charged no extra cost for implementing net banking and payment via Bank module. No extra charges to be paid by Citizens for utilizing the facilities. All systems & Reports are atomized, so no overhead cost to Municipal Corporation. Expense of ₹ 48 Lacs for 4 Civic centers infrastructure cost, bear by Municipal Corporation. Internal men power is utilized, no extra cost is added. Due to collection via Net banking & HDFC Bank, Municipal Corporation man days are reduced. Due to third party advertisement in bill, print cost is zero. Barcode reader, ATM and Senior citizen services are unique features for Property Tax collection in Gujarat, India. In future we may add new bank counters and as par new IT innovation, we will add new facilities for citizen of Vadodara.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

- Previously Tax payment and Complaint Redressal was computerized (offline system) but decentralized at ward level. Complaint registered in computer and not properly organized and monitored. Citizen had to go to particular ward or call on local number on particular time (mainly during his/her working hours). This lead to dis-satisfaction of citizens for complaint resolution.
- New system provides prompt services to the citizen in best possible manner. VMC started Call Center with Toll free Number (24 x 7) and WhatsApp Number to resolve complaints and status of complaint updated online.
- Highest level of computerisation is used in the application (for e.g. Photo upload, mobile application, SMS facility, Transfer of complaint, online tracking, Auto Escalation etc.) After Go-Live, daily basis monitoring and invited suggestion for betterment of system.
- In addition to the above mention web modules and VMC has recently introduced mobile application for the complaint registration namely “E-Citizen” for public as well “Nirmalyam” for VMC Staff.
- Even as a citizens centric services we have also introduced Bank Branches of the 6 renowned banks, 200 nos. of multipurpose counters with a view to tax collection and complaint receiving (State Bank of India, Bank of Baroda, Dena Bank, Axis Bank, ICICI Bank, HDFC Bank) for the collection of property tax and citizens along with the complaints too.
- In addition to the conventional mode of payment at different ward offices made the facilities available at for online payment and also collection of Property tax at the door steps for the senior citizens and women.
- Received complaints are forwarded to concern responsible employee based on “sub category” of complaint & area.
- Due to Computerized (Atomized) system SMS forwarded to employees of Municipal Corporation, quickly and in time round the clock.
- Vendor records each & every complaint.
- Vendor having backup internet line so, down time is minimized.
- No distance required to travel by citizen.
- 24 x 7 Call center for citizens complaint resolution.
- User can also register complaint through Internet/Mobile.
- SMS is forwarded to users of Municipal Corporation as complaint registered.
- Completely centralized system, citizen has no need to travel for complaint registration.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Improvement in Citizen Services, Citizens can logged complaint on WhatsApp number or Toll free number and via internet also, Centralized system, Auto Escalation, 24 x 7 working environment, Higher authority view complaint online, SMS forwarded to VMC employees for quick resolution, Citizens can view their complaint status online.
In online complaint system, citizens can log complaint via Internet, through mobile application or Toll free number (1800 233 0265) and for mobile application WhatsApp Number (991 316 6666) so, no needs to travel.
- Citizen can submit any complaint through web link/E-citizen, no need of physical form to download.
- Full details of complaint can be filled in by citizen easily through online / E-citizen, submission of complaint.
- On the submission of complaint, a number generates and displayed to the Citizens for their further reference and acknowledgement.
- Citizen as well as employee can check the status of complaint submitted or received at any time.
- Recently, VMC have added Bank Branches of the 6 renowned banks, 200 nos. of multipurpose counters with a view to tax collection and complaint receiving.
- In addition to the conventional mode of payment at different ward offices made the facilities available at for online payment and also collection of Property tax at the door steps for the senior citizens and women.

Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

- Latest & robust technology is used after Black Box & White Box testing.
- Demonstration & presentation is given to Municipal Corporation employees to get their inputs/suggestions.
- Training about module given to all concerned employees, Bank officials and call center employee too.
- About rules and regulations & geographical information of Municipal Corporation, the training is provided to Call Center/Mobile Application agents. (Area, Election Ward, service category for complaint like Water, Street light, Drainage, Road and Sanitary etc.)
- After Go-Live, daily basis monitoring and invited suggestion for betterment of system.
- In addition to the conventional mode of payment at different ward offices made the facilities available at for online payment and also collection of Property tax at the door steps for the senior citizens and women.
- In addition to the above mention web modules and VMC has recently introduced mobile application for the complaint registration namely “E-Citizen” for public as well “Nirmalyam” for VMC Staff.
- Even as a citizens centric services we have also introduced about 200 bank counters for the collection of property tax and citizens along with the complaints too.

I hereby declare that all the information furnished above is true and correct

Name : Manish S Bhatt
Designation : Director (IT)

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vraward@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Milers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.

Date : 18/11/2016
Signature :
ANNEXURE

To access the supporting documents for application 04 (Category: Implementer):
Click here
Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

### Introductory Information

1. **Project name:** VMC – SMART City Mobile APP  
2. **Contact details:**  
   - **Name of primary contact person:**  
   - **Designation:**  
   - **Email address:**  
   - **Contact no:**  
3. **Name of applicants (no more than 3 individuals/institutions/both):**  
   - i.  
   - ii.  
   - iii.  
4. **Project Commencement Date:** January, 2016  
   **Project Completion Date:** May, 2016

### Project Specification

1. **Category of awards applied for:** (please tick)  
   - ✓ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).  
   - ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. **Project Description (Briefly describe the project in not more than 50 words):**  
   VMC Citizen mobile application is developed to deliver e-Government citizen services that would help increase transparency in Government decisions and ease the adoption among citizens, to give a location-independent, “connected government”. The programme shall be designed to transform the provisioning of government services to every member of the society – citizens, expatriates, businesses, public sector employees and visitors. Simplified user experience for mobile applications while harnessing device hardware capabilities was one of the core requirements of this project.

3. **Please select the nature of decentralisation the application should be considered under:**  
   - ✓ Decentralised planning  
   - ✓ Fiscal decentralisation  
   - ✓ Functional devolution and capacities  
   - ✓ Administrative devolution and capacities  
   - ✓ Community participation  
   - ○ Other:
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
   - Other:

b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution framework or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

6. Kindly detail the process followed to achieve the intended outcomes

   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   Urban Local Body services were provided only through VMC counters in the each division in the city leading to huge queues and discomfort to the citizens; regular day to day grievances were posted through help lines and status updates were not available to the citizens, bill status and outstanding status information were not available. Council meeting agendas and standing committee meeting information was not available to citizens.

   Commissioner, VMC has taken the initiative to reach the citizens in a better way and made sure that the citizens are interacting with the VMC officials through the Social Media services as well.

   b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   VMC Citizen mobile application is developed to deliver e-Government citizen services that would help increase transparency in Government decisions and ease the adoption among citizens, to give a location-independent, “connected government”. The programme shall be designed to transform the provisioning of government services to every member of the society – citizens, expatriates, businesses, public sector employees and visitors. Simplified user experience for mobile applications while harnessing device hardware capabilities was one of the core requirements of this project.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

1. Vijayawada Municipal Corporation (VMC) and
2. Citizens of VMC

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

In order to bring VMC services closer to the people, it is our pleasure to reach out to all of citizens through our VMC Mobile App. This new mobile application provides information and services offered by Vijayawada Municipal Corporation.

- Service categories available in VMC Mobile App are as follows,
  1. News & Events are updated on Daily Basis for latest on events in the City. Links to various news articles on Vijayawada City are posted for readers.
  2. Payments through VMC Mobile Application Give user the Freedom to Make Tax Payments using any methods such as internet banking, credit card and debit card
  3. My Space consist of FORUM & ALERTS services
  4. Forum is a Chat interface for Users to post comments
  5. Alerts form VMC on messages, bills and events
  6. Grievances consist of POST YOUR GRIEVANCE & VIEW COMPLAINT STATUS services
  7. Post Your Grievance allows user to register his complaints with minimal information
  8. Complaint Status can be viewed by just selecting the Grievance ID in the list to know the status
  9. Tax Office Consist of Know Your Tax & Tax Calculator services
  10. Know Your Tax helps users to know the details of their taxes and due amount details are shown. Tax Calculator is useful in calculating tax by inputting area details and type of asset to get tax rates
  11. Apply for Services consist of application forms to apply for and VIEW STATUS information of their Application
    i. TRADE LICENSE
    ii. FIRE NOC
    iii. WATER CONNECTION
    iv. OTHERS
  12. Committee provides information on COUNCIL AGENDA & STANDING COMMITTEE AGENDA held in VMC can be viewed for User reference
  13. Tenders information is released by VMC for users or Business to Participate

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- Gathering and Detailed analysis of the requirements (both functional and nonfunctional)
- Architecture and Design of the solution
- Development of apps for multiple platforms and for the different Integration Components
- Turn-key testing of all apps built on 4 different platforms deployment of the apps,
- monitoring & reporting
7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Generally Push Notification mechanisms require mobile application developers to host some server-side services that can deliver notifications to devices, as well as some services in the mobile OS to process the notifications. Mobile integrates with device-native push Notification mechanisms, and they are:

- iOS Devices: Apple Push Notification services are leveraged.
- Android Devices: Google Cloud Messaging services are leveraged.

There are a few steps during the development of the ADF Mobile application that would enable the app to leverage the Push Notification services.

1. When a Mobile application starts up, it would initiate a registration request with push notification services.
2. The registration request goes to the mobile device operating system.
3. And the operating system passes the request to the Apple Push Notification or Google Cloud Messaging Services.
4. The Push Notification service would pass a token (a string consisted of alphanumeric characters) back that would uniquely identify the Mobile application and the device.
5. This token is then received by the ADF Mobile application.
6. When the token is received, the on Open method in the Application Lifecycle event listener is invoked.
7. In the on Open Method, you would typically register the device with your Provider application.
8. Tax Payments:
8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

VMC Mobile services are categorized into 6 types mainly,

1. Service Registration
2. Service Status
3. Grievance Redressal
4. Alert Mechanism
5. Tax Payments
6. Social Networking of Citizens; and the below methodology is followed to improvise the service delivery

   a) Identification, Testing & Design of Protocol to be followed to integrate Web & Mobile
   b) As per the protocol definition identify the Web Services required from various sources (CGG, VOICE...etc)
   c) Development, Testing and integration of web services. [Module Wise]
   d) Creation of structures and tables in database for mobile app users.
   e) Designing of alert management system (Like watsapp) for mobile users.
   f) Escalation mechanism to be defined and designed to forward issues received from mobile users to various officers.
   g) Payment Integration

9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

   Yes, the project is scalable, why because VMC implemented this Mobile App with Citizen Centric approach with the following UI,

   (i) Easy-Quick-Free app which is very handy to use.
   (ii) Through Developer Email service integrated in the app.
   (iii) As per company standards. The version control is well maintained.
   (iv) Interactive platform for service delivery for both Android OS and IOS
   (v) Long Term Stakeholder consultation.
   (vi) All the apps developed in standard 3–tier methodology and well documented. Any service can be easily replicated with slight interface changes.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

   Yes, the project is Sustainable and its achieving the primary objectives of this project;
   (i) Volume of transactions processed 500/day
   (ii) Coping with transaction volume growth is 20%
   (iii) Payment gateway services are instant and Grievance services are resolved within 24 hr and users are updated through app alerts and SMS alerts.
I hereby declare that all the information furnished above is true and correct

Name:  
Date:  

Designation:  
Signature:  

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,  
Janaagraha Centre for Citizenship and Democracy,  
4th Floor, UNI Building, Thimmaiah Road,  
Millers Tank Bund Rd, Kaverappa Layout,  
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

**Introductory Information**

1. Project name: VMC Solar City
2. Contact details, Commissioner, Vijayawada Municipal Corporation, Vijayawada
   Name of primary contact person: Sri G. Veerapandian
   Designation: Commissioner
   Email address _____________________
   Contact no: ____________________________
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Vijayawada Municipal Corporation
   ii. 
   iii. 
4. Project Commencement Date: Project Completion Date:

**Project Specification**

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

   Under Solar Pilot project Vijayawada Municipal Corporation had implemented a Solar PV systems at different locations in Vijayawada of an aggregate capacity of 500KW and planning to install another 2000 KW Solar PV systems at all buildings related to Corporation.

3. Please select the nature of decentralization the application should be considered under:
   - Decentralized planning
   - Fiscal decentralization
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other:
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- **✓** Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, Performance metrics etc.).
- Other:

b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution frame work or institutional process
- Other:

5. Kindly attach supporting documents and mention specifics of the same below

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

VMC had proposed to install 500KW on BOOT basis and it had been completed successfully and proposing to install another 2000KW SPV power plant.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

All the process is involved with government officials and this involves the approvals from CEIG, APSPDCL for net metering. And main problems faced during the execution is due to some pushkar works and migration of some officers the work had been late.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

As this project is under BOOT basis the overall investment is set by M/s PPS Enviro Power Pvt. Ltd with the help of Central Finance Assistance given by New & Renewable Energy Corporation of Andhra Pradesh & MNRE, GOI.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Expenditure of project</td>
<td>5.00 Crores</td>
</tr>
<tr>
<td>MNRE, GOI share</td>
<td>1.5 Crores</td>
</tr>
<tr>
<td>M/s PPS Enviro Power Pvt. Ltd. (contractor)</td>
<td>3.5 Crores</td>
</tr>
</tbody>
</table>

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

As this project is under Boot basis the firm will be responsible for all the man power management and operation & maintenance. But there are some officials involved in undertaking of the project & execution of the project.

1) Sri K Srinivas – District Manager, NREDCAP
2) Sri Shukoor -- Chief Engineer, VMC
3) Sri A. Uday Kumar --- Executive Engineer, VMC

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

We know that electrical energy had become scarce and become very much costlier but there is a source to generate electrical energy naturally i.e, from Sun and it is referred as Solar Energy.

The benefits of project:

1) Reducing the consumption of electrical energy generated by burning of fossil fuels
2) Reducing the pollution effects to climate
3) Standing as a Primary imitate to all public showing the benefits of solar energy
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

For the first time, the Solar Net metering is done in Vijayawada Municipal Corporation which helps to export the generated solar power to Grid if there is excess of load demand.
Learned about all the necessary technical details of SPV system.
Learned how to teach the public about the benefits created by SPV system in future economics & climatic conditions.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes this could be scalable as this 500KW is a pilot project we are planning to install another 2000KW on all the buildings related to VMC in overall Vijayawada.
The project potential is 95% for systemic change as it is reducing pollution & financial.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, this project is sustainable.
All the future electricity has to be generated on solar power this project is said to be sustainable as there is a future extension of this type of project.

I hereby declare that all the information furnished above is true and correct

Name: __________________________ Date: __________________________

Designation: __________________________ Signature: __________________________

The last date for the receipt of applications is 18th November, 2016.
Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

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For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
### Introductory Information

1. Project name: AEBAS - Aadhaar Enabled Biometric Attendance System  
2. Contact details:  
   Name of primary contact person:  
   Designation:  
   Email address  
   Contact no:  
3. Name of applicants (no more than 3 individuals/institutions/both):  
   i.  
   ii.  
   iii.  
4. Project Commencement Date:  
   Project Completion Date:  

### Project Specification

1. Category of awards applied for: (please tick)  
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).  
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).  

2. Project Description (Briefly describe the project in not more than 50 words):  
   Due to this implementation of AEBAS the worker/staff became punctual and it created mental discipline among the staff. They are attending to their duties in time. Due to this there is no loss of time and man power and working hours also increased with this AEBAS there is no scope for working another person in place of original worker/staff, because of the introduction of Iris based attendance.

3. Please select the nature of decentralisation the application should be considered under:  
   - Decentralised planning  
   - Fiscal decentralisation  
   - Functional devolution and capacities  
   - Administrative devolution and capacities  
   - Community participation  
   - Other:
4. **a)** Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
- Other:

**b)** Applicable only for the **ENABLER** Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution frame work or institutional process
- Other:

5. Kindly attach supporting documents and mention specifics of the same below

6. Kindly detail the process followed to achieve the intended outcomes

   **a.** Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   The objectives of the project are: 1) The higher Authorities will know at about number of staff / workers attended during the day / month. At any point of time the attendance can verify the attendance through online. 2) The wages / salaries shall also be paid according to the actual working days. 3) There is no chance for manipulation and it is not possible to mislead the authorities. 4) The worker / staff will also know how many leaves he is having like CLs/ MLs/ ELs/ HPLs etc.

   **b.** Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   Previously in the old attendance system there was a large scope for manipulation and impersonation. Now in the AEBAS it is not possible. The concerned should come and take IRIS muster and there is no scope for another person's to take IRIS muster in place of actual worker.

   In this new system of attendance the worker must attend before Sanitary Inspector, and has to give iris through the equipment available with the Sanitary Inspector or Sanitary Mastery. If it matches then the system automatically makes present along with time & date. If not matches marks absent. In this new system there is no scope for impersonation. The details of the individual workers like Aadhaar Number, Name, Photo, phone number entered into online. NIC took up this work in our Corporation and completed this work with in time.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Vijayawada Municipal Corporation is the 2nd largest Corporation in Andhra Pradesh with nearly 6000 employees working in door and out door of different departments like public health sanitation, Engineering, Planning, Administration, Accounts etc. Attendance for outdoor staff was taken by the concerned in-charge i.e., Sanitary inspector, Assistant Engineer, Park Supervisors, Building inspectors by marking “P” & “A” (“P” indicates present “A” for absent). In muster sheets in manual attendance system there is a chance for manipulation and proxy attendance. These people were targeted under the coverage of this project.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)


e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Due to the introduction of AEBAS the VMC has saved Rs.24,73,463 in the month of Sept /2015 and Rs.13,01,604 in the month of October /2015 only from the salaries of DWCUA / CMEY workers.

Previously attendance for outdoor staff has a chance for manipulation and proxy attendance. The said worker staff can manage concerned in-charge. In some incidences the in-charge may mark attendance as per will & wish. The in-charge may mark present ever if the worker not turned up to duties and may also mark absent if the turned up to duties generally. It depends on the in-charge kept for taking attendance. In the present AEBAS compulsorily the said workers / staff shall attend to his duties in time. Due to which the manpower is also increasing. There is no scope for misleading the higher authorities. Now in the AEBAS it is not possible. The concerned should come and take IRIS muster and there is no scope for another person’s to take IRIS muster in place of actual worker.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

One of the best technologies to the workers / staff to become punctual and it creates mental discipline among the staff. Due to this there is no loss of time and man power and working hours also increased. No hassles and user friendly technology and system to implement. It also solves the Environmental sanitation issues in the corporation, when workers come to duty regularly.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

To increase work hours, manpower, and to reduce the financial losses to the Corporation and also to give best services to the citizens of Vijayawada Corporation.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

I hereby declare that all the information furnished above is true and correct

Name: ___________________________ Date: ________________

Designation: ______________________ Signature: ______________

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For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
# V Ramachandran Awards for Excellence in Urban Decentralisation

Application Form: Implementer and Enabler Category

Please refer to the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

## Introductory Information

1. **Project name:** Strengthening implementation of the 74th Constitutional Amendment

2. **Contact details:**
   - Name of primary contact person: Kathyayini Chamaraj
   - Designation: Executive Trustee
   - Email address: kchamaraj@gmail.com
   - Contact no: 9731817177

3. **Name of applicants (no more than 3 individuals/institutions/both):**
   - i. Citizens' Voluntary Initiative for the City – Bangalore (CIVIC Bangalore)
   - ii.
   - iii.

4. **Project Commencement Date:** 1992  
   **Project Completion Date:** On-going

## Project Specification

1. **Category of awards applied for:** (please tick)
   - [ ] Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - [ ] Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. **Project Description (Briefly describe the project in not more than 50 words):**

   CIVIC Bangalore has been working since the passage of the 74th Constitutional Amendment Act (CAA) for its effective implementation through public consultations, awareness programmes, trainings, research studies, advocacy for improvements to the law, and grassroots-level implementation to actualize the 74th CAA. It got the first ward committees constituted in Bangalore.

3. **Please select the nature of decentralisation the application should be considered under:**
   - [ ] Decentralised planning
   - [ ] Fiscal decentralisation
   - [ ] Functional devolution and capacities
   - [ ] Administrative devolution and capacities
   - [ ] Community participation
   - [ ] Other:

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4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
  - Other:

b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution framework or institutional process
- Other:

5. Kindly attach supporting documents and mention specifics of the same below

<table>
<thead>
<tr>
<th>Annexure</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annexure-1</td>
<td>CIVIC - Application for V Ramachandran Award</td>
</tr>
<tr>
<td>Annexure-2</td>
<td>ACHIEVEMENTS OF CIVIC BANGALORE - V Ramachandran Awards</td>
</tr>
<tr>
<td>Annexure-3</td>
<td>CIVIC's Brochure - 2015</td>
</tr>
<tr>
<td>Annexure-4</td>
<td>CIVIC's 1st 74th CA consultation recommendations - 18.12.1993</td>
</tr>
<tr>
<td>Annexure-5</td>
<td>Study of the Functioning of Ward Committees in Bangalore</td>
</tr>
<tr>
<td>Annexure-6</td>
<td>Citizens' Alternative Budget for BBMP - facilitated by CIVIC</td>
</tr>
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<td>Annexure-7</td>
<td>CIVIC's Manual on 74th CA and Ward Committees - 19.07.07</td>
</tr>
<tr>
<td>Annexure-8</td>
<td>Presentation to Expert Committee on BBMP - 20.1.2007</td>
</tr>
<tr>
<td>Annexure-9</td>
<td>CIVIC's inputs to ABIDe on BBMP governance structure - 4.5.09</td>
</tr>
<tr>
<td>Annexure-10</td>
<td>A Compendium of Suggested Measures for Effective Implementation of 74th CA</td>
</tr>
<tr>
<td>Annexure-11</td>
<td>Report of consultation on BBMP Budget - 9.8.11</td>
</tr>
<tr>
<td>Annexure-12</td>
<td>Report of State-level Conference on 74th Constitutional Amendment Act</td>
</tr>
<tr>
<td>Annexure-13</td>
<td>Response to government's stand on Community Participation Bill - 15.2.11</td>
</tr>
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<td>Annexure-15</td>
<td>CIVIC study - Comparing Community Participation Laws across States</td>
</tr>
<tr>
<td>Annexure-16</td>
<td>Memorandum to BMRDA on RMP 2035 - 12.7.12</td>
</tr>
<tr>
<td>Annexure-17</td>
<td>Report of National Consultation - How inclusive are our cities - 12.5.12</td>
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<tr>
<td>Annexure-19</td>
<td>Comments on MPC Draft Rules - 21.11.13</td>
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<td>Annexure-20</td>
<td>Suggestions on ward committee and area sabha rules - 5.9.13</td>
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<tr>
<td>Annexure-21</td>
<td>CIVIC - Final note to BBMP re-structuring committee</td>
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<td>Annexure-23</td>
<td>Memorandum to Fourth State Finance Commission - 25.7.16</td>
</tr>
<tr>
<td>Annexure-24</td>
<td>Testimonial on CIVIC - Dr. A. Ravindra</td>
</tr>
</tbody>
</table>

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

CIVIC was founded around the same time as the 74th Constitutional Amendment Act (CAA) to give ‘Power to the People’. One of CIVIC’s first activities was to call a multi-stakeholder consultation of academia, business and civil society groups to discuss the contours of the State’s conformity legislation to implement the 74th CAA.
b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

The main tools or processes used by CIVIC to improve service delivery encompass the Right to Information, Grievance Redressal Mechanisms and Public Hearings. Our intervention is defined through the steps as represented in the following diagram.

![Diagram of processes](image)

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c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Residents’ Welfare Associations; urban poor groups; NGOs; BBMP officials at head-office, zonal offices and at ward level; elected representatives of BBMP and several MLAs; BWSSB, BDA, KSDB; Food, Health, Education, Women & Child Development, Revenue, Labour and Social Welfare Departments; The Building & Other Construction Workers’ Welfare Board; the Unorganised Workers’ Social Security Board

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

<table>
<thead>
<tr>
<th>Organization</th>
<th>Amount (INR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ford Foundation (2005 – 2008)</td>
<td>76,49,962</td>
</tr>
<tr>
<td>Ford Foundation (Nov 2008 - Sep 2011)</td>
<td>98,00,000</td>
</tr>
<tr>
<td>Sir Dorabji Tata Trust (Mar 2009 - Aug 2011)</td>
<td>59,00,000</td>
</tr>
<tr>
<td>Ford Foundation (Feb 2012 - July 2013)</td>
<td>56,00,000</td>
</tr>
<tr>
<td>Ford Foundation (Jan 2014 – Mar 2016)</td>
<td>53,00,000</td>
</tr>
</tbody>
</table>

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Founder trustees: Mr. T. Sriram (Founder Chairperson), Mr. Abraham Kuruvilla, Dr. Arun Kotenkar, Mr. Y.V. Aswathanarayana, Mr.T. M. Chengappa, Mr.G. Goverdhan, Mr.Prem Chandavarkar, Mr. Satyaprakash Varanashi, Ms Asha Kilaru, Ms Anita Reddy, Mr. Leo Saldanha.

Current Trustees: Mr. Abraham Kuruvilla (current Chairman), Ms Kathayini Chamaraj (Executive Trustee), Ms Manjulika Vaz, Ms Anjula Gurtoo, Mr. K.T. Suresh, Ms Asha Kilaru & Dr. Bishnu Mohapatra

We have had shifting staff over the years.
f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

CIVIC has:

- trained government officials at the SIUD, and also RWAs and urban poor groups on the 74th CAA;
- successfully lobbied for the setting up of ward committees and studied their functioning;
- mobilised citizens’ groups, impleaded in PILs, and advocated greater transparency and accountability in the Act and Rules under the 74th CAA;
- facilitated ward-level planning, budgeting and social auditing by citizens;
- enlarged the understanding of the 74th CAA by empowering the urban poor to demand their basic rights to food, housing, health, education, etc., by organising awareness and grievance redressal meetings, conducting action research, public hearings and policy advocacy;
- strengthened people’s participation platforms on the above issues;
- has sensitized political parties to the basic rights and demands of the citizens of Bengaluru;
- several of our suggestions on Ward committees have been incorporated in the rules of KMC Act.
- For implementation of 74th Amendment in its true spirit, CIVIC has facilitated a mass movement, presented a framework for decentralised and participatory governance to the State Government.
- Many of the suggestions of CIVIC have been incorporated in the BBMP Restructuring Committee’s Report.
- The process adopted by CIVIC for the upliftment of the urban poor from the status of deprived citizens to the position of important stakeholders in the city is a significant achievement. CIVIC has played a credible role in facilitating interactions between the urban poor and the government which has resulted in the government considering the views of poor communities in building an inclusive city.

Details of achievements and statistics on quantitative achievements are in the attached brochure and attachment ‘Achievements of CIVIC’

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g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

There is insufficient political will to implement the 74th Constitutional Amendment. MLAs are reluctant to cede power to urban local bodies and elected representatives of urban local bodies are reluctant to share power with ward committees or give power to the people. Only mass mobilization of people to demand their rights yields results.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

There is greater awareness in the community about the need for decentralised governance and local platforms in the form of ward committees and area sabhas that provide proximity to the councillor and enable the community to demand transparency, accountability, grievance redressal and scope for people’s participation from him. There is a greater demand by communities to be allowed to plan, budget, implement and social audit works. This is evidenced by the numbers who participate in public protests demanding these. As a result, local and state governments are becoming more responsive and are listening to and implementing the suggestions made by citizens.

Among the communities of the urban poor where we have worked, there is greater awareness about their rights and government schemes and on how to demand and get them. They know where to go and whom to meet in the government. They are less dependent on middlemen. There is greater participation at public consultations and there is a rise in the self confidence with which the marginalised voice their grievances and demands. This will ultimately lead to inclusivity in the city’s development.
8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The intervention is highly localized and allows direct interaction between the community and the local elected representative and officials at that level forcing them to be accountable to the community rather than their higher-ups. Access to Citizens’ Charters and RTI allow citizens to know their rights and demand them. The ward committees, vigilance committees of ration shops, mothers’ committees of anganwadis, school development and monitoring committees of schools, arogya raksha samitis of hospitals allow citizens to demand transparency and accountability of grassroots officials at each of these service delivery points improving citizens’ rights to food, children’s right to ECCD, primary health and primary education which are their basic needs. Ward committees allow citizens to demand better municipal services in the form of roads, drains, solid waste management, etc.

Kindly also see attachments for more information.

9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

CIVIC’s efforts have all been directed towards bringing in systemic changes that are scalable. The model of community empowerment through the use of RTI, Citizens’ Charters, Grievance Redressal Meetings, action research, public hearing and advocacy are all scalable. The strengthening of people’s participation platforms, such as ward committees, area sabhas, vigilance committees of the PDS, Mothers’ Committees of anganwadis, School Development & Monitoring Committees, Arogya Raksha Samitis of hospitals, etc., allows citizens to take ownership of their development, prevents dependency and makes the intervention scalable.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

For the reasons mentioned above, the intervention is also sustainable as it empowers the community to locate their own resources for demanding their rights and is not dependent on outside resources.

Kindly also see attachment for further information.

I hereby declare that all the information furnished above is true and correct.

Name: Kathyayini Chamaraj Date: 18th November 2016

Designation: Executive Trustee Signature: 

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

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V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Strengthening implementation of the 74th Constitutional Amendment
2. Contact details:
   Name of primary contact person: Kathyayini Chamaraj
   Designation: Executive Trustee
   Email address: kchamaraj@gmail.com
   Contact no: 9731817177
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Citizens’ Voluntary Initiative for the City – Bangalore (CIVIC Bangalore)
   ii. 
   iii. 
4. Project Commencement Date: 1994  Project Completion Date: On-going

Project Specification

1. Category of awards applied for: (please tick)

   √ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).

   ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

   CIVIC Bangalore has been working since the passage of the 74th Constitutional Amendment Act (CAA) for its effective implementation through public consultations, awareness programmes, trainings, research studies, advocacy for improvements to the law, and grassroots-level implementation to actualize the 74th CAA. It got the first ward committees constituted in Bangalore.

3. Please select the nature of decentralisation the application should be considered under:

   √ Decentralised planning
   √ Fiscal decentralisation
   √ Functional devolution and capacities
   √ Administrative devolution and capacities
   √ Community participation
   ○ Other:
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
   - Other:

b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below
   b. Study of the functioning of ward committees in Bengaluru as part of the four-state study conducted by Institute of Social Sciences in 2004
   c. Booklet ‘Power to the People’ for educating citizens on the 74th CAA
   d. Suggestions to the government on the KMC Amendment Act framed in February 2011
   e. Comparative Study of Community Participation Laws of States in 2012
   g. Suggestions to the government on the Rules to be framed under the KMC Amdt. Act of 2011
   h. Suggestions to the government on the Rules to be framed for the Metropolitan Planning Committee
   i. Brochure of CIVIC outlining its achievements

6. Kindly detail the process followed to achieve the intended outcomes
   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   CIVIC was founded around the same time as the 74th Constitutional Amendment Act (CAA) to give ‘Power to the People’. One of CIVIC’s first activities was to call a multi-stakeholder consultation of academia, business and civil society groups to discuss the contours of the State’s conformity legislation to implement the 74th CAA.

   b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   The main tools or processes used by CIVIC to improve service delivery encompass the Right to Information, Grievance Redressal Mechanisms and Public Hearings. Our intervention is defined through the steps as represented in the following diagram.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Residents’ Welfare Associations; urban poor groups; NGOs; BBMP officials at head-office, zonal offices and at ward level; elected representatives of BBMP and several MLAs; BWSSB, BDA, KSDB; Food, Health, Education, Women & Child Development, Revenue, Labour and Social Welfare Departments; The Building & Other Construction Workers’ Welfare Board; the Unorganised Workers’ Social Security Board

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

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<td>Ford Foundation (Jan 2014 – Mar 2016)</td>
<td>Rs. 53,00,000</td>
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e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Founder trustees: Mr. T. Sriram (Founder Chairperson), Mr. Abraham Kuruvilla, Dr. Arun Kotenkar, Mr. Y.V. Aswathnarayana, Mr. T. M. Chengappa, Mr. G. Goverdhan, Mr. Prem Chandavarkar, Mr. Satyaprakash Varanashi, Ms Asha Kilaru, Ms Anita Reddy, Mr. Leo Saldanha.

Current Trustees: Mr. Abraham Kuruvilla (current Chairman), Ms Kathyayini Chamaraj (Executive Trustee), Ms Manjulika Vaz, Ms Anjula Gurtoo, Mr. K. T. Suresh, Ms Asha Kilaru & Dr. Bishnu Mohapatra

We have had shifting staff over the years.
f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

CIVIC has:

- trained government officials at the SIUD, and also RWAs and urban poor groups on the 74th CAA;
- successfully lobbied for the setting up of ward committees and studied their functioning;
- mobilised citizens’ groups, impleaded in PILs, and advocated greater transparency and accountability in the Act and Rules under the 74th CAA;
- facilitated ward-level planning, budgeting and social auditing by citizens;
- enlarged the understanding of the 74th CAA by empowering the urban poor to demand their basic rights to food, housing, health, education, etc., by organising awareness and grievance redressal meetings, conducting action research, public hearings and policy advocacy;
- strengthened people’s participation platforms on the above issues;
- has sensitized political parties to the basic rights and demands of the citizens of Bengaluru;
- several of our suggestions on Ward committees have been incorporated in the rules of KMC Act.
- For implementation of 74th Amendment in its true spirit, CIVIC has facilitated a mass movement, presented a framework for decentralised and participatory governance to the State Government.
- Many of the suggestions of CIVIC have been incorporated in the BBMP Restructuring Committee’s Report.
- The process adopted by CIVIC for the upliftment of the urban poor from the status of deprived citizens to the position of important stakeholders in the city is a significant achievement. CIVIC has played a credible role in facilitating interactions between the urban poor and the government which has resulted in the government considering the views of poor communities in building an inclusive city.

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www.janaagraha.org/vramachandranawards

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g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

There is insufficient political will to implement the 74th Constitutional Amendment. MLAs are reluctant to cede power to urban local bodies and elected representatives of urban local bodies are reluctant to share power with ward committees or give power to the people. Only mass mobilization of people to demand their rights yields results.
7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

There is greater awareness in the community about the need for decentralised governance and local platforms in the form of ward committees and area sabhas that provide proximity to the councillor and enable the community to demand transparency, accountability, grievance redressal and scope for people’s participation from him. There is a greater demand by communities to be allowed to plan, budget, implement and social audit works. This is evidenced by the numbers who participate in public protests demanding these. As a result, local and state governments are becoming more responsive and are listening to and implementing the suggestions made by citizens.

Among the communities of the urban poor where we have worked, there is greater awareness about their rights and government schemes and on how to demand and get them. They know where to go and whom to meet in the government. They are less dependent on middlemen. There is greater participation at public consultations and there is a rise in the self-confidence with which the marginalised voice their grievances and demands. This will ultimately lead to inclusivity in the city’s development.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The intervention is highly localized and allows direct interaction between the community and the local elected representative and officials at that level forcing them to be accountable to the community rather than their higher-ups. Access to Citizens’ Charters and RTI allow citizens to know their rights and demand them. The ward committees, vigilance committees of rations shops, mothers’ committees of anganwadis, school development and monitoring committees of schools, arogya raksha samitis of hospitals allow citizens to demand transparency and accountability of grassroots officials at each of these service delivery points improving citizens’ rights to food, children’s right to ECCD, primary health and primary education which are their basic needs. Ward committees allow citizens to demand better municipal services in the form of roads, drains, solid waste management, etc.

Kindly also see attachments for more information.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

CIVIC’s efforts have all been directed towards bringing in systemic changes that are scalable. The model of community empowerment through the use of RTI, Citizens’ Charters, Grievance Redressal Meetings, action research, public hearing and advocacy are all scalable. The strengthening of people’s participation platforms, such as ward committees, area sabhas, vigilance committees of the PDS, Mothers’ Committees of anganwadis, School Development & Monitoring Committees, Arogya Raksha Samitiis of hospitals, etc., allows citizens to take ownership of their development, prevents dependency and makes the intervention scalable.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

For the reasons mentioned above, the intervention is also sustainable as it empowers the community to locate their own resources for demanding their rights and is not dependent on outside resources.

Kindly also see attachment for further information.

I hereby declare that all the information furnished above is true and correct

Name : Kathyayini Chamaraj
Date : 18th November 2016

Designation : Executive Trustee
Signature :

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for application 08 (Category: Implementer): Click here
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

**Introductory Information**

1. Project name: Decentralized Zero Waste Management
2. Contact details:
   - Name of primary contact person: Sri Jagadeesh
   - Designation: Commissioner, Mysuru City Corporation, Mysuru
   - Email address: comm._mcc@yahoo.co.in
   - Contact no: +91-9449841234
3. Name of applicants (no more than 3 individuals/institutions/both):
   - Mysuru City Corporation, Mysuru (Urban Local Body)
4. Project Commencement Date: 2012-2015
5. Project Completion Date: 2015

**Project Specification**

1. Category of awards applied for: (please tick)
   - [ ] Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - [ ] Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

   With the success of the Zero Waste Management (ZWM) pilot project at Kumbarakoppalu, Mysuru, MCC has established 9 ZWM plants of 5-10 TPD in all 9 zones out of which 8 are functional. In this current decentralized system, the waste is segregated at source, collected and subjected to secondary and tertiary segregation. 26 categories of recyclables are recovered from the dry waste & sold. The wet waste is subjected to aerobic composting. The uniqueness of the project is that the SHGs and RWAs are directly involved in the operation and maintenance of the ZWM units thus providing employment opportunities.

3. Please select the nature of decentralisation the application should be considered under:
   - [ ] Decentralised planning
   - [ ] Fiscal decentralisation
   - [ ] Functional devolution and capacities
   - [ ] Administrative devolution and capacities
   - [ ] Community participation
   - [ ] Other:

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www.janaagraha.org/vramachandranawards
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables,
   - performance metrics etc.).
   - Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Mysore City Corporation (MCC) was handling about 402 TPD of Municipal Solid Waste (MSW) in a centralized manner. The centralized MSW management accounts to huge O&M expenditure with minimal revenue generation. MCC brings out a change in strategy in the management of solid waste by resorting to integrated centralized and decentralized waste management system. With the success of the Zero Waste Management (ZWM) pilot project at Kumbarakoppalu, Mysuru, MCC established 9 ZWM plants of 5-10 TPD in all 9 zones under JnNURM Project.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Challenges faced: Segregation at source, No proper market for recyclables and compost and Lack of support from public inspite of rigorous IEC activities on segregation at source
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

- **Local administration (Municipal Corporation):** Providing the basic infrastructure like ZWM sheds, electricity, water supply, identification of SHGs and providing them training & financial support to maintain the unit, monitoring etc.
- **Community Associations/RWA’s (Public):** Source segregation, handing over wet & dry waste separately and directly to waste collectors, paying SWM cess.
- **NGO/SHG’s:** Providing awareness to waste generators.
- **Women’s Self-Help Groups:** Implementing the project in the field documenting, IEC for segregation at the household level, marketing and revenue generation from the wet & dry waste and self-sustainance of the system.

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d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Mysore City Corporation is providing financial support to the SHG’s group i.e Salary (Rs 298.35/day/head) including ESI & PF as per labour dept wages, tools & equipments etc which amounts to Rs 95384/ month i.e 4.76 lakhs/annum.

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e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Women’s Self-Help Groups and NGOs. 9 no of workers are deputed in each ZWM unit.
- **Women’s Self-Help Groups:** Implementing the project in the field documenting, IEC for segregation at the household level, marketing and revenue generation from the wet & dry waste and self-sustainance of the system.
- **NGO/SHG’s:** Providing awareness to waste generators.

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f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

1. Decentralized Collection of Wastes.
2. Recovery of resources at the source level and ensuring effective management of solid waste.
3. Provide employment opportunities to people by reducing the use of machineries in operating waste treatment.
4. Encouraging community participation.
5. Requirement of secondary storage containers reduced.
6. All the collected waste was transported to a single processing plant (Compost Plant) @ sewage farm. With this strategy the transportation of waste is decentralised and savings on time of transportation & on the cost of transportation. Life of Sanitary landfill is enhanced.
7. High positive environmental impact due to the fact that there is less emission and less use of fuel since this is a decentralized waste management
8. The life of the Sanitary Landfill Facility increases.
g. Briefly describe the key learning’s you have had during the course of the project. (Please do not exceed 50 words)

Waste is not a waste, it is a resource. Decentralized segregation of waste, community participation, aerobic composting, sale of recyclables.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

- Mysuru City Corporation is saving time and money by avoiding the transportation of waste. The maintenance of vehicle and workers is reduced.
- High positive environmental impact due to the fact that there is less emission and less use of fuel since this is a decentralized waste management.
- Community participation

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

- Planning: effective involvement of SHG’s, RWA’s and other citizens and taking their confidence at the planning level & continuous IEC is required among the stake holders.
- Financial: If the system has to be self-sufficient the system has to work with its own revenue that is generated out of selling the recyclables of the compost and has the system has to be autonomous
- Field implementation: IEC among the households for segregation of waste at source. Collection of wet waste before it gets rotten.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes.
- Segregation of waste in ward/zone,
- The waste generated within the ward/zone i.e around 5 tons of waste is handled in decentralized manner thereby reducing the load on centralized compost plant
- Community participation

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes. In this system revenue is generated by the sale of compost and recyclables. Also Mysuru city corporation is saving time and money by avoiding the transportation of waste. The maintenance of vehicle and workers is reduced. Requirement of secondary storage containers reduced thus saving procurement cost to MCC. The life of the Sanitary Landfill Facility increases thus saving the land requirement thus saving the cost of procurement of land and its development.

I hereby declare that all the information furnished above is true and correct

Name: Jagadeesha
Designation: Commissioner
Date: 15/11/2016
Signature:
MYSURU CITY CORPORATION, MYSURU

MYSURU CITY AS OPEN DEFECATION FREE CITY

On 2nd October 2014, the Honourable Prime Minister Mr. Narendra Modi made a clarion call to ensure India becomes Open Defecation Free and had launched a mega sanitation movement in the country named as Swachh Bharat Mission. Under the guidance of Ministry of Urban Development and State Mission Directorate, Mysuru City Corporation has been making unrelenting efforts to achieve the goals set out under the mission.

As a prelude to encouraging cities to improve the level of cleanliness, sanitation and hygiene, the Ministry of Urban Development (MoUD) commissioned an extensive survey across 75 cities, including 53 cities with population of more than 1 million and state capitals. The survey, was conducted by Quality Council of India and was aptly named as ‘SwachhSurvekshan’.

Swachhata Certificate

For a city to declare itself as Open Defecation Free and receive the prestigious Swachhata Certificate, a very robust process was adopted. The following protocol was adopted by MCC for declaring the City ODF:

1. A meeting was conducted to all the officials about Open defecation and intensive community triggering for ODF, to identify OD spots and involve SHGs for each team and during the triggering activity and demonstration process to be given on 19th April.
2. 13 OD spots were identified and respective teams were formed comprising of Health Officers, Zonal Commissioners, Environmental Engineers, Health Inspectors, Sanitary Inspectors and Self Help Groups to carry out community participation and mobilization exercises on 19th of April at each identified OD spot in the city.
3. Reconnaissance visits were undertaken by each team to OD spots.
4. Training was imparted to all the team members on triggering techniques and demonstration was given on the “fecal oral transmission route “and videos were displayed.
5. Preparatory meeting materials were prepared and were distributed to each team along with sufficient number of IHHL applications, an empty glass, a bottle of water to demonstrate the “fecal oral transmission route“

6. The following activities were undertaken by each team at the OD spots on 19th April.
   - Each allocated teams were deployed to their respective spots at 5am to carry out the participatory triggering activity till 8am.
   - The team members gave a demonstration on “fecal oral transmission route “to the community members present during the triggering.
   - After the completion of the activities, all the team members along with swachhata dhoots. assembled for debriefing at 10 am.
   - Applications for Individual household toilets were received and locations for community toilets were identified.
   - Swachhata dhoots were instructed to monitor the concerned OD spot daily and submit report to their team leaders.

7. A consolidated report was prepared that all the 64 wards except 1 ward were declared open defecation free wards and the report was submitted to MoUD.

8. All the wards of city officially declared themselves to be ODF through the ward Corporator.

9. A resolution was passed at council for declaration of all the wards as open defecation free wards on 26-04-2016.

10. Following the resolution, public objection/feedback was been invited on 28-04-2016 for a period of 15 days timeline.

11. Simultaneously, a declaration from the head of the school was undertaken that the school has required infrastructure as well as staffs and students in the school along with their family member use a toilet at their home /community toilet for defecation.

12. A similar declaration from the Self-Help group was also undertaken from respective wards confirming residents from their ward are not defecating in the open.

13. The remaining 1 ward was declared open defecation free ward on 17- 09-2016 and public objection/feedback was been invited on 18-09-2016 for a period of 15 days timeline.

14. After this was in place, the Mayor and Commissioner gave a self-declaration that the city is ODF.

15. Post this declaration, a third party field level inspection was then conducted by QCI from 20-09-2016 to 22-09-2016.
16. Based on the result of the assessment, QCI has declared the city to be Open Defecation Free and this certificate will be issued on 27-09-2016.

QCI conducted validation for the city to access the ODF status:

a) Validation of documents: A senior surveyor visited Mysuru and checked all the declarations that were obtained during the protocol such as Commissioner’s declaration, ward corporator declarations, school declaration, and SHG declaration. Apart from this, QCI also looked at construction of public/ community toilets built during the last few years, action plan and result of any survey conducted for construction of toilets, and also campaigns run by MCC for increasing the awareness about the Swachh Bharat Mission and about Open defecation in particular.

b) Direct Observation: The surveyor’s team randomly selected slums, residential areas, schools, commercial areas, railway stations/ bus stands/ water bodies and hotspots of the city. The team also surveyed the areas surrounding railway tracks as these are hotspots for open defecation. During the visits the surveyors interacted with the local population to ensure citizen feedback simultaneously.

Since, such a stringent process has been followed for assessing the cities on open defecation status, Mysuru is the only millennial city to have been declared as Open Defecation Free city and the certificate was given on 27-09-2016 by QCI.

I hereby declare that all the information furnished above is true and correct.

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<td>Municipal Commissioner</td>
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**Introductory Information**

1. **Project name:** Organized City Bus Services at Tier II & III cities and towns

2. **Contact details:**
   - **Name of primary contact person:** Mr. Rajender Kumar Kataria IAS
   - **Designation:** Managing Director
   - **Email address:** md@ksrtc.org, lathaksrtc@gmail.com
   - **Contact no:** 7259301111

3. **Name of applicants (no more than 3 individuals/institutions/both):** Karnataka State Road Transport Corporation

4. **Project Commencement Date:** Feb-2011  
   **Project Completion Date:** Its on-going process, need based we are inducting city buses

**Project Specification**

1. **Category of awards applied for:** (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralization). ✓
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization).

2. **Project Description (Briefly describe the project in not more than 50 words):**

   Mobility is very essential to small cities’ life, so how can we make getting around easier, better and more convenient for our small cities? How equitable and sustainable each option, in terms of accessibility, public health and environment? Considering this issue KSRTC has taken up the challenge to provide sustainable public transport in smaller cities.

3. **Please select the nature of decentralisation the application should be considered under:**
   - Decentralised planning
   - Fiscal decentralisation
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other: ✗
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery  ✓
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables,
- performance metrics etc.).
- Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution frame work or institutional process
- Other:

5. Kindly attach supporting documents and mention specifics of the same below

- Project Details
- Presentation copy
- Recognitions received for this initiative

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

KSRTC pioneer in introducing city bus services in medium and small cities with 9 buses at Tumkur city in Feb2011, initiative has changed the cities public transport scenario in the country and formed urban transport policy of the Government for providing city bus services in medium and small cities.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Whether sustained city bus operation can be introduced in the cities having population of 3 or below lakhs? If so, can city operations be viable and they generate sufficient revenue? Constraints on capital expenditure which has to be borne by KSRC, whether add-ons like destination sign boards, next stop announcement systems, would be good value for money and would promote and encourage modal shift to public transport. Challenges of methodology of route identification, frequency, provisions of urban bus body code, need for consultation, end user involvement and to make people develop a sense of ownership towards the city bus operations.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Stakeholders include KSRTC Management & Staff, vehicle manufacturers, local city administration, Monitoring & Evaluation consultants, Media, Public both commuters and non-commuters and local police authorities. Prior introducing, extensive field surveys were taken up, to assess requirements, deployment, route selection –periphery to periphery through city centre, frequency & timings.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Presently, operating in 14 cities with 718 buses

**Funding:** 150 buses of Mysore City 80% funded by MoUD, 10% Govt.of Karnataka
62 buses operating in Tumkur, Hassan, Davangere, KGF, Kolar and Mandya 50% funded by Govt.of Karnataka
Other cities and rest of the amount funded from internal resources of KSRTC

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

KSRTC Management & Staff: Divisional level and depot level traffic staff for extensive field surveys were taken up, to assess requirements, deployment, route selection –periphery to periphery through city centre, frequency & timings. At Central Office level design of the bus, implementing urban bus body code in the buses, assessment of revenue model and mobilizing the internal financial resources.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

![Image of ratings of KSRTC City Bus Services]

KSRTC engaged Monitoring and Evaluation Consultants for studying city transport services for assessing the ratings of city bus services.
9. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Need for optimization of route planning, consultation with all the stakeholder, bus design, adoption of best practices in operation & maintenance, creation of infrastructure, frequency, reliability and safety in operation, fare fixation, revenue model and need for public outreach programs and visionary leadership.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

**Situation before City Bus Service**
- Unorganized & dysfunctional city transport system
- Dependency on para-transit modes like autos, shared autos, tum-tums, maxi-cabs
- Lack of effective public transport resulting in usage of two-wheelers & other personalized modes

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The present City bus operation in tier II and III cities

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<th>Sched Kms</th>
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<th>Population (in lakhs)</th>
<th>Passengers per Bus (Initial)</th>
<th>Passengers per Bus (Present)</th>
<th>KMS / Bus / Day</th>
<th>Populati on served within 400mts from Bus stop</th>
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<td>442</td>
<td>215.4</td>
<td>3310</td>
<td>17.0</td>
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</tbody>
</table>
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

GPS based automatic next stop announcement system, Fitted with CC cameras for the safety, Fitted with rear view cameras for driving safety, Panic buttons are provided to drivers to pass on emergency information to Control Room, In bus voice announcement system with LED display to inform passengers of forthcoming bus stops, passenger request stop buzzer provided on stanchion poles, reduced floor height for easy boarding and alighting of passengers, electro pneumatic doors – for passenger safety vehicle will not move till the doors are closed, ramps for easy boarding and alighting, safety belt for wheelchairs.

In the Tumkur city alone: there is significant modal shift

- Significant (about 22%) modal shift from para-transit modes and personalized vehicles to public transport
- Around 50,000 passenger travel daily
10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Started with 9 buses in one city

At present: Operating in 14 cities

- Planned for another - 4 cities
- Karnataka has 31 cities with city buses

I hereby declare that all the information furnished above is true and correct

Name : Mr. Rajender Kumar Kataria

Designation : Managing Director

Date :

Signature :
Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

**Introductory Information**

1. Project name: **Bottom-up decentralization through formation of Ward Committees and Area Sabhas in the Greater Hyderabad Municipal Corporation (GHMC)**

2. Contact details:
   - Name of primary contact person: Dr. Sameer Sharma
   - Designation: Additional Secretary (Smart Cities), Government of India
   - Email address: ssameer@nic.in
   - Contact no: 011-23061558

3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Dr. Sameer Sharma
   ii. Mr. M.S.S. Somaraju
   iii.

4. Project Commencement Date: 2010  
   Project Completion Date: 2012

**Project Specification**

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   In accordance with the 74th Amendment of the Indian Constitution, Ward Committees (WC) and Area Sabhas (AS) were established in all the wards of Hyderabad City in 2010. Conducting elections, transferring control over ward-level functionaries and earmarking of 20% funds for ward development works were some of the key activities undertaken.

3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning
   - Fiscal decentralisation
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other:
4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   - [✓] Quantitative improvement in service delivery
   - [✓] Active citizen participation facilitated through formal processes and platforms
   - [✓] Measurable improvement in transparency and/or accountability
   - [✓] Enhancement of capacities in municipality (human resources, finances, IT or other)
   - [✓] Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
   - [✓] Other: Empowering of WCs
   
   b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   - [ ] Law or amendment to law delivery
   - [ ] Policy or changes to policy
   - [ ] Government Order or notification
   - [ ] New or improved institution frame work or institutional process
   - [ ] Other:

5. Kindly attach supporting documents and mention specifics of the same below

1. **Active citizen participation facilitated through formal processes and platforms**
   a) General Guidelines (procedure to conduct ward committee meetings, agenda items and official participation)
   b) Standing orders of the Commissioner, GHMC for maintenance of Municipal Complexes as per the section 593 [1] [c] of HMC Act 1955.
   c) Standing orders of the Commissioner, GHMC, for maintenance of Municipal Markets as per the section 593 [1] [c] of HMC Act 1955.
   d) Guidelines for utilisation of GHMC sports complexes - Standing Committee resolution no; 284, dated 29-09-2010 and rule 36 under functions and rights of area sabhas, G.O.ms.no.57 MA&UD(UBS) Dept., dated 10-02-10

2. **Enhancement of capacities in municipality**
   a) Draft Inception Report: Capacity Building support for Preparation of Ward Development Plans. (ASCI, Hyderabad)

3. **Others: Empowering WCs**
   a) Hyderabad Metropolitan Water Supply & Sewerage Board - Constitution of Ward Committee in GHMC- ward committees empowered with certain powers & functions- Ward level officers designated
   b) GHMC – Secretary Section – Constitution of Ward Committees - Division of Wards into Areas under Rule 31 as divided by the Deputy Commissioners concerned – Orders issued. Dated: 05.07.2010

6. Kindly detail the process followed to achieve the intended outcomes

   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   There is a need to empower citizens to control and monitor provision of local services. The project started with the notification for election of WCs/ASs in Feb 2010. The key milestones were establishment of the WCs/ASs, training them to perform their functions and handholding them for two years.

   b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   In response to the election notification, 4,627 applications (men – 3345; women – 1282) were received for 1476 vacancies (men – 729; women -747). The election of WCs/ASs was opposed by the ward corporators. The Floor Leader of the opposition party filed a case in the Andhra Pradesh High Court to stay the process as the constitution of the ward committees would adversely affect the natural privileges of corporators. The High Court decreed in favour of continuing the election process as the WCs/ASs would increase accountability and bring administration closer to the people.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

Registered associations like mahila mandalis, trade unions, Chambers of Commerce, medical councils; slum level federations, self-help groups, ratepayers association, resident welfare associations, registered voluntary associations, NGO, and prominent citizens; Corporators and other members of Municipal Council.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

There was really no additional financial expenditure which was not available in that budget year. The budget provision for WCs was made by earmarking 20% from the budget of Hyderabad City.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

All the officers and the corporators participated in the process. The prime motivator was Dr. Sameer Sharma, who has a Master’s in Community Planning and a doctorate in metropolitan development from the US and Mr. Somaraju, Secretary to the Municipal Council.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

The main positive outcome was the establishment of the WCs and ASs. After establishment of ward committees 595 WC meetings were held; 5820 resolutions passed and 1280 resolutions implemented. Additionally, 1674 AS meetings were also held. Giving oversight on daily activities, valued by people, helped to improve service delivery. This was evident from the reduction in number of adverse press reports. Ward Committees promoted dialogue and communication by creating a public realm that encouraged individuals, groups, and interest groups to engage in free and open communication. Further, the GHMC decided to prepare the Ward Development Plans (WDPs) for comprehensive and integrated development of the ward. Researchers from IIHS evaluated the performance of the WCs/ASs. Their findings show that the budget utilization was aligned to ward needs and priorities in most of the wards and confirmed that greater than 75% of the funds allocated to the WCs was utilized. Nearly, 70% of the total WC respondents stated that people approached them directly with ward problems during their visits to wards.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

The Hyderabad experiment has shown that decentralization rooted in subsidiarity has the potential to lead to effective microgovernance, develop partnerships among people, and enhance their capacity to build consensus on local issues. A novel provision that resolutions will fail if opposed by more than 20% of members of the WC ensured that ‘voice’ of the silent is included in decision making.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

The WC includes various interest groups - ratepayers association, resident welfare associations, slum level federations, self-help groups, registered associations, mahila mandalis, trade unions, chambers of commerce, medical councils, registered voluntary associations, NGO, and prominent citizens. As per IIHS Survey, 55% of the respondents belonged to registered associations, mahila mandalis, trade unions, chambers of commerce and medical councils. This ensured that all sections of society were included in the decision making process of the WCs/ASs. People are interested in microgovernance institutions. The fact brought out in the IIHS study is that almost 44% of the total WC respondents spend nearly 1-9 hours every week on work related to their WC; another 23% spend 10-19 hours and 15% spend 20-29 hours.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The financial allocation to each corporator for local development was INR 1 crore. 20% of the allocation was reserved as budget for the WC and another 20% to be utilized for maintenance activities in the ward. The IIHS survey found that nearly one-third of the WC respondents knew about the fact that their budget was INR 20 lakhs and confirmed that greater than 75% was utilized. Almost two-thirds of the total WC respondents stated that the budget utilization was aligned to ward needs and priorities. The IIHS study also found that nearly 86% of the total WC respondents have stated that meeting minutes were being recorded. Almost four-fifths of the WC respondents had read the minutes of the last meeting and nearly 85% had discussed minutes of earlier meetings. This indicates increased awareness amongst the members that will lead to a greater sense of responsibility and hence better service delivery. Citizen participation also improved significantly with almost 62% respondents confirming that citizens were present in the WC meetings and 75% of the WC respondents communicated resolutions to the public by word of mouth. Nearly, 70% of the total WC respondents stated that people approached them directly with ward problems during their visits to wards. Overall, this led to enhanced transparency and accountability.
9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

The Hyderabad experiment is replicable. The Constitution backs the initiative and the critical gap addressed was to make the laws and rules operational. The Hyderabad model is an example for all urban bodies in India after appropriate contextualization.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Ward Committees and Area Sabhas have come to stay because the legal backing and the operational provisions are in position. All rules have been made operational. Citizens and ward committee members have become partners in microgovernance and oversight opportunities given to citizens and civil society organizations is expected to make them champion the initiative.

I hereby declare that all the information furnished above is true and correct

Name : Dr. Sameer Sharma                   Date : 16th December, 2016

Designation : Additional Secretary (Smart Cities)           Signature : (Sd) - Sameer Sharma

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for application 12 (Category: Implementer):

Click here
Introductory Information

1. Project name: ERP Implementation at Greater Chennai Corporation
2. Contact details:
   Name of primary contact person: Mr. P.R. Krishnamoorthy
   Designation: Associate Vice President
   Email address: prk@epgovernments.org
   Contact no: 98407 03307
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Kanta Mishra VP
   ii. Manu Srivastava VP

4. Project Commencement Date: Aug 2008  Project Completion Date: March 2012

Project Specification

1. Category of awards applied for: (please tick)
   o Implementer category

2. Project Description (Briefly describe the project in not more than 50 words):
   Implementation of Integrated Municipal ERP Solution at Greater Chennai Corporation consisting of Citizen convenience, Revenue, Expenditure and Administrative modules with Financials as Core Module. This has enabled the Greater Chennai Corporation to handle its day to day operations and decision making in a decentralized manner to the 200 wards in the city while at the same time giving complete visibility and transparency to the head of the departments and the executives of the corporation.

3. Please select the nature of decentralisation the application should be considered under:
   • Decentralised planning
• Functional devolution and capacities
• Administrative devolution and capacities

4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   1. Quantitative improvement in service delivery
   2. Measurable improvement in transparency and/or accountability
   3. Enhancement of capacities in municipality (human resources, finances, IT or other)
   4. Quantifiable improvement in organization performance in terms of project
delivery/completion, specific project deliverables, performance metrics etc.

   b) Applicable only for the **ENABLER** Category:
   Please select the Project Outcome/s - **NOT APPLICABLE**

5. Kindly attach supporting documents and mention specifics of the same below

1. Quantitative improvement in service delivery.
   • Prior to the implementation of the ERP, there were about 200 complaints a month to the
corporation by the citizens. Post implementation we have more than 250 online complaints per
day with a resolution percentage of more than 85%.
   • Online Portal Access to other Service Departments to cater to the needs of their service
request with the Corporation of Chennai

Other areas of operations like
Engineering Works Module - Managing the spend of more than 1500 Crores in a year with 100% budget control and MIS reports on the ongoing works for the weekly review. Taking up of Works were decided locally in the Zonal level. Budget were worked out for the Zones for each work type. This Budget was worked out based on the last year budget, spent amount, ongoing works (All these are provided from the ERP Reports at actuals for effective planning) and projected works for the current year. The Works were reviewed at Zonal level/ Regional Level and consolidated at Head Quarters level.
Legal Case Management Module - monitors the 5000+ active cases on the date of hearing, filing of Counter Affidavit and Judgement Implementation status.
Property Tax - The Property Tax Collection which was around 200 Crores has increased to 560 Crores in the last 3 years of implementation of the module. The Application enabled the Corporation to introduce decentralized collection facility, (more than 200 counter locations across the city, field collections at the residence at his convenience by Hand held device, online collection facility and extended arms at more than 500 bank branches with real time receipts.

Overall the Performance improvement was possible largely due to the decentralized operations and devolution to the Zones which are monitored by the Regional Commissioners.
2. Measurable improvement in transparency and/or accountability

- Capital Payments of 1500 Crores per year was made with 100% budget control under detailed head of accounts and accounted function center wise within a department.
- Department wise and within the Department - Function Center wise Profit and Loss accounting was enabled
- The Public Complaints are registered online with unique tracking number and status update provided to the Citizen by SMS and Email.

3. Enhancement of capacities in municipality (human resources, finances, IT or other)

Improvement of efficiency in carrying out mundane works by the CoC officials enabled Capacity enhancement of the human resources which are made available to attend to the Core activities.

Process simplification in Engineering Works:
- Template based SOR Master aided Estimate preparation
- Budget Appropriation with control of expenditure
- Abstract Measurement Book automation and linked and validated to Estimate Quantity and Tender Rates
- Budget Checked Contractor Payment in Decentralized mode but with Centralized Concurrence

The above process simplified the effort and enhanced the human resource capacities of the engineering officials.

Process simplification in Property Tax
- Service Request at Citizen Service Center with tracking and SLA adherence.
- Demand Computation with standard rates and process adherence
- Auto journalization of incremental demand changes and year end roll over of demand
- MIS Reports for decentralized ward wise Dues and Collectibles for effective collections

The above process simplified the effort required for the bulk operations and enhanced the scarce human resource capacities to concentrate on efficiency improvement of the Revenue Department.

4. Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).

Complete Online review of around 3000 Works carried out across 200 wards with provision to segregate the data based on Department, Function Center, Type of Work, Finance Source, % of completion and Stages of the approval process (Annual Exp budget is around 1500 Crores)

Citizen Service Request with unique tracking number for the requests raised by the Citizen for any services like Property Tax Assessment enables the Corporation to deliver them within the stipulated SLA.

Review on the delayed requests were done with ageing analysis reports by the HOD’s.

Performance Metrics (as a Table Below)
6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

The project was conceived by ELCOT (A Government of Tamilnadu Undertaking) and they had conducted a initial study and came out with a project report identifying the core areas which can be taken up for computerisation in the first phase.

ELCOT shortlisted eGovernments Foundation as the implementation partner through an Open Tender. The tender scope was divided into two phases span over 18 months with citizen impact modules in the first phase and process centric modules in the second.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

The processes are

1. Requirements Study at functional level and preparation of the requirements document
2. Suggestion of Process re-engineering and simplification/standardization of the Work Flow
3. Presentation of the SRS with the functional Department along with the HOD
4. Incorporation of the feedback and remarks of the Department users.

<table>
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<tr>
<th>Module</th>
<th>The impact</th>
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<tbody>
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<td>Property Tax</td>
<td>Maintains a database of over 10,67,000 properties Average time to create/manage property record reduced from 7 days to 1 day Increased citizen convenience: Payments Online, POS Devices, CSC’s, Bank’s &amp; ATM’s</td>
</tr>
<tr>
<td>Works Mgmt</td>
<td>Throughput of 1,000 estimates /month Reduction in estimate creation time from 4 hours to 10 minutes Average estimate approval cycle reduced from 7-10 days to 1-2 days Reduction in creating measurement book entry from 6 hours to 15 minutes Spend of 1500 Crores with 100% Budget Control in a year.</td>
</tr>
<tr>
<td>Grievance Redressal</td>
<td>24X7 helpline, SMS &amp; Email integration, Automatic escalation, 85% redressal rates Number of respondents providing feedback has gone up from ~2,000/year to 23,000+/year.</td>
</tr>
<tr>
<td>Financial Accounting</td>
<td>Processed 2,30,000+ vouchers in 2015-16 financial year Automated budgetary controls for 1,900 cr expenditure. Replaces 1,500 manual registers!! Instantaneous generation of fund flow and cash flow statements Reduction in challans processing from 4-6 hours to 15 minutes Centralized Online payment concurrence with Consolidated RTGS payment advice</td>
</tr>
<tr>
<td>Inventory</td>
<td>15000+ SKU’s across 100+ stores being managed through the system</td>
</tr>
<tr>
<td>Building Plan</td>
<td>Online submission of building plans with SMS integration with SLA Compliance Green field channel: Building Plan approval in 7 days</td>
</tr>
</tbody>
</table>

Janaagraha Centre for Citizenship and Democracy | 4th flr, UNI Building | Thimmaiah Rd. | Vasanth Nagar | Bengaluru 560052
www.janaagraha.org/vramachandranawards
5. Design & Development of Application and provide with test data for user Acceptance  
6. On clearance loading/migrating/data entry of the production data and roll out of the module  
7. Training to all the users at their location on the Application  
8. Enabling orders from the HOD of the Corporation to ensure compliance and usage of the online system  
9. Major challenges faced is the acceptance of the online system by the aged work force. This was overcome by frequent training at their desk with onsite support team and ensuring clearance in the process only in online mode of process.

   c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

   The stakeholders are

   1. ELCOT – The IT Arm of the Govt of Tamilnadu who are the consultant to Corporation. They will be holding frequent review meetings to monitor the progress as well as the quality of the work. They also provided the State Data Center for the hosting and TNSWAN for the connectivity to the Server maintenance.  
   2. GCC – Greater Chennai Corporation – The client which had a legacy system and with their core strength in the Financial Coding standards were able to absorb the package at ease  
   3. eGovernments Foundation – The implementer with the role of studying the requirements, design and development, advisory role in process re-engineering, implementation, roll out, training and Onsite Support with a dedicated support team.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

   1. The project involved three major components

      1. Application Cost – eGovernments Foundation quoted for the effort on customisation of the available application at 1.35 Crores Please add the support costs as well which were a part of the contract. And current support contract costs.
      2. Server Infra Cost – ELCOT procured the Servers on behalf of Corporation and placed them at State Data Center (SDC). - 1.5 Crores  
      3. Desktops and Networking at GCC – This was done by GCC and set up a dedicated onsite hardware support team to maintain the systems and networking – 4.5 Crores

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

   The Project was designed, developed and implemented by eGov (eGovernments Foundation) and its team. The implementation and its progress was technically monitored by ELCOT (State Government Nodal IT Agency) and monitored for the process and work flow compliance by the domain specialist.
(Greater Chennai Corporation).
eGovernments Foundation - Program Manager, Project Manager, Development Manager, Team Leads, Developers, Testers and Support Professionals
ELCOT - Program Manager, Project Manager and Financial Advisor
Greater Chennai Corporation (GCC) - Senior Systems Manager, System Analyst and Programmers. In addition Nodal Officers from each department to provide inputs and validate them for Process and Work Flow Compliance. Last but not the least GCC employed an external financial consultant who had more than 35 years of experience in GCC at a senior level in Finance. He played a vital role in designing the auto generation of trial balance and balance sheet from the daily transaction journals. He is responsible for drafting the Chart of Account in compliance to the National Municipal Accounting Manual.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Benefits to the Citizen
1. Online Mode for registration of Grievances
2. Online Payment Mode for all service related payments
3. Online Mode for Citizen Service requests with unique tracking number and status updates to the registered mobile

Benefits to the Officials
1. Complete MIS of the transactions like Collections and expenditure
2. Tracking of the Engineering Works with Budget validation from the Estimate to Capitalization (Handles more than 10,000 works in a year)
4. Effective tool to monitor the collections and improve
5. Internal efficiency in handling the grievances with SLA compliance

g. Briefly describe the key learning you have had during the course of the project. (Please do not exceed 50 words)

Key Learning
1. Resistance to the change can be managed with enabling orders from the HOD.
2. Once the user start using the system and realize the benefits and ease of doing the work then it becomes a practice to them
3. The average age of the employees of GCC is around 45. But they have exhibited perseverance in adopting the system due to the ease of completing their task and getting a clear MIS data of
the transactions.
4. Frequent change in the HOD will hamper the progress of the implementation. But a clear cut policy and framework will enable to overcome this.
5. The system in place will help the client in coming up with more advanced and comprehensive requirements which would have never been thought off in the earlier stages.
6. Environmental changes are inevitable – Local body elections, Merger of small and medium Urban Local bodies with the Corporation, Natural calamities and Financial uncertainties of the Corporation

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Current Impact:

1. The online payment which was around 1-2% for the Property tax payment has grown upto 20-25%. In addition online payment for all their receipts (Both Tax and Non Tax were introduced). The number of online payment users stands at 3 lakh citizen per annum.
2. The online services has provided a unified platform to the Service Departments in raising their requests to the closure of the same. (e.g. The request for Road Cut can be raised online by the Service Departments and on payment can get the clearance online)
3. The Contractors are getting their payments through RTGS to the tune of 1000 Crores per annum. Also the Statutory deductions are accounted properly enabling the contractors to file their returns without any issues.
4. Collections – Around Nine Lakh transaction/Receipts were generated by CoC in a year.
5. Engineering Works – Asset Creation and Maintenance is one of the major activity of CoC involving 40,000 works at an average cost of 750 Crores with 100 % Budget Control.
6. Payments – Payments by CoC is happening to the tune of 2000 Crores of which the Engineering Works, Pension and Pay Roll takes a major chunk of upto 90%. Number of average payments processed in a year is to the tune of 2 lakh.
7. Financials - Financials the Core Module of the ERP handles the complete accounting of the CoC and the average turnover of Rs.2500/- Crores.
8. Grievance – CoC handles 70,000 complaints per year on an average.
9. Online Services – Citizen are provided with a Portal to handle their services like Property Tax, Professional Tax, Company Tax, Building Plan Approval, Shop Rent and Public Grievance.
10. Other Functions – Registration and Renewal of Services/Inventory Management /PayRoll/Pension/Building Plan Approval/Legal Case Management.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).
The Project provides a Citizen platform with Citizen Portal. This Portal enables the Citizen to register themselves and use the online services of the Corporation. A log is maintained for the individual citizen on their transactions. This enable the Citizen to see the history of the transactions made and download the receipts of their previous receipts.

The project provides transparency in registration, tracking and closure of citizen complaints. Transparency in displaying the list of public Works undertaken by the Corporation on a GIS map for the Citizen.

The Service Request are tracked with unique tracking number. Any delay in the Service more than the stipulated SLA’s are monitored during the review meetings. Officials are accounted for the ongoing/pending works by means of instant MIS reports.

Citizen participation as of now is not direct. The complaints handled are analysed by the officials and planning for the subsequent year with Budget provisions are made based on the nature and location of the complaints.

9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

The Project is truly scalable. This was evident and proved during the course of implementation itself. On the verge of completion of the implementation the Corporation of Chennai taken up the merger of 42 urban local bodies and was made as Greater Chennai Corporation.

“ Our base implementation consisted of 10 Zones and 155 wards covering 176 Sq.Km. In 2012 the surrounding Urban Local bodies were merged to the Corporation (42 Local bodies ranging from Municipalities, Town Panchayats and Village Panchayats). With this merger the Greater Chennai Corporation became 15 Zones with 200 wards. The Greater Chennai Corporation also decentralized its operations with three Regional Commissioners handling 5 Zones each as South, Central and North Regions.”

The entire expansion of the Corporation with the merger took place in 45 days mainly due to the well planned ERP in place.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

The Project is sustainable and adapted to the growth and evolution of the Greater Chennai Corporation. The Project was completed in the year 2012 and till date being maintained and supported with incremental changes and enhancements. The Corporation of Chennai has an in-house team of Software professionals. They are being trained in the support by our Onsite Support
professionals. Periodic regular training and retraining are provided to the users on continuous basis. The initial order was for implementation with one year of free support and subsequent year of paid support. This enabled the effectiveness of the roll out and its sustainability during the initial phase.

The Application is supported by the onsite support team with a mix and match of in-house support team. As time progresses the in-house support team will take over the maintenance of the Application.

The Application is in use for more than 3-4 years and all the users are accustomed and impacted by the benefits of the system. The users will not allow the system to degrade at any cost due to the inherent benefits they enjoy.

Compared to the size and budget of the Chennai Corporation (Budget of 2000 Crores/annum) the amount for the maintenance of the Application and Servers are costing them less than a Crore per annum (System Sustenance cost works out to 0.05% of the annual budget). Since the Application is in Open Source Platform and procured by the user for a one time fee the recurring cost are very minimal.

I hereby declare that all the information furnished above is true and correct

Name : P.R.Krishnamoorthy
Date : 23rd Dec 2016
Designation : Associate Vice President
Signature :
States | Category- 2
Implementer
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: eNagarsewa (http://e-nagarsewaup.gov.in/ulbapps/)
2. Contact details: 8th Floor, Directorate of Local Bodies, Indira Bhawan, Lucknow
   Name of primary contact person: Shri Rakesh Kumar Mishra
   Designation: Director, Directorate of Local Bodies,
   Email address: directorlocalbodies@gmail.com
   Contact no: 0522-2287234
3. Name of applicants (no more than 3 individuals/institutions/ both):
   i.
   ii.
   iii.
4. Project Commencement Date: 30 March 2011 Project Completion Date: -

Project Specification

1. Category of awards applied for: (please tick)
   o Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation). ✓
   o Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
e-nagarsewa, is a web-based application has been conceived and launched in order to give services to citizens of Uttar Pradesh and Employees of Urban Local Bodies. This web application was developed for all 14 Nagar Nigams, 198 Nagar Palika Parishads and 424 Nagar Panchayats. At present it is running at 14 Nagar Nigams, 10 Nagar Palika Parishads and 13 Nagar Panchayats with 6 main online services such as Birth & Death Registration, License Registration, Property Tax, Public Grievance Redressal, Citizen RTI Status & Personal Information System.

3. Please select the nature of decentralisation the application should be considered under :
   o Decentralised planning
   o Fiscal decentralisation
   o Functional devolution and capacities
   o Administrative devolution and capacities
   o Community participation
   o Other: ✓
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
   - Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

   --

6. Kindly detail the process followed to achieve the intended outcomes

   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   Preparation of e-Nagarsewa (e-Gov) of entire Project was done by NIC & ULB on the directions issued by Directorate Of Local Bodies, Uttar Pradesh. System study & preparation of SRS of all the project modules was carried out. NIC technical team conducted the study and officials of ULBs provided all the inputs. Based on that NIC prepared the SRS and development of S/w Modules in parallel so that the application & SRS will be developed according to the real sites.

   b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   Process involved under this Project-
   1. Establishment of Data Centre at NIC Data Centre or State Data Centre (SDC)
   2. Establishment of Disaster Recovery Site at Local Bodies Directorate or at Kanpur Nagar Nigam
   3. Create ICT Infrastructure for Kanpur Nagar Nigam (KNN) and its 6 zones.
   4. Hiring the backbone connectivity (Leased Line/VPN Broadband/RF) from nearest UPSWAN POP or any other suitable gateway.
   5. Deployment of Technical Manpower for the successful implementation of the Project.
   9. Live all the services at the real sites.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

The various stakeholders involved are as:-
1. Citizens
2. Municipalities
3. Service Providers / suppliers
4. Funding agencies/PPP players
5. Policy makers
6. Program Office

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

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<tr>
<th></th>
<th>Total project sanctioned = Rs 23.61 Cr approx</th>
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<td>Total funds received = Rs 5.90 Cr (approx)</td>
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<tr>
<td>Total</td>
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 e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1) **System study & Requirement Specification analysis** - Scientist (E), Scientist (D) & Programmer at NIC Level.
2) **Application Development Testing, Execution & Capacity Building** - Project Manager, Team Leader, Senior Systems Analyst, Senior Programmer from hired manpower through outsourcing.
3) **Implementation** - Data Entry Operator at ULB Level or through hired manpower.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

E-governance solution ensured that the interface between citizens and ULBs is made smooth and resolved the problems encountered by people. The use of ICT can help greatly in improved service delivery, decentralization, better information management and transparency, citizen involvement in government and overall improvement in urban governance across departments and at all levels.

The benefits of this project for citizens, ULBs and management:

- Single-window access to various services of ULBs.
- Quick service delivery at a decentralized level.
- Streamlining of the approval process.
- Improved interaction with municipal government at different levels.
- Track the performance of ULBs.
- Transparency and accountability in ULB functioning.
- Quick redressal of grievances.
- Common information base across departments on a single integrated platform.
- Improvement in revenue collection.
- Availability of standardized and meaningful MIS on timely basis across all departments.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

The key learnings during the course of the project were as below:

- Reduction in time-lag in delivery of services, viz. issue of birth and death certificates, assessment & collection of property tax, payment of utility bills, etc.
- Enhanced interface between urban local bodies and citizens.
- Transparency and accountability in the governance of urban local bodies.
- Improvement in quality of internal local government operations to support and stimulate good governance.
- Key performance indicators-based decision-support systems for reports and analysis using intelligent platform.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

The objective of the project is to provide ULB Application and services throughout the entire state. Since the Application and services are rolled out in the entire state on "Anywhere Anytime Services" through portal methodology. Services & impact rendered through the projects are as:

Approx. 2000 users daily download Birth/Death certificate and in a month around 40 lakhs visitors access the e-nagarsewa. Around 1862 hospitals and 8 counters in 14 Municipal Corporations offices that makes – 112 centers with 25 services centers at Kanpur and approx. 6/7 service centers at each Municipal Corporations and one service center at head offices in all Municipal Corporations access this application for various citizen centric services.

Thus, all urban residents are able to obtain access to a basic level of urban services. Local services and governance are conducted in a manner that is transparent and accountable to citizens. E-Governance applications are introduced in core functions of ULBs resulting in reduced cost and time of service delivery processes.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The developed web application improved the service delivery in each and every aspect for the key players:-

- Citizens: Easy access to municipal services, hassle free payment of taxes and user charges, quick redressal of grievances.
- Municipalities: Improvements in efficiency and effectiveness of business processes/functions of ULBs.
- Decision-makers: Improved information for planning and decision-making.
- Employees: Improved efficiency and better delivery of urban services.
- Policy makers: Integrated view of performance of municipalities at the center, state and ULB level.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes, the project is scalable. The project in inception was decided to be started at two or three locations for rollout in order to check the sustainability & efficiency. On the basis of the feedback provided at these locations regarding the services response it was upscaled and roll-out for entire state. The roll out included establishment of Data Center and Disaster Recovery site along with establishing the Connectivity to all the users of Line ULBs.

The project has huge potential for the systemic change as various scalability and backup options were taken into consideration in the inception phase. The Methodology adopted through centralized infrastructure at Data Center have sufficient capacity to deliver the required services throughout the state maintaining the continuity. To ensure the continuity even in the unavoidable conditions we have a Disaster Recovery (DR) site too. Though the DR site is under sized just to maintain the continuity of the services, however the performance or the response time of the IT services does not completely degrade for the time, the services are being rendered through the DR site.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, the project is sustainable. For the Operation & Maintenance of the system a small amount of money is used from the online services rendered to the citizens.

I hereby declare that all the information furnished above is true and correct

Name : Shri Rakesh Kumar Mishra
Date : 31 Jan 2017

Designation : Director, Directorate of Local Bodies, UP
Signature :

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

A.jesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: a.jesh.nair@janaagraha.org.
Application for Implementer Category

V Ramachandran Awards for Excellence in Urban Decentralisation

Under the Project of

Free distribution of battery operated e-rickshaw
to manual operated rickshaw puller

in the
State of Uttar Pradesh

Submitted by

State Urban Development Agency (SUDA), Uttar Pradesh
10 Ashok Marg, Navchetna Kendra Lucknow-226001
Off.- 0522 2307798 Fax: 0522 2286711 Website – www.sudaup.org

An agency
Urban Employment & Poverty Alleviation Programme Department, GoUP
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer Category

Introductory Information

1. Project name: "Free distribution of battery operated e-rickshaw to manual operated rickshaw pullers"

2. Contact details:
   Name of primary contact person: Sri S.P. Singh (IAS)
   Designation: Secretary, Urban Employment and Poverty Alleviation Department, U.P.Govt.
   Email address: cc.urbandev@gmail.com
   Contact no: 8573019999

3. Name of applicants (no more than 3 individuals/institutions/both):
   Shailendra Kumar Singh, Director,
   State Urban Development Agency(SUDA), Lucknow, U.P.

4. Project Commencement Date: Aug. 2015
   Project Completion Date: December 2016

Project Specification

1. Category of awards applied for: (please tick)
   - [ ] Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralization).
   - [x] Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization).

2. Project Description (Briefly describe the project in not more than 50 words):
   In the context of normal day to day commutation, specifically in the areas of Uttar Pradesh, conventionally rickshaws have been used as effective means of transportation for shorter distances. These manual rickshaw pullers work very hard to pull said rickshaws as a result of which they have been diagnosed with many diseases, resulting in hampered productivity. In today’s scenario such type of manual rickshaw pulling is inhuman. On the basis of aforesaid causes this innovative scheme has been launched by State Govt. of U.P., for the socioeconomic upliftment of the manual rickshaw pullers, there manual rickshaws will be replaced by e rickshaws in a phase wise manner.

3. Please select the nature of decentralization the application should be considered under:
   - [x] Decentralised planning
   - [ ] Fiscal decentralisation
   - [ ] Functional devolution and capacities
   - [ ] Administrative devolution and capacities
   - [ ] Community participation
   - [ ] Other:

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560052 | www.janaagraha.org/vramachandranawards
a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery ✓
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
   - Other: (welfare & socio-economic development for poorest community of Society) ✓

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process
   - Other:

Kindly attach supporting documents and mention specifics of the same below
respectively several directions/GOs attached.

- G.O. No. 35/69-1-13-14(31)/2012TC Dt. 24.1.2013 (Guideline of the Scheme)
- 2760/69-1-14-14(31)/2012TC-II(B-I) Dt. 06.1.2015
- 891/69-1-2012-14(31)/2012TC-I Dt. 31.5.2012
- 890/69-1-2012-14(31)/2012TC-I Dt. 31.5.2012
- 2212/69-1-13-14(31)/2012TC-II Dt. 08.1.2014

Kindly detail the process followed to achieve the intended outcomes

Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)
1) Need - for the socioeconomic upliftment of the manual rickshaw puller by replacing their manual rickshaws with e-rickshaws (battery operated) which will intern enhance their standard of life and give them an effective tool to earn their livelihood, in today’s context a human being could not pull another human being which is inhuman in nature, by this project this issue would be addressed.
2) Project beginning:- a) Detailed guidelines from government of U.P. obtained. B) parameters of selecting beneficiaries C) got the technical specifications checked out from the premier institute viz. IIT Delhi for e rickshaw D) got the formal approval from U.P government for execution (open Tender carried out) finalized L1 AND L2 parties) to ascertain the number of beneficiaries support provided by ULB and DUDA, in accordance with the guidelines received from U.P GOVERNMENT.
3) Initial Milestones:- a) Motivating the cycle rickshaw pullers b) community mobilization c) training imparted to all the beneficiaries.

Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

1- Beneficiaries finalization by commissioner’s committee.
2- Prior to distribution they got the clarified by DM’s committee.
3- L1, party has provided 10 days on job training to all Beneficiaries.
4- As E-Rickshaw falls under CMVR act, so commercial driving license and registration is mandatory accordingly our local district DUDA office has provided the same.
5- Made provision by the supplier’s for after sales and service facilities at all places.
6- To prevent re-use of manual Rickshaws local Duda and ULB officials have acquired and destroyed the same by auction.
Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)
1. State Government (Urban Employment & Poverty Alleviation Programme Department)
2. State Urban Development Agency (SUDA), UP
3. Consulting Agency (for quality insurance)
4. Technical Consultancy by IIT Delhi
5. DUDA & ULB's
6. Poorest community of Society (manual rickshaw pullers)

Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)
100% Financial Resources released/assisted by State Government of U.P.
for 2014-15= 75.00 lacs approx.
for 2015-16= 200.00 lacs approx.

Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)
Following Govt. dept. has evolved in successful completion of the project
- State Govt. (Urban Employment and Poverty Alleviation Department)
- SUDA, DUDA and ULB's

What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)
- We have provided about 8000 E-Rickshaws till date with this approx. 40000 families are benefited socio-economically.
- It has benefited common man and community at large cheaper and speedy transportation.
- E-Rickshaw being operated by battery hence it is eco friendly (Noise & air pollution free).
Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- Socio-economic development of urban poor.
- Environment friendly (pollution free).
- It enhances the income of urban poor.
- It is also health friendly to the rickshaw puller.

What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

- As per Scheme's direction all manual rickshaw pullers in the state are going to get benefits phases wise.
- In first phase 8000 E-Rickshaws are provided to the beneficiaries till date with this approx. 40000 families are benefitted.

How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

- By this project (E-Rickshaw) we are improving community participation and public service delivery system.
- Providing employment opportunity to the urban poor in the state.
9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

--- N/A ---

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).
   - As U.P. being the densely populated state, more than 25% people living below the poverty line through this scheme/project economic condition can be improved, it turn their social status will also improve.
   - Improve socio economic status of the urban poors.
   - Opportunity to create employment among the Unemployed Urban poors.

I hereby declare that all the information furnished above is true and correct

Name  Shailendra Kumar Singh, I.A.S.  Date : 

Designation : Director, State Urban Development Agency (SUDA) U.P. Signature :

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.

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V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: City Livelihood Centres (CLC) under SM&ID of DAY- NULM.

2. Contact details:
   Name of primary contact person: Mr. Shree Prakash Singh
   Designation: Secretary, Urban Employment and Poverty Alleviation Program Govt. of U.P.
   Email address: shreeprakash54@hotmail.com
   Contact no: MB No.09454412069,
   Off. -0522-2237067(O)/Fax.0522-2237585
   Off.Add: 834,Bapu Bhawan,Vidhan Sabha Marg,Lucknow-226001

3. Name of applicants (no more than 3 individuals/institutions/ both):
   Mr. S.K. Singh, Mission Director/Director, State Urban Development Agency (SUDA) U.P.
   10 Ashok Marg, Navchetna Kendra Lucknow
   E-mail: nulmup@gmail.com, singhskias@gmail.com
   Contact no MB No: 08573038383
   Off.- 0522 2307798.
   Fax: 0522 2286711
   Website – www.sudaup.org

4. Project Commencement Date: 16.08.2014 and Onwards

Project Completion Date: Continuing

Project Specification

1. Category of awards applied for: (please tick)
   ✅ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   ✅ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   CLC is a unique platform where urban poor are accessing information’s and benefits for their livelihood. CLCs are working as Resource centers related to employment, skill training & job placements and technical support for microenterprises including backward & forward linkages & qualitative services for informal sectors to the citizen’s.

3. Please select the nature of decentralisation the application should be considered under :
   ✅ Decentralised planning
   ✅ Fiscal decentralisation
   ✅ Functional devolution and capacities
   ✅ Administrative devolution and capacities
   ✅ Community participation
   ✅ Other: Qualitative services of informal sectors to the citizen of the cities.
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- **Quantitative improvement in service delivery**
  - Active citizen participation facilitated through formal processes and platforms
  - Measurable improvement in transparency and/or accountability

- **Enhancement of capacities in municipality (human resources, finances, IT or other)**
  - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables performance metrics etc.).
  - Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution framework or institutional process
- Other:

5. Kindly attach supporting documents and mention specifics of the same below

1. CLC guidelines as annexure 1
2. Directives of SULM SUDA U.P. for establishing CLC in the Cities as annexure 2
3. Sample Sanction letter as annexure 3
4. Brochure as annexure 4
5. Leaf lets as annexure 5
6. Govt. Order for availing the services of Govt. departments. as annexure 6
7. Some photographs as annexure 7

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Identification and allotment of appropriate premise in the city, developing business plan and forwarding it to SULM for sanction after local appraisal.

Proposal received from city “Appraisal Committee” do the required corrective measures for sanction.

Mission Director finally sanctioning the proposal and releases the 1st installment Rs. 3.00 lakh for city to start functioning.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

CLC established by bidding process through outsourced agency with Rs1L bank guarantee

Sensitizing agency for not taking any benefit up till the viability & sustainability

Establishing essential infrastructure

Conducting meeting of skilled/semi labour for their registration.

Registration fee has been finalised with the meeting of urban poor beneficiaries.

Finalised rate of CLC services in consultation with registered beneficiary

Verification of registered beneficiary by officials as well as police verification

Preference will be given to SJSRY/NULM trained beneficiaries.

Inauguration of CLC by Local dignitary.

Dissemination of rate list on notice board of CLC/CMMU/ULB.

Ownership of CLC kept with CMMU/ULB
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)
- Urban Poor especially skilled and semi skilled
- ULB, govt and non govt deptt.
- CLC implementing agency viz NGO’s
- Hospitals/business houses /nursing homes/Malls/mom and pop stores
- Citizens of the particular city

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

CLC provided a non-recurring grant of Rs. 10 Lakhs to each CLC

- 1st Installment 30% Rs. 3.00
- 2nd Installment 40% Rs. 4.00
- 3rd Installment 30% Rs. 3.00

A part form the above CLC are allowed to charge the nominal fee for their services for smooth functioning.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1. Initially starting with two staff i.e. CLC manager and Reception/ computer operator cum account assistant.
2. CLC is allowed to hire more no. of required staff on the basis of CLC response and activity for smooth functioning; a local call center can also be maintained for business generation.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

CLC are playing pivotal role towards reducing the urban poverty as well as decreasing the problems of the urban citizen’s for day to day services. CLC are unique and innovative program under which single window based services are provided to citizen including poor’s.

Through CLC the informal sector which has traditionally been a source of services for middle and higher income group in cities such as security, carpentry, gardening, construction, electrical work, housekeeping etc. are provided in a reasonable prices.

The urban poor can market their goods from CLC.

The urban poor lack the information regarding the opportunities/benefits available for them provided by Govt. /others like skill training, bank credits and social security benefits etc. CLC provide these services to urban poor for their socio economic upliftment in the state of UP with two major objectives:-

The urban poor can offer their goods and services in an organized manner to the potential buyers i.e. the CLC would strive to bridge the gap between demand and supply of the goods and services.

The urban poor can access information and business support services as and when needed by them, which would otherwise not be accessible.

In UP 52 CLC are functional in 38 cities, in which more than 20,000 urban poor have registered and availing the benefits where measurable change in the life of approx 1L urban poor has been made. However presently CLC is benefitting approx. 1.30 Cr. urban populations. These CLC’s are making effort to provide all need based services.

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g. Briefly describe the key learning you have had during the course of the project. (Please do not exceed 50 words)

- Identification of premises on appropriate location in the cities of UP
- Developing faith amongst the urban poor about the CLC.
- Dissemination of information about CLC and their services to the citizens.
- Continued and effective coordination with various department and other potential stake holders in the cities.
7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

It is envisaged that in the coming days the concept and utility of CLC will reach to the entire citizen’s of the city. This will be done through wide publicity which is already going on. In future the CLC should be in a position to obtain direct work order by participating in bidding process for annual maintenance contracts; municipality contracts/housing associations services. Maximum number of urban poor can provide their services and increase their earnings in the following ways:
- Urban Poor who run small businesses can be guided of market needs, demand of the products produced by them.
- CLCs can provide marketing/sales outlets for their products.
- CLCs can facilitate the registration of micro-enterprises, licenses, accounting and other legal services for establishing and running the same.
- CLC may facilitate finding suitable jobs on a large scale for the poor.
- Having sufficient space and infrastructure the CLC may be provided as training venue.
- Feasibility of setting up crèche service may be explored by CLC.
- Collaboration with UID for making of UID/Aadhar card for citizens
- Government departments, banks, insurance agencies and other organisations accessibility for poor.
- Sky is the limit for CLC business and services depending on the intuition of the stakeholders.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The public service delivery system of the CLC services will be improved in the future by creating a 5 cell in each CLC where ever viable.
1. Free of cost services to Urban Poor- CLC an information hub for Govt/ Non. Govt. schemes
2. Nominal Fee Based Services for Urban Poor- Technical support for bankable proposal, Identity Card, Registration, Licensing, legal service for microenterprises and Placement services
3. Basic Day to Day services to the citizen at fair price - Electrician, Plumber, Carpentry, Nurses, House Keeper, Sales, Computer Operator, Motor Mechanic, Interior Decorator, Guard, Electricity Bills etc.
4. Other Proposed Services- bulk orders for various services from apartments, Business Houses, Malls, Nursing homes, Plantation, Sweeping and maintenance services of Parks etc. from municipalities/municipal corporations, Crèche services
5. Publicity and Awareness Campaign- A Call Centre with Toll Free No. 18001800155 has been established, broad Casting of jingal on FM radio both for citizen and kamgars, advertisement in News Papers at state level. However advertisement at local news paper, display of informative lines of local channels announcement through van/rickshaw mike, wall painting, rally, hoardings etc. are going on cluster and city level & plan to do in a better way in future.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Scalability of a project can be attained only when the project is sustainable in its present form. The present outcome of the project shows that urban poor’s coming forward to avail the CLC services by registering them. During the initial one year of functionality an average of 385 urban poor has been found registered with each CLC. However, we have been receiving more response. More CLC can be opened in following norms

<table>
<thead>
<tr>
<th>Population</th>
<th>No's</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 lakh</td>
<td>1 CLC</td>
</tr>
<tr>
<td>3 to 5 lakh</td>
<td>2 CLC</td>
</tr>
<tr>
<td>5 to 10 lakh</td>
<td>3 CLC</td>
</tr>
<tr>
<td>10 lakh plus</td>
<td>8 CLC</td>
</tr>
</tbody>
</table>

The registered workers should have police verification from their respective police station for providing reliable services of the CLC. This can bring down a no. of crime in the city and hence bring change in society. Awards and incentive scheme should be launched to motivate CLC workers and owner’s to increase their business.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

The present response of unique and innovative concept of CLC clearly indicates that CLC shall be sustainable as it is growing as a business unit. 90% work force from unorganized sector, who are unable to get proper benefit of various Govt./ non Govt. schemes due to lack of any single window system, this gap is minimizing and the workforce is able to get the benefit for their upliftment as the service industry contributes to 64% of Indian’s GDP FY 2015-16 and is growing at the rate of 8%. In future CLC should be able to cater the job opportunity for their registered members under various programs. The sustainability can also be ensured by joining hands with ULB to generate bulk orders. We have also established a call center to take complaints and business requirements for CLC at the head office and then pass them to the district for betterment.

I hereby declare that all the information furnished above is true and correct

Name: Shailendra Kumar Singh  
Date: 
Designation: Mission Director/Director, State Urban Development Agency (SUDA) U.P. 10 Ashok Marg, Navchetna Kendra Lucknow. 
E-mail: nurmup@gmail.com, singhskias@gmail.com  
Signature:
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 03 (Implementer)
Application for Implementer Category

V Ramachandran Awards for Excellence in Urban Decentralisation

Aasra Yojna

in the

State of Uttar Pradesh

Submitted by

State Urban Development Agency (SUDA), Uttar Pradesh
10 Ashok Marg, Navchetna Kendra Lucknow-226001
Off.- 0522 2307798    Fax: 0522 2286711    Website – www.sudaup.org
An agency
Urban Employment & Poverty Alleviation Programme Department, GoUP
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Scheme/Project name: AASRA YOJNA
2. Contact details: 0522 - 2286709-12
   Name of primary contact person: Sh. Shailendra Kumar Singh
   Designation: Director, State Urban Development Agency (SUDA)
   Email address: pmsudal@gmail.com
   Contact no: +91 8573038383

3. Name of applicants (no more than 3 individuals/institutions/ both):
   i. State Urban Development Agency (SUDA)

4. Scheme/Project commencement Date: 18/01/2013
   Scheme/Project Completion Date: On going

Project Specification

1. Category of awards applied for: (please tick)
   ✓ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralization).
   ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralization).

2. Project Description (Briefly describe the project in not more than 50 words):
   This is a 100% subsidized housing scheme which was launched by the State Government by its own resources on 16-01-2013. This scheme caters to the housing needs of the urban homeless poors living in slum areas (both IN-SITU and Relocation type housing unit). For relocation, land is given free of cost by ULB and for IN-SITU scheme, dwelling unit is made on beneficiaries’ own land. Each DU has a built-up area of 25 square meters which comprises of one room, verandah, Kitchen and WCV etc. The sanction cost of each dwelling unit is Rs 4.19 lacs. Identification of beneficiaries is being done by a transparent process at ULB level.

3. Please select the nature of decentralization the application should be considered under:
   • Decentralised planning
   • Fiscal decentralisation
   • Functional devolution and capacities
   • Administrative devolution and capacities
   • Community participation
   ✓ Other: Housing Scheme

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4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.

✓ Other: Housing Scheme

b) Applicable only for the ENASBLER Category: Please select the Project Outcome/s

✓ Law or amendment to law delivery
✓ Policy or changes to policy
✓ Government Order or notification
✓ New or improved institutional frame work or institutional process
✓ Other:

5. Kindly attach supporting documents and mention specifics of the same below

In Aasra scheme, preference will be given to those living in minority-dominated slums whose monthly income is up to Rs 6,000. Registered rickshaw pullers, OBCs and SCs people who do not own any house, and released manual scavengers will also be eligible. However, it will be mandatory that no family member of the beneficiary owns a house in an urban area.

The Government order no 33/69-13-14(31)/2012TC(C) dated 16-01-2013 regarding guideline for construction of DU's and allotment of beneficiaries under Aasra scheme is enclosed.

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Keeping in view a huge housing challenge in urban areas due to migration from rural areas for employment SUDA drafted a proposal for providing free housing to the poorest section of urban population living in slum areas (both minority areas & others). The main objective of the scheme was to improvise the living standards and social status by providing the houses to the needy.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

The proposal was sent to GoUP and after vetting GOUP sent the proposal to cabinet for approval. Accordingly the scheme was approved vide G.O. no 33/69-13-14(31)/2012TC(C) dated 16-01-2013 for relocation type DU's. The challenges faced during the course of project was the availability of land bank and the location of the land was far away from the working place of the homeless poors. To meet out the challenges it was decided to introduce the in-situ houses for homeless poors, who own the land in the slums and were living in the shabbily conditions but could not make their houses. The provision of infrastructure was also introduced for improving the living condition of the poors.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

I. GoUP – for sanctioning of scheme and providing fund to projects.
II. State Urban Development Agency (SUDA) – for implementation and Monitoring of the projects.
III. ULBs - for providing land for relocation projects and selection of beneficiaries through transparent process.
IV. Construction and Design Services of UP Jal Nigam – as a working agency for the projects.
V. Beneficiaries -for the projects.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

- 100% funding is done by State Government.
- Financial year wise fund received against budget allocated,

<table>
<thead>
<tr>
<th>#</th>
<th>FY</th>
<th>Budget</th>
<th>Funds received</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>2013-14</td>
<td>38,907.69</td>
<td>4,786.04</td>
</tr>
<tr>
<td>2</td>
<td>2014-15</td>
<td>33,657.00</td>
<td>31,888.14</td>
</tr>
<tr>
<td>3</td>
<td>2015-16</td>
<td>30,000.00</td>
<td>29,888.95</td>
</tr>
<tr>
<td>4</td>
<td>2016-17</td>
<td>49,000.00</td>
<td>41,712.89</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>108,276.03</td>
<td></td>
</tr>
</tbody>
</table>

- Financial expenditure of all ongoing project, till date is Rs 72893.65 Lacks

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

- The main person involve in this initiative are Director, SUDA for conceptualization of the scheme and Principal Secretary, Urban Development and UEPA, GoUP for getting the scheme approved by the cabinet and providing the funds for the scheme.
- At the ground level, meetings were organized at the slum levels with homeless urban poors by PO/APO of respective DUDA and EOs of ULB. ULB also facilitated in selection of beneficiaries through transparent process and proving land for the projects.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

To access and measure the impact and benefits of the projects post implementation it may be useful to consider this at 3 levels.

1. Housing Projects
2. The impact on individuals and families
3. Broader community impact

1. Housing Scheme: This scheme provides 100% subsidized housing to homeless urban poors living in slum areas. Its specifically target the poor homeless people with a maximum monthly income of 6000 per month. The built up area of each unit is 25 sqm, which comprises of one room, verandah, Kitchen and WC etc sanction cost of each dwelling unit is Rs 4.19 lacks. The basic amenities like electricity, water and sanitation has been provided in each DU. All the projects sanctioned and completed in this scheme fit in well in the community and present amenities. They include features that will enhance the community and its amenities. In 67 districts, 131 housing projects were sanctioned, out of which, 152 relocation projects, 25366 dwelling units are sanctioned and 8822 dwelling units are completed and in 39 in-situ projects, 8353 dwelling units are sanctioned and 2857 dwelling units are completed. So in 191 projects, 34719 dwelling units are sanctioned and 11679 dwelling units are completed.

2. The impact on individuals and families: 173955 individuals (34719 families) are directly impacted by this scheme. Out of these, 41765 individuals (8353 families) had their own land without adequate housing facilities which are being covered under this scheme and 2857 houses already been completed benefiting 14285 individuals. 25366 relocation houses are been constructed in this scheme. Out of which 8822 houses have been completed and 44110 individuals benefitted. Till now, 8353 urban poors (8353 families) have been directly benefitted in this scheme. 32040 houses are under construction. The living standards and social status have been upgraded hence directly impacted.

3. Broader community impact: These housing projects have been linked with the nearby social amenities like schools for education, Primary Health Centers, Community Centers, Livelihood Centers, kiosks etc. we can provide them clean environment.

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9. Briefly describe the key learning you have had during the course of the project. (Please do not exceed 50 words)

1. First the scheme was sanctioned for relocation houses only. Because of the limited availability of land bank and the location of the available land being far away from the working place of the homeless poor, the concept of in-situ houses also introduced in the scheme. So it was learnt that housing scheme should be cohesive of both in-situ and relocation component.
2. The projects under the scheme should also be linked with the present civic and social infrastructure.
3. Convergence with other departments should be done to improve the living standards of the beneficiaries.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

- **Current Impact:**
  
  17395 individuals (34719 families) will be directly impacted by this scheme. Till now, 88396 urban poor (8353 families) have been directly benefitted in this scheme. 23040 houses are under construction. The living standards and social status have been upgraded hence directly impacted.

- **Future Impact:**
  
  Providing safe affordable and secure housing will have following future impacts,
  
  a. **Financial Gain** – Greater financial flexibility as a result of free housing and more disposable income. This disposable income not only benefits member, having more money to pay for food, education, transport and unexpected expenses.
  b. **Educational and Employment:** due to the linkage of the present social amenities like schools, Community Centers, Livelihood Centers etc the people are more likely to pursue the education or training opportunities that will improve their employment prospects. Their children will also enhanced educational opportunities.
  c. **Health:** Improved overall health and reduced demand health services because of hygienic and clean surroundings. Primary Health Centers (PHCs) also being linked with projects
  d. **Community inclusion:** Greater empowerment enables cooperative housing resident will have more control of their personal lives where members will be involved in day to day decision making.

Testimonial from the citizens impacted attached separately.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

It is expected to see the state government’s continuous effort to ensure the Lower Income Group (LIG) people will have access to adequate, quality and affordable homes. To enhance the quality of life of the urban population, the provision of more systematic and well organized urban services programmes will emphasize on sustainable development, promoting greater accountability and citizen participation and social integration. The citizens linked with various government schemes and will be provided vocational training to enhance the employment and placement services. The public service delivery system for AASRA scheme for beneficiary will be linked with Jan Sewa Kendra and CSCs. (Common Service Center). Free of cost service to urban poor will be given for information about government/ non government schemes. Nominal fee Based Services to Urban Poor- Technical support for bankable proposal, Identity Card, Registration, Licensing, legal service for microenterprises and Placement services.
9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

The project is at state level and caters poorest of the poor of society which has monthly income less than Rs. 6000 and replicated all over the state. So it may not be scalable.

Since this project caters those beneficiaries who are compelled to live in unhygienic condition, unable to avail civic and other infrastructure facilities, struggles for lively hood, etc. which results into social insecurity and unrest. Through this scheme, by providing them hygienic shelter & interlinked infrastructure and social & economic security it not only increase the livelihood condition of beneficiaries but also have social and economic change in neighborhood and ultimately to whole society. So, this project has a potential for systematic change.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationales for your belief. (Please do not exceed 150 words).

Sustainability of project can be seen in terms of economic and social. In terms of social aspect, this project is sustainable as it caters real poor who are compelled by circumstances to live in either in very vulnerable condition of housing or completely houseless. Since this scheme has been linked with civic and social infrastructure to increase their livelihood through maintaining public hygiene & health and connecting with economic opportunities. This scheme provides 100% subsidized housing to the poorest section of society and financially it is totally dependent on 100% state grant, so it may not be economically viable. Since their benefit is percolating to the untouched poorest beneficiary and increase their economic and social condition, so it is economic viable too. Considering the aforesaid facts this scheme can be considered as sustainable.

I hereby declare that all the information furnished above is true and correct.

Name: Shailendra Kumar Singh  
Date: ________________________________

Designation: Director, State Urban Development Agency (SUDA)  
E-mail: pmusude@gmail.com, singhskis@gmail.com 

Signature: ________________________________

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,  
Janaagraha Centre for Citizenship and Democracy,  
4th Floor, UNI Building, Thimmaiah Road,  
Millers Tank Bund Rd, Kaverappa Layout,  
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.

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ANNEXURE

To access the supporting documents for
States | Category - 2 Application 04 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Creation of Municipal Cadres (Odisha Municipal Services Act 2016) and induction of personnel in different cadres
2. Contact details:
   Name of primary contact person: G Mathivathan, I.A.S
   Designation: Commissioner – cum- Secretary, Housing and Urban Development Department
   Email address: hudso.or@nic.in
   Contact no: 0674-2536903
3. Name of applicants (no more than 3 individuals/institutions/ both):
   i. Sachin Ramachandra Jodhay, I.A.S. Director Municipal Administration, H&UD Department
   ii. 
   iii.
4. Project Commencement Date: January 2016
   Project Completion Date: Ongoing

Project Specification

1. Category of awards applied for: (please tick)
   ✔ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

   As part of structural reforms initiative and to increase capacity for effective urban governance, efficient project implementation, and citizen service delivery, Government of Odisha formulated Odisha Municipal Services Act 2016 that enables constitution of dedicated Municipal Cadre in 8 functional areas, thus promoting Administrative Devolution of power to UIBs.

3. Please select the nature of decentralisation the application should be considered under:
   ○ Decentralised planning
   ○ Fiscal decentralisation
   ✔ Functional devolution and capacities
   ✔ Administrative devolution and capacities
   ○ Community participation
   ○ Other:

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Page 176
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
   - Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institutional framework or institutional process
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below
   - Notification of The Odisha Municipal Services Act 2015
   - Notification of Odisha Municipal Services General Rules
   - Notification of Odisha Municipal Services Engineering Rules
   - Notification of Odisha Municipal Services Administrative Rules

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc., in not more than 50 words)
   Most ULB heads and functional areas are manned by borrowed manpower. Municipal Services Cadre has been introduced to develop a dedicated pool of municipal services experts to improve governance and operational efficiency of ULBs. The enabling Act and Rules improve institutional framework and facilitate induction of qualified manpower.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)
   Process involved evaluation of various activities of ULBs, map existing institutional framework, effect on the decision making & program implementation, study best practices in other states to classify operational requirements into different functional areas and develop enabling Act & Rules through consultative process with various stakeholders. The drafts were further discussed with H&UD, Law, Finance and General Administration Departments for concurrence and endorsement for approval of proposed Acts & Rules by Government. The process also involves encadrement i.e., migration of existing employees meeting qualification & experience criteria to newly created services. XIMB University is associated to assist in the process.
c. Stakeholders Involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

- Minister, Housing and Urban Development, Odisha,
- Commissioner cum Secretary, Housing and Urban Development, Odisha
- Director Municipal Administration, Housing and Urban Development, Odisha
- Administrative units of the Municipal Corporations, Municipalities and the Notified Area Councils
- DFID, UK (technical assistance)
- XIM, Bhubaneswar
- Various other department of the Government of Odisha

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Capacity building and Policy/Act/Rules formulation initiatives are coordinated with technical assistance from DFID-Deloitte consultants with infrastructure and facilities of H&UD.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Team of officials from H&UD department, official & staff of ULBs with technical assistance from DFID-Deloitte consultants

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Although external environment of the ULBs has changed at very fast pace, the structures created years ago and the personnel deputed and process followed to deliver services have remained the same albeit some minor tinkering here and there. It has severely affected the capacity of the ULBs to deliver services and implement projects.

Formulation of the Odisha Municipal Services Act, 2016 & Rules facilitates creation of dedicated Municipal Services cadre. This intervention will benefit in improving the delivery mechanisms with more flexible structural set ups for creating multiple decision making centres (decentralization) and making space for PPP partnership for increasing choice of the citizens. It will create a much needed talent pool of personnel in various functional areas thus overcoming the competency gaps.

The enabling Act and rules are in place, however recruitment being a time consuming process, the project envisages induction of available technical personnel in various ULBs, meeting procedural and functional requirements, in the first phase to upscale technical capability of the cadre. This will be followed by regular recruitment through lateral entry. In the long-run, human resource development initiatives would build individual capability, institutional strength, and professionalization of program / project implementation and accept accountability in fund utilization and service delivery.

Areas which will have visible impacts on the years to come will be long term planning, revenue enhancement, improvement in urban governance, enhanced accountability and strengthened capacity to deliver services sustainably and implement projects.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- If consultation process is comprehensive and through wide stakeholder participation, the acceptance and implementation of such a reform is ensured.
- Functional segmentation into different cadres identified new requirement like IT/E-governance experts in ULBs and facilitates induction of skilled and professional manpower specific to each cadre. (Prima-facie it may look cost intensive but in long-run improved efficiency & financial strength of the ULB outweigh cost.)

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Devolution of power to ULBs was key focus of 74th constitutional amendment and is the key reforms goal. Processes of decentralization, redefined structures, procedures and practices of governance to be closer to the citizens. Development of dedicated municipal cadres was with changing needs and induction of skilled & professional manpower will build institutional strength and create much needed ground for effective devolution of power. This project created 3213 posts spread among 8 municipal cadres for 112 ULBs across the state. This will facilitate manning of all functional activities and new cadres like E-governance will enhance adoption of IT in activities of ULBs and streamline information management, decision making & public service delivery.

Immediate impact will be manning of various positions in ULBs remaining vacant. This will enhance focus on all planned activities and will improve services delivered by the ULBs. In the long-run, the trend is towards local accountability and greater administrative and financial control in the local self-Government. Cadre based manpower will be geared to undertake long term strategic initiatives to improve planning activity with participation of citizens, project implementation, financial management, revenue mobilization, public service delivery and effective implementation of social projects with improved efficiency in successive years.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Most ULBs are under staffed and/or managed by unskilled personnel with multiple responsibility. Further, many of the available workforce are outsourced from external agencies or the work component is outsourced. Inadequate supervision impacts quality & timeliness of public service delivery. This project will facilitate induction of requisite skilled manpower in each functional areas, who are paid at par with their fellow employees and motivated. Cadre based functional organization of manpower will improve focus & specialization in particular areas which will positively impact public service delivery in planned activities and the personnel will remain accountable for their action.

Induction of skilled & adequate manpower will facilitate adoption of various reform measures and best practices in the activities of the ULBs promoting citizen participation, transparency, and improved public service delivery. The project will lead to transformation of local government organizations with weak financial strength into sustainable and performing organizations.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

The project covers all ULBs in terms of functional segregation of activities into different cadres, induction of new cadres like e-governance and identification & sanctioning of permanent position in ULBs in Odisha. This project is being implemented on a full scale basis. This can be replicated in other para-statals and agencies of H&UDD for creation of cadre based manpower.

H&UDD drives various urban reform programs for systemic changes in the functions of ULBs. This project will facilitate availability of adequate manpower with functional skill in all ULBs, which will facilitate adoption of various reforms and best practices and bring in much needed systemic change for governance of urban local bodies and in public service delivery.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Yes, the project is sustainable. Cadres are developed based on functional requirements of the ULBs and best practices considering creation of new cadres like e-governance etc. Much needed monitoring, supervision, quality control and technical support to the outsourced services shall improve and promote more outsourcing by ULBs. This will lead to improved service delivery; better citizen satisfaction and higher community participation. Improved financial strength and face lift of the ULB would provide a platform for economic growth; hence sustainable in long-run.

Cadre formation and manpower assessment are driven by the changing operating strategy of ULBs with focus on executive & supervisory manpower. Furthermore, the growing urbanization impacts size of the ULBs and newer ULBs will come to existence leading to incremental requirement of manpower. In view of the above, project’s perception of cadres and assessment of manpower requirements are sustainable and likely to grow further in the years to come.

I hereby declare that all the information furnished above is true and correct.

Name: SACHIN R. JADHAV, IAS

Designation: DIRECTOR MUNICIPAL ADMINISTRATION & JT. SECRETARY

Date: 07/01/2013

Signature: [Signature]

Entries can either be sent to vravards@janaagraha.org or by courier/post to:

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For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajeesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 05 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer to the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Decentralization of projects planning & implementation monitoring by ULBs
2. Contact details:
   Name of primary contact person: G Mohi Vethaman, I.A.S
   Designation: Commissioner - cum- Secretary, Housing and Urban Development Department
   Email address: hudsec.or@nic.in
   Contact no: 0674-2539903
3. Name of applicants (no more than 3 individuals/institutions/ both):
   i. Sachin Rameshandra Jadhav, I.A.S. Director Municipal Administration, H&UD Department
   ii. Dr. Krishnan Kumar, I.A.S. Vice chairman, Bhubaneswar Development Authority, Odisha

4. Project Commencement Date: April 2016
Project Completion Date: November 2016

Project Specification

1. Category of awards applied for: (please tick)
   ✓ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   ○ Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   Government of Odisha as part of the on-going reform priorities has empowered ULBs and development authorities to undertake decentralized planning through regulatory framework (amendment of Acts and enabling rules), and adoption of various on-line tools and processes to streamline the planning function.

3. Please select the nature of decentralisation the application should be considered under:
   ✓ Decentralised planning
   ○ Fiscal decentralisation
   ✓ Functional devolution and capacities
   ✓ Administrative devolution and capacities
   ✓ Community participation
   ○ Other:

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www.janaagraha.org/vramachandranawards
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
- Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institutional framework or institutional process
- Other:

Kindly attach supporting documents and mention specifics of the same below:

1. Regulatory & Institutional Framework

- Odisha Government has enacted the Odisha District Planning Committees (ODPC) Act, 1998 and framed the Odisha District Planning Committees (ODPC) Rules, 2000 to consolidate development plans prepared by Panchayats and Municipalities and to prepare development plans for their districts and sub-district units. DPCs have been constituted in 30 districts in Odisha.
- Functional Devolution, as per the Twelfth Schedule of the Constitution, have been made to Municipalities and Urban Local Bodies. ULBs are constructing and maintaining municipal roads, which constitute major portion of road length in the ULB.
- State Planning Board has been formed which provides for short term and long term policy guidelines for formulation of five year and annual State and District Level plans.
- Odisha Special Planning Authorities and Regional Improvement Trusts Common Planning and Buildings Standards Regulations, 2017 has been notified enabling 47 SPAs and 7 RITs to manage and monitor the urban development in a better manner.
- GIS based Master Plans for 17 towns and CDPs for 15 towns have been made in the State. These master plans are being prepared at ward and zonal level allowing the planning authority to monitor the development at Ward and City level.
- Odisha Development Authority (Common Application Form) Rules, 2016, provides a single window mechanism providing land & building plan approval, defined process timelines with deemed approval etc.

2. Use of on-line tools and processes

- PlanPlus provides decentralized project planning capability to ULBs on a single platform across Odisha with community interface. ActionSoft records implementation progress to monitor timely execution.
  - Snapshot of PlanPlus showing Odisha as the only state using the software with 107 out of 112 ULBs reported to use the software. Tagline of Odisha is “Our Town Our Plan”. It also shows “Add Suggestion” button which is used by the citizens/communities to provide their suggestions for development works to be carried out in their ULB. Web URL for accessing PlanPlus is http://planningonline.gov.in and for ActionSoft it is http://reportingonline.gov.in
  - H&UDD letter no. 20382 dated 25.08.2016 inviting all ULBs to the launch of PlanPLUS and ActionSoft by Honorable Chief Minister of Odisha on 29th August, 2016.
  - H&UDD letter no. 17400 dated 19.07.2016 to all ULBs to adopt PlanPlus and submit action plans online.

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

- Need assessment conducted on the basis of feedback received from citizens and focused group discussions with representatives of ULBs and development authorities.
- Amendments, Rules and Regulations were made after incorporating citizen feedbacks received during the consultation process.
b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

- PlanPlus and ActionSoft originally developed by National Informatics Centre for Rural Local Bodies. H&UD innovatively customized the software to meet the project planning and monitoring requirement of ULBs with enhanced features and capabilities. Extensive training & handholding support was provided to all ULBs for successful roll out.

- ODA (CAF) Rules, 2016 led to streamlined & transparent building plan approval. This was achieved through consultation with stakeholders, consensus building on standardization of process, discussions with multiple departments/ agencies and feedback from citizens.

c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

- Housing and Urban Development Department, Govt. of Odisha
- 112 Urban Local Bodies of Odisha
- Nine Development Authorities of Cities and Towns selected under AMRUT of Odisha
- Directorate of Town Planning, Odisha
- Seven Regional Improvement Trusts
- Citizens
- District Planning Committees
- 47 Special Planning Authorities

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

PlanPlus and ActionSoft were originally developed by National Informatics Centre for Ministry of Panchayati Raj and its customization for Urban Local Bodies did not incur any financial expenditure. ODA (CAF) Rules, 2016 and SPAs and RITs Common Planning and Building Standards Regulation, 2017 were developed with assistance of in-house Odisha State Urban Infrastructure Program (OSUIP) consultants. OSUIP is also preparing the Common Planning and Building Standards Regulations for Development Authorities.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

The team comprised official of H&UD & consultants

- Shri. G. Mathivathanan, IAS, Commissioner cum Secretary, Housing and Urban Development Department
- Dr. Kishan Kumar, IAS, Vice Chairman, Bhubaneswar Development Authority
- Shri. Suchin Ramachandra Jadav, I.A.S. Director Municipal Administration, H&UD Department
- Technical assistance from OSUIP team

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

- PlanPlus have the features of decentralized planning, transparency in plan approval process with features like public suggestion box wherein citizen provide their suggestions on various projects prior to the Council meeting which accord approval of projects. ActionSoft provides decentralized reporting of projects execution, milestones based reporting, capturing financial and physical progress, etc. 95% of the ULBs have already uploaded their development projects for last two financial years in PlanPlus and recording physical and financial progress in ActionSoft.

- ODA (CAF) Rules, 2016 provided common framework across ULBs with decentralized process, single window mechanism, registration and accreditation of technical persons, interface with multiple public agencies for NOCs, clearly defined timelines for various process, deemed approval feature and provided much needed transparency in citizen service delivery.

- SPAs and RITs Common Planning and Buildings Regulations, 2017 - Provides common norms and standards for planned development in smaller urban areas governed by SPAs and RITs. As traditionally these organizations lacked the human resources capacity for preparation, implementation and monitoring of development projects, these regulations along with revised Town Planning Services Rules for improved human resources will help towards making these planning authorities self-sustainable.

- All Planning Authorities and Improvement Trusts have an online presence providing information about various approval process related to building plans and trade licenses etc. The websites also provide information regarding approvals and licenses given in the last two years.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

- District Planning Committees provide leadership to Decentralized District Planning (DDP) & include local expectations, priorities, and play a leading role in participatory vision building.
- Adoption of IT tools facilitates decentralization with standardized processes, improve efficiency & transparency and facilitates interface with various stakeholders on a common platform.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

- This project comprehensively captured thousands of projects planned by more than 100 ULBs across the state on a common platform with interface for citizens and government, which was unthinkable. Envisaged impacts will be transparency in project planning & execution, empowerment of citizens for enhanced participation in planning process, enforce accountability on ULB on project implementation etc. The state can monitor Rs.5379 crores to be disbursed under 4th State Finance Commission allocation and Rs.1772 Crores under 14th Central Finance Commission allocation during 2015-2020 to the ULBs. Further, citizens can provide their suggestions for development works to be undertaken in their ULBs.

- The current impact of ODA (CAF) Rules, 2016 provides single window mechanism with feature like accelerated plan approval for land & buildings, interface with other agencies for NCC, deemed approval, time lines for process management, Joint site inspection, mechanism for grievance redressal, accountability for service delivery etc.

- The current impact of Common Planning and Building Regulations would be in terms of improved ease in preparation of building plans by the registered technical persons. It also allows the ease of approval and monitoring of approvals by the organization.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

- PlanPlus and Action Soft brought decentralized planning in local bodies with citizen participation, publication of action plan in public domain will improve transparency in plan approval, capturing physical and financial progress will improve accountability of ULBs for timely execution of projects and timeliness in service delivery.

- ODA (CAF) Rules, 2016 and SPAs & RTI's Common Planning and Building Standards Regulations, 2017 provides standardized transparent process, timeliness for accountability in service delivery, standard forms for ease of making application etc. Single window mechanism, grievance redressal and deemed approval features further enhances transparency and accountability in the process. Further, low risk building do not require approval from ULB / Development Authority and the same can be approved by accredited technical person thereby improving public conveniences in service delivery.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words.)

Yes.

- PlanPlus and ActionSoft brings in systemic change in listing of projects of each ULB. Citizen interface provides opportunity for suggestions prior to approval of project by council, match fund availability to quantum of project approved, monitoring of time overrun & fund utilization in project implementation. In-built analytics can flag issues in project planning as well as in implementation for timely remedial measures. Use of these software can be extended to ULBs in other states of India.

- OCA (CAF) Rules, 2016 has been extended by H&UD Department, Govt. of Odisha to further prepare Common Application Form Rules, 2017 for building plan approval within 47 Special Planning Areas and 7 Regional Improvement Trusts.

- Commonality in CAF rules and Commonality in Planning and Building Standards will allow the development of such software’s to be modular in nature and thereby enabling the state to scale the projects to all urban areas and ULBs.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words.)

Yes

- PlanPlus and ActionSoft are designed for uploading annual action plans against various funds received from state and central governments as well as for monitoring the execution of projects. Going forward all schemes and programmes will be monitored through these tools.

- Common Application Form Rules streamlines the process of approval by DAs, SPAs, RITs with considerable transparency, accountability for timeliness and interface with multiple agencies for NOC etc. This will ease the efforts and enhance citizen experience in obtaining plan approvals.

- Providing common standards rules and regulations along with IT capability development, human resources recruitment and retention are integral to the overall sustainability. Where, Action Soft and PlanPlus provide the IT dimension, Common Application Form and Planning and Building Regulations improve the regulatory dimension and Cadre revision through Town Planning Services Rules will together allow the proposals and projects to be sustainable in the long term.

I hereby declare that all the information furnished above is true and correct

Name: SACHIN R. JADHAV, IAS

Designation: DIRECTOR MUNICIPAL ADMINISTRATION & JY SECRETARY

Date: 27/01/2017

Signature: [Signature]

Entries can either be sent to vravards@janaagraaha.org or by courier/post to:

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ANNEXURE

To access the supporting documents for
States | Category - 2 Application 06 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Fecal sludge and septage management
2. Contact details:
   Name of primary contact person: G Mathivathanan, I A S
   Designation: Commissioner – cum- Secretary, Housing and Urban Development Department
   Email address: hudsec.or@nic.in
   Contact no: 0674-2538533

3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Sachin Ramachandra Jadhav, I.A.S. Director Municipal Administration, H&UD Department
   ii. 
   iii. 

4. Project Commencement Date: December 2015

Project Completion Date: On going

Project Specification

1. Category of awards applied for: (please tick)
   ✓ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   Project involves complete system approach which envisions safe collection, transport, treatment, reuse and disposal of fecal sludge and septage generated in urban areas of Odisha. Project equally gives importance to institution strengthening, awareness generation, capacity building and involvement of various stakeholders for decentralized management of fecal sludge and septage.

3. Please select the nature of decentralisation the application should be considered under:
   Decentralised planning
   Fiscal decentralisation
   Functional devolution and capacities
   Administrative devolution and capacities
   Community participation
   ✓ Other: Fecal sludge management

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560002 | www.janaagraha.org/vramachandranawards
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantitative improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
- Other: Sewage, septic tanks and solid waste is safely managed, treated and disposed in Urban Odisha within stipulated time of 10 years; i.e., 2027

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institutional frame work or institutional process
- Other:

1. Kindly attach supporting documents and mention specifics of the same below:

- Odisha Septage Management Guideline 2016 (http://www.urbanodisha.gov.in)
- Notification of Odisha Urban Sanitation Policy and Strategy 2017
- Letter for video conference on Septage Management with Collectors, PD DUDA and Commissioner / EOs
- Office order: Study visit by H&UD officials, GCO to Malaysia on fecal sludge management

6. Kindly detail the process followed to achieve the intended outcomes

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

SBM was launched in Oct 14 with an objective to eliminate Open defecation. H&UD Department considered the need for safe disposal of fecal sludge to further the objective of SBM and reduce health hazards. Initial milestone to have cesspool for fecal sludge collection and inclusion in the state Annual Action Plan under AMRUT scheme

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

The process adopted was access to technology (cesspool, sewerage treatment plant), awareness generation and orientation of various stakeholders and bringing necessary policy adaptation, preparation of guideline. Major activity involved: septic tank census, identification of point of disposal, sensitizing community, dovetailing of other programs, budget outlay for establishment of STP, procurement and distribution of cesspool, orientation of various stakeholders, tender process for selection of operator for managing cesspool vehicles etc.

Challenges include: adoption of suitable technology, budget outlay for STP establishment and safe disposal of collected sludge in far off places of the town till the STP is established.
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

- State level: Engineers of OWS&S
- District & ULB: Collectors, PD DUDA, cesspool operators (Govt. & Private), Municipal Commissioners/ Executive Officers,
- Technical support Staff: JE's of ULBs, Sanitary Inspectors, Cesspool O&M contractor
- End Users: Community Based Organisations, beneficiaries
- Technical Support Unit: SBM, FSSM team at state & district level

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

1. Septage treatment plant cost: 17.86 crore (8 plants) under AMRUT scheme
2. Cess pool: 13.47 Crore (86 nos) by state funding
3. Technical support unit for FSSM by Bill and Melinda Gate Foundation

Total: 31.33 crores

e. Human Resources Involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1. Commissioner - cum- Secretary, H&UD
2. Mission Director SBM (Urban), H&UD Department
3. District Collectors and Project Director DUDA,
4. Municipal Commissioners and Executive Officers,
5. Health Officers, Engineers, Sanitary Inspectors and Community Organizers of ULBs,
6. Technical support units of SBM, FSSM, OSJIP and Project Nirmal

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Opening disposal of faecal sludge and septage dumped without treatment pollutes water bodies. Similarly discharge from insanitary latrines sewage flowing in drains, from septic tanks, septage and sewage mixed with drain water pollute the environment and have adverse health impacts. Faecal Sludge Management initiative by HUD Dept. is an attempt to restrict open disposal of faecal sludge and promote disposal of faecal sludge after scientific treatment.

86 new cesspools procured to supplement the existing 150 machines (together 236) which are distributed among 110 ULBs based on the size of the population and demand. Sludge collection from the septic tanks will benefit 59, 69,842 urban population in 13, 35,888 households of the state.

Treatment Plants are under construction in 9 AMRUT cities for treatment and safe disposal of faecal waste, which will cover 50% of the urban population of the State and public institutions like schools, colleges, universities, hospitals, offices, private hostels, market complexes, etc. in the cities. Similarly FSTP is under progress in Angul, Dhenkanal and Chowdwar will benefit 1,53,968 urban population under Project Nirmal.
g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Establishing sanitation infrastructure, sensitisation, capacity building of stakeholders and bringing necessary regulatory framework, policy intervention. Finalisation of cesspool size, sustainable technology, engage private operators to run cesspool vehicles on PPP mode and bringing consensus among various stakeholders for site selection of FST facility were some of the challenges.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonial from the citizens/institutions impacted etc. Please do not exceed 200 words).

[Sanitisation program on open defecation free city and impact of open disposal would benefit the entire urban population in 110 ULBs of the State. Cesspool Service for collection of sludge from the septic tank will benefit 59, 69,842 urban populations in 13, 35,888 households of the state. Fecal Sludge Treatment Plants under construction in 11 cities will benefit more than 50 % of the urban population of the State. This benefit will also be available to all public institutions like schools, colleges, universities, hospitals, Govt. offices, private hostels, market complexes etc. apart from the household. It will support in enforcing the prohibition of manual scavenging by restricting manual cleaning of pits and septic tanks. This will also immensely help in building the capacity of engineers, sanitary inspectors and workers of ULBs.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Department partnering with Bill Melinda Gates Foundation has formed a Fecal Sludge Septage Management Unit at State level with an objective of 100% Fecal Sludge and Septage Management (FSSM), behavior change for sustained demand, enabling integrated city wide sanitation and sustainable sanitation service delivery. For ensuring institutionalization of service delivery, district FSSM team have been formed under the chairmanship of collector with PD DUDA, Municipal Commissioner/ Eos of ULBs etc. are members. For ensuring citizen participation various IEC activities like household assessment of septic tanks, studying the feasibility of septage management, shit flow diagram, and finalization of them will be done by the support organization in consultation with the community. All the status update, minutes of the meeting will be uploaded in HUD website for bringing transparency and accountability.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

One of the envision outcome of Odisha Urban Sanitation Policy 2017 is sewage, septage / faecal sludge and liquid waste is safely managed, treated, and disposed. Based on this, the FSSM program is designed on a scalable basis. Many of the infrastructure facilities i.e. installation of individual household toilet, construction of the hybrid toilet (combination of public and community toilet), provisioning of cesspool for safe collection of sludge from household and public septic tank, etc. is designed to be met on a saturation principle to cover all the urban local bodies. For capacity building, strengthening the institutional structure, framing policy guidelines, standard operating procedure, documentation and cross learning various PuUs like SBM, FSSM, OSUIP are supporting Govt. One of the major tasks of the TA agencies is in assisting Govt. for development of business model for septage value chain. All these initiatives have the potential for systemic change.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

There is a conscious effort by the department to deal with the entire project cycle of framing policy, guideline, providing sanitation infrastructure, institutional capacity to safely contain, transport, treat, dispose the faecal sludge accumulation at household and other institutions level, strengthening of institutions i.e. OWS&SS, State Pollution Control Board, DUDA, district and ULB level support for accelerating implementation of FSSM. Community mobilisation, participation is an integral part of the FSSM program. A series of exposure visit, orientation of the program has been done for officials, technical group representing State, District and ULBs and nodal technical support organisation i.e. OWS&SB, etc. For initial operation and management of STPs, RFP will be floated. Such a program design would result in sustainable and decentralized system for processing waste making Odisha open discharge free.

I hereby declare that all the information furnished above is true and correct

Name:  SACHIN R. JADHAV, IAS  Date:  27/01/2017
Designation:  DIRECTOR MUNICIPAL ADMINISTRATION & JT SECRETARY  Signature:  [Signature]

Entries can either be sent to vravards@janaagraha.org or by courier/post to:

Ajesh Nair,
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Vasantha Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 07 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Fiscal Decentralisation and local government Financial Management

2. Contact details:
   Name of primary contact person: G Mathivathanan, I.A.S
   Designation: Commissioner – cum- Secretary, Housing and Urban Development Department
   Email address: hudsec.ur@nic.in
   Contact no: 0674-2536903

3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Sachin Ramachandra Jadhav, I.A.S. Director Municipal Administration, H&U Department
   ii. 
   iii. 

4. Project Commencement Date: January 2015 
   Project Completion Date: Ongoing

Project Specification

1. Category of awards applied for: (please tick)
   - Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

The project aimed at devolving responsive, responsible and accountable urban service delivery and governance in the state’s cities and towns with particular emphases on strengthening local financial and expenditure management, revenue mobilization (including introduction of property taxation and levy of user charges), participatory planning and efficient service delivery.

3. Please select the nature of decentralisation the application should be considered under:
   - Decentralised planning
   - Fiscal decentralisation
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation
   - Other.
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome's
   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Enhancement of capacities in municipality (human resources, finances, IT or other)
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables,
     performance metrics etc.
   - Other:

b) Applicable only for the ENABLER Category: Please select the Project Outcome's
   - Law or amendment to law delivery
   - Policy or changes to policy
   - Government Order or notification
   - New or improved institution frame work or institutional process (GIS)
   - Other:

5. Kindly attach supporting documents and mention specifics of the same below

1. Revenue Enhancement and Mobilization Plan for ULBs (Plan of 1 city is attached)
2. H&UDD letters for Revenue Mobilization workshops
3. Financial Management and Accounting Action Plan for ULBs (Plan of 1 city is attached)
4. Budget Preparation and Monitoring Tool for all ULBs (Snapshot of tool attached)
5. H&UDD letter for Budget Training
6. H&UDD letter for online uploading budgets in Budget Tool
7. Short PPT on Innovative Geo-spatial analytics to identify extent of leakages in the property tax
8. Photo Graphs of collection of Trade License in camps
9. Property Tax Act and Rules

6. Kindly detail the process followed to achieve the intended outcomes

a. inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   Initial milestones are to:
   - Revamp Budgeting process for 50 ULBs with online budget tool,
   - Revenue mobilization focusing on Holding Tax & Trade license for 112 ULBs,
   - Innovative GIS based pilots to identify leakages in 9 towns,
   - Property Tax reform in 5 ULBs, and
   - Timely audit of accounts for 9 ULBs.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   - Prepared Revenue Mobilization Enhancement Plan (REMP) and Financial Management, Accounting Action Plan (FMAAP) for
     ULBs – with short, medium, long term strategies;
   - Revamped Budgeting process through extensive hands-on training on budget preparation; launched a web-based budgeting
tool streamlining the whole budgeting process;
   - Improved revenue collection by developing updated database, setting robust M&E framework, conducting special drives, increasing
laxbase by assessments/reassessment; identifying leakages through innovative pilots - leveraging GIS; triangulating datasets (records of electricity, commercial tax, trade license, building approvals)
   - Introduced Unit area based Property Tax reform with amendment in Act.
   - Conducted Credit-worthiness assessment for 9 ULBs – scaled up to other ULBs
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

1. Municipal Corporation, Municipalities and Notified Area Councils (NACs)
2. Development Authority
3. Housing & Urban Development Department, Odisha
4. Other government agencies sharing data for e.g. Commercial Taxes Department, Central Electricity Supply Utility of Odisha,

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Capacity building and Revenue mobilization initiatives are coordinated with technical assistance from DFID-Deloitte consultants with infrastructure and facilities of H&UD.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Team of officials from H&UD department, official & staff of ULBs with technical assistance from DFID-Deloitte consultants

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

- Enhanced Revenue Mobilization:
  - Holding Tax collection increased by more than 40% by end of November 2016 in comparison to same period in previous FY.
  - 31,000 properties new assessment/ reassessment by end of November 2016 leading to generation of addition scope of nearly Rs. 11 crore of Holding Tax collection per annum. (Result of Special drive)
  - 3000 new properties being brought into the tax net with an innovative GIS based pilot in 7 wards of Cutack Municipal Corporation. (This is a Value for money initiative - spend was only Rs. 2 lakhs and the entire exercise was conducted in a month).
  - Aggregate Trade license revenue for the state has increased by more than 30% by end of November 2016 in comparison to same period in previous FY.
  - Innovative approach of triangulating different datasets from utilities resulted in identification of more than 3,500 traders from VAT registration and Electricity consumer data in a pilot conducted in Sambalpur. ULB staff even organized special camps in markets to fuel collection drive.

- Improved Financial Management Systems:
  - Capacity building & training on Budget preparation resulted in overall qualitative improvement and timely preparation & approval of budgets for more than 100 ULBs (i.e. 90% ULBs)

- Enhanced transparency:
  - Annual Accounts of 9 cities on double entry accounting system have been audited and uploaded on the ULB website.

- Improved Governance:
  - Internal auditors have been appointed in 9 cities on a pilot basis. Based on internal audit reports, internal controls are being strengthened.
9. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Benefits of fiscal decentralization can be best realized by enhancing ULB's capacity to mobilize own sources of revenue, strengthening financial management through participatory planning & budgeting, improving efficient and accountable service delivery and governance, robust accounting & audit and monitoring & evaluation system to sustain and improve with time.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

This project envisages to build capacity of the ULB's to raise more own sources of revenue, improve overall fiscal management and improve their credit worthiness to be able to raise financial resources leveraging own financial capabilities. In the current state, the project initiatives educated the ULBs on various scope available for revenue enhancement, streamlining of fiscal management and early results inspired confidence to implement this project to achieve the desired results.

The current impact as assessed up to November 2016 shows more than 40% growth in Holding Tax Mobilisation and more than 30% growth in Trade license fees at an aggregate level for all ULBs of the state in comparison with same period in previous year. Substantial improvement in enhancement of Tax base has been achieved by creating additional scope of revenue of Rs. 11 crore. GIS based pilot initiative identified nearly 4000 properties being outside tax net by covering only 7 wards of Cuttack Municipal Corporation.

The results so far are encouraging. In future the pilot initiative will be taken to other ULBs and scope of other initiatives will be extended to entire state. Financially healthy ULBs will stimulate more development initiatives and public services with enhanced participation of citizens.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

This project is expected to improve financial resources and fiscal management. Financial resources will enhance the scope for citizen participation and undertake additional public services considering local requirements. Elected representatives will have active participation in building the city as with incremental ratio of united funds in the financial resources of the ULBs. Better planning through effective & realistic budgeting system will rationally provide resources for all activities which will improve ULBs accountability and Public Service Delivery. Citizen participation in budget is facilitated through various online tools and availability of information in public domain will improve transparency and accountability.
9. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

Yes, the project is scalable. Some of the systemic changes that the project has brought are:

- GIS based innovative pilot exercise for detecting leakages is being extended to all the Municipal Corporations
- Structured revenue enhancement initiatives with focus on enhancement of Tax base and Collection efficiency has been undertaken in all ULBs. Same approach can be replicated for other revenue streams of ULBs
- Target setting process for Tax collectors to collect revenue has brought in systemic change in revenue collection process of the ULBs.
- Identification of traders from alternative sources of data for Trade license and initiate a collection drive is replicable in other ULBs
- Capacity building & training on preparation of Budget resulted in systemic change and now will be replicated in all the ULBs of the state

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

The key objective of the project is to improve revenue mobilization and fiscal management among Urban Local Bodies. Concerted efforts are on for innovation and design of interventions to sustain the momentum. Encouraging results have brought in motivations for ULBs to pursue these initiatives to improve revenue mobilization and fiscal management. Involvement of Elected representatives in various review by H&UDD has brought in transparency and got buying ins of the elected members to initiate this drive to improve financial self-sustainability. H&UDD has been implementing various reform initiatives and reviewing progress of the ULBs each quarter providing required monitoring and oversight to sustain the momentum.

It is clearly evident that there are real gains from this project. Hard as they may be to achieve, these gains will now be demonstrated and monitored through a state wide Revenue Information Management Dashboard, that would serve as a driving force to continue to improve.

I hereby declare that all the information furnished above is true and correct.

Name: SACHIN R. JADHAV, IAS  Date: 29/01/2013

Designation: DIRECTOR MUNICIPAL ADMINISTRATION & JT SECRETARY  Signature: 

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

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4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | Email ID: ajesnair@janaagraha.org.
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 08 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation  
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: Aahaar

2. Contact details:
   Name of primary contact person: G Mathivathanan, I.A.S  
   Designation: Commissioner-cum-Secretary, Housing and Urban Development Department 
   Email address: hudsec.ce@nic.in 
   Contact no: 0874-2536903

3. Name of applicants (no more than 3 individuals/institutional/both):
   i. Sachin Ramachandra Jadhav, I.A.S. Director Municipal Administration, H&UD Department
   ii. 
   iii. 

4. Project Commencement Date: 1st April 2016  
   Project Completion Date: Continuing

Project Specification

1. Category of awards applied for: (please tick)
   ✓ Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   o Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):

   Aahaar is a subsidized meal program which provides cooked hot meals (steamed rice and dal cooked with vegetables) at Rs.5/- to the poor and needy in the urban areas daily except Sunday. Food is supplied from Aahaar kitchens to the food distribution centres which have inclusive infrastructure: dining hall, hand-washing facility with appliances like water purifier and dish washer.

3. Please select the nature of decentralisation the application should be considered under:
   o Decentralised planning
   o Fiscal decentralisation
   o Functional devolution and capacities
   o Administrative devolution and capacities
   o Community participation
   o Other. Aahaar

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www.janagraha.org/vramachandranawards
1. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
  - Active citizen participation facilitated through formal processes and platforms
  - Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
- Other: An unique, inclusive pro-poor program with the support from CSR funding for meeting operational expenditure

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Law or amendment to law delivery
- Policy or changes to policy
- Government Order or notification
- New or improved institution framework or institutional process
- Other:

i. Kindly attach supporting documents and mention specifics of the same below

- Aahar Copy Table Book prepared for fund raising (http://www.urbanodisha.gov.in/Aahar.aspx)
- Registration of Odisha State Aahar Society
- Letter on assessment of Aahar Centres
- Resolution on formation of Odisha State Aahar Society and District Aahar Society
- Letter on trial run of Aahar Centres

ii. Kindly detail the process followed to achieve the intended outcomes

1. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Strong political will and higher level of commitment to inclusive growth are necessary to address the issue of hunger and undernourishment. Presence of these has resulted in such a protective, anti starvation measure in Odisha on a pilot basis from 1st April 15. Program started in 5 cities with 21 Aahar Centres.

ii. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

Successful implementation of piloted program generated demand for expansion to other major towns encouraged by positive impacts. Decision for expansion was taken in Dec 2015. On the first anniversary of the program, it was expanded to cover all 30 districts. Program was decentralized to the district level with registered District Aahar Society chaired by collector taking over the implementation.

Challenges:

1. Identification of a places and getting lands for centres at public congregation places like hospitals, bus stop, railway station, etc.
2. Time was a constraint for expansion of 90 more centres in around three months
3. Sustainability and maintaining quality and standards

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Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 60 words)

State Level: Odisha State Aashaar Society, Chief Secretary as Chairperson, Senior officials of H&UD Department, CM’s office,
District: District Aashaar Society, Collector as Chair Person, Urban Local Bodies, PHEC, R&B Dept.
City Level: Commissioner/Executive Officer
Others: OSUIP, Support Organisation, Civil Contractors to create infrastructure

I. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Capital Cost for the Construction of Aashaar Centres and Kitchens: Around 44 Crores
Recurring Cost of Subsidized meal per Year: 67,000 (meals) X Rs.15/- X 26 (days) X 12 (months) = 31,36,60,000 per year

II. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Secretary Urban Development Department, OSD Aashaar, State Aashaar Consultant, Collectors, PD DUDA, Aashaar district nodal officers,

What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

1. Aashaar project implementation gives direct benefits to around 67,000 poor and needy people (those staying in urban areas and commuters from rural areas visiting cities/towns for work) every day.
2. Currently 111 Aashaar Centres, operational in 74 towns covering all 30 districts out of which around 50 centres are in urban Govt. hospitals.
3. Beneficiaries include: Patients who attend OPD, attendants of indoor and outdoor patients, sweepers engaged in hospitals, construction workers, rickshaw pullers, trolley rickshaw pullers, unorganized workers, street vendors, commuters, poor needy students staying away from home, porters, etc.
4. Each Aashaar meal (rice of 200 gram raw rice and sufficient amount of dalma, an indigenous mixed curry of pulses and vegetables) roughly carries 1000 kilo calories, takes care of the nutritional need of beneficiaries.
5. More than 500 staffs of 14 implementing partners are engaged in the aashaar implementation, includes women self help group members and nongovernmental organisations.
6. Urban infra of 111 Aashaar centres (with dining space accommodating at least 1000 beneficiaries during lunch time i.e. 11 AM to 3 PM), 35 Aashaar Kitchens and 65 dedicated Aashaar food carrying vehicles would be of immense help during emergency or natural disaster situation.

Assessment and measure is done:
1. Capping of aashaar meals per centre gives figure of daily meal distributed 2. Regular visit of officials to the aashaar centres 3. Observing beneficiary feedback register 4. CCTV footage and 5. General public opinions

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www.janaagraha.org/vrachandranawards
Briefly describe the key learning you have had during the course of the project. (Please do not exceed 50 words)

For meeting the challenging target on time an ahaar whatsapp group was formed. Members: Commissioner cum Secretary, OSD Aahaar, Collectors, district and ULB officials, implementing partners, contractors etc. Simple technical innovation helped in cross learning, speedy decision making, faster communication and meeting the target of deliverables: procurement of food carrying vehicles, containers, equipments, water supply and electric connection, engagement of staffs, training of staffs, training of standard operating procedures for all the stakeholders.

What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

1. Around 67,000 poor and needy people get a meal per day daily excepting Sunday from 11 AM to 3 PM in 111 Aahaar Centres, totaling 20.90 crore per year : 67,000 (meals) x 26 (days) x 12 (months) = 20,90,400 meals per year
2. Actual cost of the meal is Rs. 20/- in which beneficiary contribution is Rs. 5/- and Rs. 15/- is born from other sources like CRS, contribution from individuals, philanthropic organizations, etc. Accordingly CSR funds of Corporate, industries goes directly in the subsidized food program for poor and needy people in the State
3. Aahaar program is expected to meet the nutritional need of poor in urban area
4. Savings of beneficiaries from the daily meal will support them in meeting other necessary requirements
5. Subsidized Aahaar meal at hospitals centres provide food security to patients and their attendants
6. Aahaar programs are linked to urban homeless shelters providing one meal to the inmates.

How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

All the aahaar centres are open for public from 11AM to 3 PM, any interested citizen can visit and over see the quality of service provided under the program and give their feedback in visitor's registers. There is standardization of amount of food to be served. Centres and kitchens are under CCTV surveillance. There are designated officers at state, district and ULB level to oversee Aahaar program. Accountability is also fixed with the implementing partners on service delivery, cleaning, maintaining hygiene, use of uniform and food safety measures of using hand gloves, head cap and apron while serving, etc. Drinking water quality test and providing safe water at centres are fixed with public health engineering department. Food quality testing is being done by food inspector of districts and by some implementing partners of their own as preventive measures.
1. Is the project scalable? If so, please explain how? What is the project's potential for systemic change? (Please do not exceed 150 words).

The project already has got extended from 5 Municipal Corporation to 74 towns of the State covering all 30 districts. It started from 1st April 2015 with 21 Aahaar centres in 5 Municipal Corporation and currently 111 centres are operation yearly serving 20.90 crore meals per year to the poor and needy people in urban Odisha.

The program is designed to provide subsidized meal to poor and needy people in urban areas and is a self targeted program.

The program is based on good Samaritans model; therefore anyone interested can contribute to the food of poor people. The subsidy of 15/- per meal is met from the contribution by corporates, industries, traders, philanthropic organization, individuals, etc.

2. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

To make the program sustainable, the program is implemented by District Aahaar Society in all the 30 districts which have been registered under Society Registration Act 1860. State level Aahaar Society headed by Chief Secretary and Secretary UD as member secretary guides he District Societies in the program implementation. Each DAS, headed by the respective Collector as chairperson, is the affiliated society of the OSAS. OSAS and DAS can mobilise funds for Aahaar program from donors like corporate, industries, traders, philanthropic organisations, individuals, etc. for meeting the subsidy money required for feeding the poor and needy.

Major contributors to the operational cost for subsidy money since the program inception are OMC, OPGG, IDCO, Aditya Birla, CMRF, etc. There are instances of people celebrating their wedding anniversary, birthday, sraddha diwas of their parents in selected centres of their choice and contribute food subsidy for the day to respective district aahaar society.

I hereby declare that all the information furnished above is true and correct

Name: SACHIN R. JADHAV
Date: 29/1/2017

Designation: DIRECTOR MUNICIPAL ADMINISTRATION
Signature: [Signature]

Entries can either be sent to vratwards@janaagraha.org or by courier/post to:

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Millers Tank Bund Rd, Kaverappa Layout,
Vasant Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 09 (Implementer)
V Ramachandran Awards for Excellence in Urban Decentralisation

Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question.

Introductory Information

1. Project name: City Managers’ Association Rajasthan
2. Contact details: 9950015017
   Name of primary contact person: Sh. Pawan Arora
   Designation: Executive President, CMAR & Director cum Joint Secretary, LSGD
   Email address: dlbrajasthan@gmail.com, pawanarora2k2@yahoo.co.in
   Contact no: 0141-2222403
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. Sh. Pawan Arora, Executive President & Director cum Joint Secretary, LSGD
   ii. Sh. Hulas Rai Pawar, Treasurer & Chief Account Officer, LSGD
   iii. Dr. Himani Tiwari, Coordinator, CMAR
4. Project Commencement Date: 2002               Project Completion Date: Till Date

Project Specification

1. Category of awards applied for: (please tick)

   Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralization).

2. Project Description (Briefly describe the project in not more than 50 words):

   City Managers’ Association Rajasthan (CMAR) is a registered society & membership fees based organisation. All urban Local Bodies & development authorities & institutions working in the area of urban development are the institutional members of the association.
   CMAR works for advocacy, Networking with national & international agencies & technical assistance to all the members of the association.
   One of the Major objective of CMAR is to build the capacity of ULB staff. Under this head, department advertised 1947 vacancies of staff for different cadres. Candidates were shortlisted for online examination as per the eligibility criteria. Results were declared and almost 378 candidates will given trainings. The training was organized at HCM RIPA under the sponsorship of RUIDP.
3. Please select the nature of decentralisation the application should be considered under:
   o Functional devolution and capacities

4. a) Applicable only for the **IMPLEMENTER** Category: Please select the Project Outcome/s
   o Active citizen participation facilitated through formal processes and platforms
   o Enhancement of capacities in municipality (human resources, finances, IT or other)
   o Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.

   b) Applicable only for the **ENABLER** Category: Please select the Project Outcome/s
   o Law or amendment to law delivery
   o Policy or changes to policy
   o Government Order or notification
   o New or improved institution frame work or institutional process
   o Other:

5. Kindly attach supporting documents and mention specifics of the same below
1. Advertisement of the new recruits.
2. Examination Dates.
3. Training order of Executive Officer, Revenue Officer, Revenue Inspector, Asst. Revenue Inspector, Asst. Engineer, Town Planning Asst., Jr. Accountant, Clerical
4. Training LSG course calendar by OTS
5. Order of Pachkula - TPA

6. Kindly detail the process followed to achieve the intended outcomes

   a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

   LSGD is the nodal agency for implementing various centrally sponsored schemes like Swachh Bharat Mission, National Urban Livelihood Mission, Housing for All, HRIDAY, AMRUT, SmartCity and LED etc.

   Due to lack of staff: there arouse the need for recruiting various officials at different cadres. It was followed by recruitment procedure involving applications examination, result declaration which lasted for 8-9 months.

   Finally the recruited staff was then given training of 2 months after joining to get the know-how of all the acts, laws, policies, schemes & programs.

   For training, HCM RIPA was contacted as it was having all the facilities like residential facility, resources etc. In collaboration with HCM RIPA, a calendar was prepared which included foundation course as well as institutional course for all the cadres.

   b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

   Process of training involved various challenges like creating a resource pool, preparing session plans, including the recent scheme's guidelines & policies of all the programs in course, arranging for exposure visit (local as well as to other states) in order to give more information & learning to the participants; budget provision for these cadre training etc.

   c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

   For this project, the main stakeholders were HCM RIPA who provided their institutional infrastructure and RUIDP which provided their budget of capacity building to train the newly recruited staff of DLB.
d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

To build the capacity of new recruits, it was proposed to explore the fund. Previously it was suggested to organize the training under FIRM by HCM RIPA since the trainees were of department only. Finally the budget of RUIDP was explored and it came under minutes of the meeting that RUIDP will be sponsoring the courses of LSGD.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

For this project, the manpower of CMAR, Local Bodies & HCM RIPA was involved. CMAR was involved right from the beginning till the completion of training

Details of the person involved:

<table>
<thead>
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<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>Director, LSGD</td>
<td>Sh. Pawan Arora</td>
</tr>
<tr>
<td>Additional Director, LSGD</td>
<td>Sh. M.P. Meena</td>
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<tr>
<td>(Nodal Person Training)</td>
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<tr>
<td>CMAR</td>
<td>Dr. Himani Tiwari</td>
</tr>
<tr>
<td>HCM RIPA</td>
<td>Dr. Ripunjay Singh</td>
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<tr>
<td>RUIDP</td>
<td>Dr. Vinita Mathur</td>
</tr>
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</table>

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

There are totally 190 ULBs. The training of new recruits will ensure that capacity building thereby increasing the work efficiency & further strengthening the implementation of various schemes & programs.

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

The entire process was hectic & brainstorming The key learning’s involved the creation of permanent resource pool; through study of guideline & schemes which would help in letter internalization of the concepts.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Previously, there were no trainings imparted to new recruits. It was for the very first time that the recruits of different cadres were given training of 2 months. Due to lack of such intensive training to previous batches, the concepts & working of the department was not so clear leading to various issues. But now, these new recruits, since they are getting both theory as well as practical aspects of all the schemes, policies & missions, they will be able to deal with these & programs very efficiently & comfortably.

The overall working of ULBs will be enhanced.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Since most of the schemes & policies like SBM, NULM, housing for all, LED, MJSA etc are community driven programs, providing service delivery directly to the citizens; with more & more trainings; the officials will be able to internalize there project more efficiently & hence it will further account to letter service delivery & citizen participation.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes, trainings & workshops are the management port which is always scalable & can be implemented in other states as well.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

Providing training to the officials is a continuous sustainable & ever going process as it always increases the work efficiency, knowledge and capacity of the staff. Which reflects the performance of state at national dashboard also.

I hereby declare that all the information furnished above is true and correct

Name : Dr. Himani Tiwari Date : 25.01.2017
Designation : Coordinator, CMAR Signature :

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vrawards@janaagraha.org or by courier/post to:

Ajesh Nair,  
Janaagraha Centre for Citizenship and Democracy,  
4th Floor, UNI Building, Thimmaiah Road,  
Millers Tank Bund Rd, Kaverappa Layout,  
Vasanth Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org
ANNEXURE

To access the supporting documents for
States | Category - 2 Application 10 (Implementer)
<table>
<thead>
<tr>
<th>V Ramachandran Awards for Excellence in Urban Decentralisation</th>
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<tbody>
<tr>
<td><strong>1. Project Name</strong></td>
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<td><strong>2. Contact Details</strong></td>
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<td>Name of primary contact person</td>
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<td>Designation</td>
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<td><strong>4) Project Commencement Date:</strong></td>
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<td><strong>Project Completion Date:</strong></td>
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<td><strong>Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).</strong></td>
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<tr>
<td><strong>2. Project Description</strong> (Briefly describe the project in not more than 50 words):</td>
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<tr>
<td><strong>3. Please select the nature of decentralisation the application should be considered under:</strong></td>
</tr>
<tr>
<td><strong>4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s</strong></td>
</tr>
<tr>
<td><strong>b) Applicable only for the ENABLER Category: Please select the Project Outcome/s</strong></td>
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</tbody>
</table>
| **6. Kindly detail the process followed to achieve the intended outcomes? a. Inception** | An MoU was singed with the LSG of Rajasthan for accounting and auditing reforms. An RFP was prepared to empanel CAs and the notice was sent published in two newspapers,
(Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words) on local and one in the national daily. Empanelling CAs for all the 188 ULBs for accounting and auditing.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words) After the MoU was signed, RFP was prepared for empaneling the CAs. The maker checker concept was kept in mind while allocating the CAs for the division wise ULBs for accounting and audit. The lowest bid was considered for fixing the fees for the process of perpartion of accounts & audit. 3 years accounts had to be completed (FY14, FY15, & FY16). For ULBs having > 1 lac population, the accounts and audit was done for FY13. 35 ULBs accounts and audit is completed for all the 3 years. Challenges-Supporting data for preparation of financial statements not available. Lack of cooperation by the ULBs.

c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words) DLB of Rajasthan
ULBs of Rajasthan
CAs appointed for accounting
CAs appointed for auditing

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words) Approximately Rs. 2 + crores for accounting and auditing for 3 years

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words) ULB staff and one resource from JCCD

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words) There are totally 188 ULBs. The completing of the accounts and audit will ensure that the total set of 3 years audited financial statements will be complete. This will give us the cumulative figures of assets and liabilities. When the financial statements are uploaded in the ULB's website, it will ensure transparency

THe entire process was cost effective as the lowest bid was considered. Since the ULBs have a constraint on personnel, the empanelment helped the ULBs to complete the
Backlog, which otherwise would have taken time. This process of empaneling CAs will help in timely completion of the financial statements.

Currently the backlog in accounting and audit is being cleared. In future this will help in timely preparation of the accounts and audit. All the ULBs will be benefited and based on the financial statement a complete financial picture of the State can be ascertained.

This project will give a complete picture of the financial statements. These will be on par with any public listed company's financial statements. Also we are in the process of preparing the annual report of some of the ULBs. this wil help the citizens know about their ULB and its finances.

Yes, this project can be implemented in other states as well.

Clearing backlog ensures that the accounts are up to date. In future every year the empanelment of CAs will be done to ensure timely completion of the accounts and audit.

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<th>Name</th>
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<tr>
<td>Date</td>
<td>01-04-2017</td>
</tr>
<tr>
<td>Designation</td>
<td>Senior Associate</td>
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</table>
ANNEXURE

To access the supporting documents for application 14 (Category: Implementer): 
Click here
**Introductory Information**

1. Project name: Public Grievance Redressal System  
   Lucknow Municipal Corporation

2.  
   I. Contact details: P. K. Srivastava,  
   Designation: Additional Municipal Commissioner,  
   Lucknow Municipal Corporation  
   Email address: pkrishna64@yahoo.com  
   Contact no: 9415609558  
   II. Name of primary contact person: Prem Prakash Mishra  
   Designation: I.T & Monitoring Specialist  
   Email address: mishra_prem2001@yahoo.com  
   contact no: 9919839999

3. Name of applicants (no more than 3 individuals/institutions/ both):  
   i. Public Grievance Redressal System

4. Project Commencement Date: 01/01/2013  
   Project Completion Date: 01/04/2013
Public Grievance Redressal System

Initiative Description and Application

Web Based IVRS embedded Applications for Public Grievance Redressal System with operational support of android application.

Lucknow Municipal Corporation (LMC) undertaken initiatives in the fields of administrative reforms and public grievances of The citizen’s of lucknow municipal area aimed at the delivery of citizen-centric decentralized administration and quality public services in order to improve governance. Lucknow Municipal Corporation now stands transposed on digital Platform with the decentralized monitoring and redressal with unique User ID and Password online Monitoring software of services provided to the 3 Million citizens of the city of Lucknow, LMC provides following important services-

- Sanitation and solid waste management
- Roads
- Street light
- Water supply and sewerage
- Drainage and flood management
- Animal control
- Death and Birth registration
- Parks

For the services offered by LMC there was no “single point” where citizens could lodge their grievances, resulting in one had to contact different authority for different problems. No integrated data base to supervise redressal of public grievances. loss of time for citizens in approaching senior officers/Public representatives, to get their problems solved. No platform to monitor and analyze performance of various departments and zones with respect to services offered by them.
Decentralised planning: For effective governance and fast redressal of citizen's grievances, Lucknow Municipal Corporation decided to decentralize administrative powers and provide authority to take decisions at zonal officer level.

Death and Birth certificate issued by only NSA (Nagar Swasth Adhikari) now, this power delegate to zonal officers, they can issue Death and Birth certificate by digital signature in concerning zone area.

Fiscal decentralisation:

- All municipal core services such as Health, water supply, sanitation and sewerage are being maintained at zone level which help to minimize the grievances.

Functional devolution and capacities:

- Act amended vide notification No. 1231/79/b-1-09-1(ka) 24-2009 dated 22/9/2009 (Section 3D) regarding formation of Ward Committee.

Administrative devolution and capacities:

- Demand and collection of Taxes are being maintained and monitored at Zonal offices. Zonal Officers has been authorised to issue Birth and Death certificate and Licences at Zone level.

- A city level co-ordination committee has been constituted by Environment department of the state.

- To resolve the encroachment complaints and avoid it in coming days, City Level Co-ordination committee has been constituted for the Zoning of Street Vendors.

- After analyzing the sanitation complaints, City Level coordination committee constituted for the framing and execution of City Sanitation Plan.

Community participation:

- A workshop was organized in LNN where in 40 local NGOs working in and for the urban development participated and exchanged views.

- The NGOs prioritized their areas of concern related to the infrastructural development according the grievances received in system.
Community awareness programs were organized in a number of slums with the help of local NGOs and provide the pamphlet of PGRS and toll fee number.

After analyzing the cleaning complaints in the wards, Dust Bins were distributed to all the HH for source collection of wastes.

Awareness program on sanitation and cleanliness is being organize for the school children.

**Objectives :-**

- Municipal Corporation management focus on clearly identified citizen services that would be covered with clearly laid down service levels and outcomes to be achieved.
- Improve efficiency and effectiveness in services.
- Interaction between Lucknow Municipal Corporation and its citizens and other stakeholders.
- Improve quality of internal LMC operations and MIS to support and stimulate good governance.
- Bring about transparency and accountability in operations.
- PGRS should improve reach of the delivery of services to citizens.

**Unique Docket number for each grievance in Applications**

A Unique Docket number generated and the time when complaint has been lunched which is sent to the complainant through SMS.

**Method for Logging Complaint**

- Complaint received through LMC Website www.lmc.up.nic.in or www.lnmpgrs.in Or Tel-0522-2307770, 2307782 and 2307783.
- complaint’s docket number is generated, which is sent to the complainant through SMS.
- After verification of a complaint, it is sent to concern Officer/staff through SMS. Complainant is also intimated about the official responsible for the redressal.
- After the complaint is resolved by the concerned officer,(s)he feeds the action taken report by login into web portal.
- The complainant is informed about the action taken by sms. S(h)e can give the feedback through web portal.

- **Period of Implementation**

  Web Based IVRS embedded Applications for Public Grievance Redressal System with operational support of android application initiated about three years back has been implemented over a period of about two years with android Application.

- **Human Resources involved**

  Lucknow municipal corporation deputed 8 dedication ministerial staff for regular monitoring of complaints and 8 outsourced computer operators for note down the complaints received by provided landline and cellular phone numbers.

- **Financial Resources involved**

  Lucknow municipal corporation bear the financial expenditure of Public grievance redressal system mostly resources are available or one time only outsourced salary and mgs cost about ninety-five thousand is a recurring expenditure.

- **Inception and process followed to achieve the intended outcomes**

  Lucknow municipal Corporation decide to get ISO-Certification for Integration control room and service provided under Public Grievance Redressal System. After an audit by authorised audit agency LMC get ISO-certification for PGRS and services provided by this system.
Outcomes and benefits accrued to the citizen and LMC in follow up of the accomplishment of the reform

- Total number of complaints

  Implementation of PGRS applications Lucknow municipal corporation ‘takes up’ about 300 grievances every day and total 236719 till date depending upon the seriousness of the grievances and follows them up regularly till their final disposal according Citizen Charter.

  This is aimed by LMC management to evaluate the effectiveness of the grievance redress machinery of the concerned Officers/Staff.

- Total number of complaint disposed

  The reform implementation has resulted total 234104 complaint has been resolved by Lucknow Municipal Corporation officers/staff.

- Enhanced service coverage and curtailment in service delivery time

  - Reduction of time in resolving the complaints.
  - Time saving.
  - Enhanced service delivery coverage.
  - Citizen initiated online complaints.
  - Transparency and faster service delivery.
  - Each officer of LMC have the unique ID and password, easy traceability through Android Application.

- Improvement in beneficiary feedback

  - Online Citizen accessibility through LMC/PGRS website.
  - On-line feedback system available for the citizens.
  - Improvement in measurable indicators and up gradation of service level benchmarking.

- Simplification of operations and management procedures

  - LMC officers can easily get status of complaints and feed redressal by android Application through unique User ID and password.

- Measures for sustenance of the reform
The measures adopted and instituted for ensuring sustainability of the reform are as under:

- The details of the complaints.
- The database of the complaints received regarding services provided by the LMC.
- Being a reliable source of identifying engineering work to be proposed and gaps in services provided by Lucknow Municipal Corporation.

**Measures and Methodology adopted to accomplish the reforms**

- The scope of work mentioned above could be categorized into two broad components based on requirements of the LMC as under:
  
  - Establishment of integrated control room equipped with latest technology and dedicated officers and staff.
  - Develop a web-based application and android application.

As a part of the establishment of integrated control room, LMC complete this task and a well-equipped integrated control room established at Gomtinagar area for 24x7 and post dedicated staff for operations and monitoring.
As a second part a web based software has been developed (lnnpgrs.in) for effective solution to improve service delivery.

- Citizen friendly networking of grievance redressal on-line
- Training of LMC personnel at the HQ and Zonal levels.

**Innovative measures taken in Public grievance redressal system Reforms**

*Reform innovations enabling citizen interaction*

- Creation of complaints database accessible for ease of improving service level bench mark.
- Time saving in filling/filing of the forms in the either process through online dedicated website and android application.
- Citizen response .
- Reduction of time in identification of gaps .
• Dedicated and secure website developed, updated and maintained by LMC.
### V Ramachandran Awards for Excellence in Urban Decentralisation

<table>
<thead>
<tr>
<th>1. Project Name</th>
<th>School Management Committees, Delhi</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Contact Details</td>
<td>Atishi Marlena</td>
</tr>
<tr>
<td>Name of primary contact person</td>
<td>Atishi Marlena</td>
</tr>
<tr>
<td>Designation</td>
<td>Adviser to Deputy Chief Minister</td>
</tr>
<tr>
<td>Email address</td>
<td><a href="mailto:atishi.marlena@gov.in">atishi.marlena@gov.in</a></td>
</tr>
<tr>
<td>Contact no</td>
<td>+918588833500</td>
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<tr>
<td>i)</td>
<td>Delhi Government</td>
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<tr>
<td>ii)</td>
<td>Atishi Marlena</td>
</tr>
<tr>
<td>4) Project Commencement Date:</td>
<td>09-01-2015</td>
</tr>
</tbody>
</table>

Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).

2. Project Description
   (Briefly describe the project in not more than 50 words):

   Under the aegis of GNCTD schools, parents and local communities have been empowered to play their due roles in shaping and running the schools in the form of School Management Committees (SMC) and preparation of School Development Plan.

3. Please select the nature of decentralisation the application should be considered under:

   - Decentralised planning
   - Functional devolution and capacities
   - Administrative devolution and capacities
   - Community participation

4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

   - Quantitative improvement in service delivery
   - Active citizen participation facilitated through formal processes and platforms
   - Measurable improvement in transparency and/or accountability
   - Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc. |

   b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

   - Government order or notification

6. Kindly detail the process followed to achieve the intended

   The Delhi Government has revived and empowered SMCs in Delhi with phenomenal results. On 11th September 2015, elections
outcomes?  

**a. Inception**  
(Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

were held in all government schools in Delhi to form the SMC committee. SCERT, SSA and various NGOs collaborated to train the SMC members.

**b. Processes involved**  
(Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

School Management Committees were formed consisting of 16 members. Identifying the stakeholders and selecting active parents was a major challenge. In 2013, SMCs were formed but were not effective because of lack of transparency and accountability. In order to formulate an effective SMC, the SMC core team mobilized the parents through transparent elections held on 11th September 2015.

Following constitutes the SMC:
1. 12 Parents  
2. Chairperson: principal of the school  
3. Convener: School Teacher  
4. Local Representative: MLA  
5. Area Social Worker

City wide consultation and training programmes were launched to ensure fair elections.

**c. Stakeholders involved**  
(Please list stakeholder(s) involved. Please do not exceed 50 words)

1. School Children  
2. Parents  
3. Chairperson: principal of the school  
4. Convener: School Teacher  
5. Local Representative( MLA)  
6. Area Social Worker  
7. Directorate of Education, GNCTD

**d. Financial Resources involved**  
(Please provide details of the financial expenditure involved. Please do not exceed 50 words)

Vidyalaya Kalyan Samiti: 5 lacs per year

**e. Human Resources involved**  
(Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

1-The process involved identifying and training more than 1000 social workers, educationists, volunteers, etc which was a mammoth exercise  
2- The process involved electing 14200 people through elections and hence Principals and teachers were all involved  
3- Saaja, an NGO working to strengthen the SMCs and its team was dedicated

**f. What have been the benefits of the project post implementation?**

The following has been achieved:  

a) Strengthened the relationship between schools and parents in communities, creating
| How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words) | broader awareness on children’s needs and supporting teachers, assisting Principals with the implementation of the School Learning Plan.  

b) Implementation of Government Policies at the ground level. Made sure that children between the age group of 6-14 are not out of school. This year the unplanned admissions exceeded last year's admission by more than 10,000 which translates into less out of school children  
c) Preparation of the School Development Plan for 3 years  
d) Monitoring the Utilization of grants received from the Government.  
e) Organizing the Summer Camps for 45000 Class VI Students from Government School Children  
f) Organizing 1000 Reading Melas across Delhi for Non-Readers where the community volunteered to teach the children.  
g) School Inspection: 1000 schools were inspected using the Swachh School App by 225 inspection teams comprising of SMC members. Similar exercise is planned in January 2017.  
h) development of material for the training and capacity building of SMCs  
i) Organization of Mega Parent Teacher Meetings in Delhi Government Schools.  
j) Transparency in Admission Procedure. SMCs have made sure that the admissions of children are done on a transparent basis. There were two committees formed at the zone and cluster level this resulted in reduction in the time taken for granting admission.  
k) Improved the quality of Mid-Day Meals by means of constant monitoring  
l) Improved students' attendance by means of visiting the houses of the absentees |
| g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words) | It is essential for the Government to engage the direct beneficiaries in playing a critical role in coordinating last-mile action. |
| 7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions) | All government, government aided and special category schools shall have to constitute SMCs as per Section 21 of the RTE Act. A proposed amendment makes the SMC an advisory, rather than statutory, body for schools covered under Article 29 and 30 of the constitution.  
In Delhi, SMCs have played a very crucial role |
in actualizing the goals of RTE. Through its positive action and a constructive dialogue with other stakeholders the SMCs have worked towards reinstating a well-functioning school system. It has aided the Delhi Government in achieving the objectives of Chunauti 2018, an education reform plan to help curb dropout rate of students and to improve quality of education with special focus on students weaker in studies. In the future, SMCs have tremendous potential to transform the existing system of education, characterized by cynicism and a defeatist outlook of the system functionaries and stakeholders, including teachers and parents. Consistency of positive actions by SMC will change the dynamics and solutions will begin to take shape, first at local levels and then at the larger systemic levels.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Accountability and Transparency: Social and community audit of children’s learning ensures accountability and transparency and non-threatening way of evaluation. Through SMCs the school administration has become answerable to the community and the parents regarding the school infrastructure, teacher attendance and quality etc. Additionally, it encourages the school administration to keep proper accounts of the fund available and share its deployment and utilization with the ‘Aam Sabha’

Citizen Participation: The Delhi Government has undertaken the task of community mobilization on the issue of Right to Education, and have helped parents to form SMCs. SSA, SCERT and various NGOs have undertaken the tasks of training SMC members, so that they can play effective roles in realizing the goals of RTE in their respective locations.

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<th>9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).</th>
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<tr>
<td>The project is scalable and sustainable as people become are becoming increasingly aware of their rights and duties by participating in SMCs. Government systems have several forms of monitoring mechanisms but hardly the ones where the monitoring is done by those who have direct stake in the success of a project. SMCs seek to decentralize the monitoring responsibility and as a result, the monitoring of Mid-Day Meals, sanitation, attendance of kids,</td>
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teachers in their classes during teaching hours has increased manifold.

Some SMCs have been partnering with NGOs to bridge the deficiencies that they have identified in their respective schools. This allows for the problems specific to some schools to be solved since the department can only deal with what is common to majority, if not all, and in the process school level problems that were being ignored are now being debated, and solved.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

With 14,300 elected representatives and 1024 local social workers dedicated to improving schools by means of engagement with other other parents, the awareness is increasing amongst parents. This is expedited by means of consistent support provided by Government and the Saajha NGO. The fact that this body consists of those who stand to lose or gain by their work makes a good incentive for this body to assert its presence increasingly.

Greater awareness and involvement is being sought by means of SMC Sabha which is multi-stakeholder meeting at Constituency level where parents and schools keep their complaints to officials from all departments like local body, police, PWD, Delhi Jal Board, Deputy Director of Education, Elected Representative, etc and the officer commits to solving the complaint publically in a time bound manner. The social norm arising out of public pressure make it sustainable.

Name: Atishi Marlena
Date: 01-02-2017
Designation: Adviser to Deputy Chief Minister, Delhi
<table>
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<tr>
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<td><strong>4) Project Commencement Date:</strong></td>
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</tbody>
</table>

Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).

**2. Project Description**
(Briefly describe the project in not more than 50 words):

Mohalla Sabhas are envisioned as the most decentralized units of local governance that would empower the community by giving equal opportunity and decision-making powers to all registered voters to participate in effective governance and delivery of public services. 2972 Mohallas Sabhas have been formed across the 70 Delhi assembly constituencies.

**3. Please select the nature of decentralisation the application should be considered under:**

- Decentralised planning
- Fiscal decentralisation
- Functional devolution and capacities
- Administrative devolution and capacities
- Community participation

**4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s**

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).
b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

6. Kindly detail the process followed to achieve the intended outcomes? a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

In order to achieve the objectives of Swaraj or self-rule, 2972 Mohallas Sabhas were formed across the 70 assembly constituencies of Delhi. Each Mohalla was formed by combining 3-4 electoral parts, and all the registered voters living in a Mohalla were members of the said Mohalla Sabha.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

One of the major challenges faced was the mapping of pre-designated agency and officer in-charge as well as mapping more than 1.2 crore registered voters on satellite maps across the length and breadth of Delhi, while ensuring geographical continuity of mohallas and intra-mohalla similarity of socioeconomic profiles.

c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

The following Stakeholders were involved in the project:
- a) The Government of National Capital Territory of Delhi (GNCTD)- All Delhi Government Agencies
- b) All Municipal Corporation of Delhi and Delhi Cantonment Board
- c) Delhi Citizens
- d) All Public Representatives-MLAs
- e) Janaagraha

The Mohalla Sabha Project is yet to be implemented. However, the pilot Mohalla Sabhas conducted in 11 Assembly Constituencies in May 2015 led to:
- a) Decentralization of governance at all levels
- b) Citizen centric participatory governance
- c) Empowerment and accountability of all the stakeholders involved in governance

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

For the year 2015-16, GNCTD made a special allocation of ₹350 crore towards Citizen Local Area Development (C-LAD) fund that was to be used exclusively to fund public work priorities decided by the Mohalla Sabhas, and related establishment costs.

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Manish Sisodia: Deputy Chief Minister Delhi
Atishi Marlena: Adviser to Deputy Chief Minister Delhi
Jasmine Shah: Deputy Director, J-PAL
Volunteers and Interns
Janaagraha Staff

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the
d) The policy plans to devolve even the selection of contractors for small works to Mohalla sabhas, and empowers them to coordinate with local authorities on resolution of grievances.

Reports from last year suggest that the Delhi government’s pilot participatory budgeting exercise in about 400 mohalla sabhas received an enthusiastic response from communities. A J-PAL survey — led by Aprajit Mahajan of the University of California, Berkeley — of 600 voters across Delhi found that 85 per cent of them were in favour of participating in the mohalla sabhas to resolve local issues. The desire was strongest among the poorest quartile of the voters surveyed, a reminder that it’s the poorest who are most affected by the quality of local public services. When asked how frequently would they like their mohalla sabhas to meet, a staggering 92 per cent preferred these meetings be held every month or more frequently.

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

The key learnings were:

a) Important to have dedicated implementation capacity to execute projects shortlisted through Mohalla Sabha for timely execution since the existing district administration is already over-burdened.

b) Technology essential to execute Mohalla Sabhas at a large scale for both efficiency and transparency.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

Mohalla Sabhas would play the following key roles:

1. Selection and implementation of projects under C-LAD scheme: Every year, each Mohalla Sabha shall be entitled to an untied scheme under the Citizen Local Area Development (C-LAD) scheme. This scheme can be used year-round to fund projects as decided by the Mohalla Sabha, subject to technical and commercial feasibility. For the year 2016-17, ₹350 crore have been allocated by GNCTD towards the C-LAD scheme.

2. Forum for redressing community grievances: Mohalla Sabhas will also act as a forum for discussion and redressal of community-related grievances. In particular, citizens will be able to lodge community grievances at Mohalla Sabhas, following which the issues will be directly communicated to field-officials of...
relevant agencies.
3. Identification of new beneficiaries and regular verification of existing beneficiaries of various social pension schemes (old age pension scheme, widow’s pension scheme, and handicapped pension scheme)
4. Maintain continuous oversight on the proper functioning of public institutions in the community such as schools, anganwadis, ration shops, mohalla clinics etc.
5. Render assistance to implement effectively the development schemes by providing facilities locally required

<table>
<thead>
<tr>
<th>8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mohalla Sabhas are envisioned as the most decentralized units of local governance that would empower the community by giving equal opportunity and decision-making powers to all registered voters in Delhi to participate in effective governance and delivery of public services. Through Mohalla Sabhas all registered voters will get an opportunity to formally participate in matters of local governance all through the year. Mohalla Sabhas will also act as a direct channel of communication between citizens and all levels of government through which the government will be able to gather inputs and feedback about policies from citizens. In addition, for the year 2015-16, GNCTD had made a special allocation of ₹350 crore towards Citizen Local Area Development (C-LAD) scheme that will be used exclusively to scheme public work priorities decided by the Mohalla Sabhas, and related establishment costs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).</th>
</tr>
</thead>
</table>
| a) Creating dedicated capacity within government to coordinate the entire process - from organizing monthly mohalla sabhas to executing projects. Won't happen otherwise.  
b) Sustained awareness generation among citizens along with transparency measures to ensure there is continued credibility in the process of PB  
c) Leverage technology to the maximum possible extent  
Initiatives such as the mohalla sabhas won’t be successful overnight. Experiences from the panchayati raj system and several community-driven development initiatives globally show that it takes a lot of careful planning and local experimentation before these institutions start functioning effectively. However, once functional these institutions play a key role in |
| 10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words). | Delhi government’s pilot participatory budgeting exercise in about 400 mohalla sabhas in 2015 received an enthusiastic response from communities. We believe the Mohalla Sabha project is sustainable because:

a) There was substantial enthusiasm for Participatory Budgeting in Delhi, and a large majority of the meetings were well attended. This shows that the existing setup fails to capture the needs of citizens, and they do welcome an opportunity to directly vote for their projects.

b) An independent survey (by Prof. Aprajit Mahajan et al) in Sep 2016 showed a high degree of buy-in for mohalla sabhas even a year after the pilots were conducted where a staggering 92 per cent preferred these meetings be held every month or more frequently. |

| Name: | Atishi Marlena |
| Date | 01-02-2017 |
| Designation: | Adviser to Deputy Chief Minister, Delhi |

You can edit this submission and view all your submissions easily.
<table>
<thead>
<tr>
<th>V Ramachandran Awards for Excellence in Urban Decentralisation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Project Name</strong></td>
</tr>
<tr>
<td><strong>2. Contact Details</strong></td>
</tr>
<tr>
<td>Name of primary contact person</td>
</tr>
<tr>
<td>Designation</td>
</tr>
<tr>
<td>Email address</td>
</tr>
<tr>
<td>Contact no</td>
</tr>
<tr>
<td><strong>4) Project Commencement Date:</strong></td>
</tr>
<tr>
<td><strong>Project Completion Date:</strong></td>
</tr>
<tr>
<td>Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).</td>
</tr>
<tr>
<td><strong>2. Project Description (Briefly describe the project in not more than 50 words):</strong></td>
</tr>
<tr>
<td><strong>3. Please select the nature of decentralisation the application should be considered under:</strong></td>
</tr>
<tr>
<td><strong>4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s</strong></td>
</tr>
<tr>
<td><strong>b) Applicable only for the ENABLER Category: Please select the Project Outcome/s</strong></td>
</tr>
</tbody>
</table>
5. Kindly attach supporting documents and mention specifics of the same below

<table>
<thead>
<tr>
<th>Two Handbooks prepared for the Training attached.</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>cover1.jpg</em></td>
</tr>
<tr>
<td><em>cover2.jpg</em></td>
</tr>
</tbody>
</table>

6. Kindly detail the process followed to achieve the intended outcomes? a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

| 1. Training Need Analysis, Identification of Master trainers and Trainers |
| 2. Identification of the Elected Functionaries and officials for training. Mayor/Chairperson, Deputy Mayor/Vice Chairperson, Standing Committee Chairpersons: District Election Officers, Returning Officers and Assistant Returning Officers, Electoral Registration Officers. |

| b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words) |
| 1 Preparation of training materials and training Calendar |
| 2. Training to Master Trainers |
| 3. Training to Trainers |
| 4. Arranging training on a regional basis |
| 5. Imparting training to the elected functionaries and various officers involved in the election process. |

| c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words) |
| 1. Corporation Mayors and Deputy Mayors, Municipal Chairpersons and Vice Chairperson, Chairpersons of various Standing Committees. |
| 2. District Election Officers and Election Deputy Collectors. Returning Officers and Assistant returning Officers, Electoral Registration Officer and Assistant Electoral Registration Officers |

| d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words) |
| 1 Rajeev Gandhi Panchayat Sashaktikaran Abhiyan |
| 2. State Election Commission Fund. |

| e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words) |
| 1 State Election Commissioner and identified officers from the State Election Commission |
| 2 Master Trainers identified jointly by State Election Commission and KILA Trainers |
| 4 Support from KILA |

| f. What have been the benefits of the project post implementation? How have you been able |
| This project is the first of its kind in the history of Elections in India. Elected functionaries were not imparted any training related to the various process involved in the elections. The |
to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

State Election Commission felt the need for creating awareness in the Elected functionaries of the various Local Self Government Institutions. So that the election to Local Self Government Institutions become more democratic and transparent and trust worthy. The training conducted during the period 2013 to 2015 reflected in the General Election 2015. Registration of electors increased and polling percentage was also increased during 2015. As of now the number of election petition and petition for disqualification of members are also decreased substantially.

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

Most of the Elected Functionaries and officials were ignorant about the law and process relating to the various stages of election. All are of opinion that the kind of training should have been conducted earlier.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

The Project was completed successfully. This has to be continued for the newly elected functionaries and newly appointed officials.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

The most important aspect of decentralization of democracy is the strengthening of the lower level of democratic institutions, viz Local Self Government Institutions. Citizen participation is essential for the deepening of democracy. The elected functionaries of the Local Self Government Institutions should be aware of the electoral process and citizen participation. So far as the Municipal Corporations and Municipalities are concerned ward committees and ward sabhas are the grass root level democratic bodies. The elected functionaries are responsible for the citizen participation in those forums. If they are not aware of the legal and procedural formalities, those instructions will not function in its time spirit.

9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

The object is scalable in various angles.

1. Social angle – Performance of Urban Local Bodies improved.
2. Litigation angle – Number of Litigations.
   eg:- Election and Disqualification disputes.

<table>
<thead>
<tr>
<th>10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).</th>
</tr>
</thead>
<tbody>
<tr>
<td>The project is sustainable</td>
</tr>
<tr>
<td>This is recurring process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name:</th>
<th>K.V.Muraleedharan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>11-18-2016</td>
</tr>
<tr>
<td>Designation:</td>
<td>Secretary</td>
</tr>
</tbody>
</table>

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ANNEXURE

To access the supporting documents for application 17 (Category: Implementer): [Click here]
<table>
<thead>
<tr>
<th><strong>V Ramachandran Awards for Excellence in Urban Decentralisation</strong></th>
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<tbody>
<tr>
<td><strong>1. Project Name</strong></td>
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<tr>
<td>Email address</td>
</tr>
<tr>
<td>Contact no</td>
</tr>
<tr>
<td>i)</td>
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<tr>
<td>ii)</td>
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<tr>
<td>iii)</td>
</tr>
<tr>
<td><strong>4) Project Commencement Date:</strong></td>
</tr>
<tr>
<td>Project Completion Date:</td>
</tr>
<tr>
<td>Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).</td>
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<tr>
<td><strong>2. Project Description</strong></td>
</tr>
<tr>
<td><strong>3. Please select the nature of decentralisation the application should be considered under:</strong></td>
</tr>
<tr>
<td>Fiscal decentralisation</td>
</tr>
<tr>
<td>Functional devolution and capacities</td>
</tr>
<tr>
<td>Administrative devolution and capacities</td>
</tr>
<tr>
<td>Community participation</td>
</tr>
</tbody>
</table>
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcome/s

- Quantitative improvement in service delivery
- Active citizen participation facilitated through formal processes and platforms
- Measurable improvement in transparency and/or accountability
- Enhancement of capacities in municipality (human resources, finances, IT or other)
- Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.).

b) Applicable only for the ENABLER Category: Please select the Project Outcome/s

- Others:

5. Kindly attach supporting documents and mention specifics of the same below

- The write up on project
- Photo Gallery, Print Media, Electronic Media & Social Media coverage & Comments/Compliments on the project by HCM(CG), CS (CG), Ms. Almitra Patel etc.

4. Awards & Recognition:
- 4.1 Shortlisted as semi finalist for CAPAM award
- 4.2 Shortlisted for field verification under SBM(U) award
- 4.3 Smart Governance award 2015 by Skoch group,
- 4.4 Swachh Bharat Award 2016 by Skoch group
- 4.5 Solid Waste Management Best Practice under SBM(U)
- 4.6 Selected for E-Learning module by MoUD, GoI

5. Up scaling of initiative by Government of Chhattisgarh to 166 ULBs under the aegis of “Mission Clean City” guideline.

6. Kindly detail the process followed to achieve the intended outcomes? a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

- Inception
- • 50 MT waste generation daily, high expenditure, poor services, saturation of old landfill site of 16 acres demanded intervention.
- • Launch of SBM in Oct, 2014 triggered
- • Satyamev Jayate episode on SWM guided for technologies available
- • formulation of SWM project for Ambikapur with help of Mr. C. Srinivasan, Indian green services.
b. Processes involved
(Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

- 1) Waste management process
  - 1. Primary segregation of Organic & Inorganic at source
  - 2. Secondary Segregation at centre
  - 3. Tertiary segregation (156 categories)
  - 4. Collection and segregation through SHGs
  - 5. Scientific disposal, Organic, Inorganic into recyclable, reusable items
  - 6. Survey, Route mapping, IEC, Resource planning, Use of ICT.

Challenges
- 1. Finding out land in town for segregation centers
- 2. Engaging citizens to give waste segregated to women.
- 3. Dropout of women workers.
- 4. User charge collection
- 5. Tackling nuisance elements committing theft, fire & instigating women to strike
- 6. Building consensus and acceptability.
- 7. Striking balance with existing interest holders.

<table>
<thead>
<tr>
<th>c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Municipal Corporation</td>
</tr>
<tr>
<td>• Department like Revenue, ICDS, Education, Labour, Health, PHED.</td>
</tr>
<tr>
<td>• Elected representatives MLA, Mayors, Councilors, etc.</td>
</tr>
<tr>
<td>• Citizen</td>
</tr>
<tr>
<td>• CSOs &amp; Chambers of commerce, Indian Medical Association etc.</td>
</tr>
<tr>
<td>• Media</td>
</tr>
<tr>
<td>• Existing contractors, scrap dealers, rag pickers</td>
</tr>
<tr>
<td>• Students</td>
</tr>
<tr>
<td>• Bulk Waste generators like Marriage lawns, Clinics, etc.</td>
</tr>
<tr>
<td>• Women SHGs federated into Cooperative Society</td>
</tr>
</tbody>
</table>

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

(Rs in Lakhs)

- Estimated- 600.00
- Received-495 including
  - a) Parsad Nidhi- 48
  - b) UAD- 326
  - c) NULM- 12
  - d) SUDA- 9.80

- Rs. 495 lakh utilized for
  - a) Construction of centre, shed, procurement of tricycle, tools, bins
  - b) Reclamation of old dumping yard
  - c) CB & IEC
d) VGF (12 months)

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

<table>
<thead>
<tr>
<th>Human Resources involved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health department of Municipal Corporation</td>
</tr>
<tr>
<td>400 SHGs members for collection &amp; segregation</td>
</tr>
<tr>
<td>The IT team for digitization</td>
</tr>
<tr>
<td>DPM NULM for CB on SHG principals &amp; institutional building</td>
</tr>
<tr>
<td>Civil engineers</td>
</tr>
<tr>
<td>IEC partner for community sensitization, awareness</td>
</tr>
<tr>
<td>Consultant &amp; knowledge partner</td>
</tr>
<tr>
<td>CSOs for volunteers</td>
</tr>
</tbody>
</table>

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

<table>
<thead>
<tr>
<th>Benefits of the project post implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Municipal services improved.</td>
</tr>
<tr>
<td>Household level coverage increased from 59.33% to 100%</td>
</tr>
<tr>
<td>D2D collection increased from Nill to 100%</td>
</tr>
<tr>
<td>Efficiency of collection of MSW increased from 87.30% to 100%</td>
</tr>
<tr>
<td>Extent of segregation increased from Nill to 100%</td>
</tr>
<tr>
<td>Extent of MSW recovered increased from Nill to 83%</td>
</tr>
<tr>
<td>Extent of scientific disposal increased from Nill to 100%</td>
</tr>
<tr>
<td>Efficiency in redressal of complaints increased from 0% to 52.18%</td>
</tr>
<tr>
<td>Cost Recovery increased from 35.26% to 51.57%</td>
</tr>
<tr>
<td>Efficiency in collection of charges increased from 0% to 52.18%</td>
</tr>
<tr>
<td>2. Cleaner Roads, drainages and surroundings. 6770 MT garbage till October 2016 otherwise going to landfill site disposed safely.</td>
</tr>
<tr>
<td>3. Rs 20 lakh earned from Waste by selling reusable items for industrial use after segregation.</td>
</tr>
<tr>
<td>4. Win win for citizens and Corporation - decrease in garbage transporting trips resulting in 73% saving on transportation and 80% on chemicals.</td>
</tr>
<tr>
<td>5. Employment and Empowerment of 402 SHG women - working in project dressed in uniforms with cap, gloves, boots flashing I-cards and driving rikshaws. The livelihood with dignity to women workers and sense of pride amongst citizens is clearly perceptible.</td>
</tr>
<tr>
<td>6. A prime pond Marine drive restored with duck project. Ducks consuming waste from mutton market, laying eggs for SHG, eating larvae and ariating water has transformed the lysinthe laden pond and nuisance of unhygienic Non vegetarian waste</td>
</tr>
</tbody>
</table>
management.
7.7000Sq.m land worth Rs 2.8 Cr recovered from garbage heaps and encroachment and put to public use by constructing segregation center.
8.Garbage burning reduced to almost zero.

g. Briefly describe the key learnings you have had during the course of the project. (Please do not exceed 50 words)

1. Household segregation and D2D collection is key for SWM.
2. Citizen participation comes if engaged constructively.
3. Planning of resources is critical to complete project in time.
4. BCC difficult but doable.
5. Anticipate things in advance and manage constructively what is not anticipated like fire, theft of garbage.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no of citizens impacted, no of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

<table>
<thead>
<tr>
<th>Impact Category</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>D2D collection led to community bin free town.</td>
<td>25094 households (92.09%), 3200 commercials (93.24%), 674 bulk waste generators(61.89%) are already into DTD collection regime.</td>
</tr>
<tr>
<td>•600 community bins, 200 open dump points disappeared</td>
<td></td>
</tr>
<tr>
<td>•Scientific, safe, segregation of waste on daily basis into 17 organic and 20 inorganic categories at segregation centre and into 156 items at tertiary segregation centre manually.</td>
<td></td>
</tr>
<tr>
<td>•Nothing remains to dump at the end of the day therefore the need for dumping yard is eliminated to compost yard and bio digesters.</td>
<td></td>
</tr>
<tr>
<td>•The Revenue and expenditure patterns to undergo change. User charge, sale added to Revenue and transportation, consumables, Maintenance expenditure to shift to honorarium, centres &amp; tricycle O&amp;M</td>
<td></td>
</tr>
<tr>
<td>•Emerging as financially viable, low cost, sustainable, replicable, resilient model for state of cg in Consonance with MSW rule 2016.</td>
<td></td>
</tr>
<tr>
<td>•Instilling Dignity to profession of waste management and making Ambikapur The State resource center for skilling waste management professional and workers.</td>
<td></td>
</tr>
<tr>
<td>•Service to Environment by elimination and reclamation of dumping yard, removal of community bins, dump points, use of green transport thus reducing emissions, litches, contamination of water, air and soil.</td>
<td></td>
</tr>
<tr>
<td>Reclamation of 16 acres Land fill site worth 25 crores into sanitation awareness park through biological process.</td>
<td></td>
</tr>
</tbody>
</table>
8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

Citizen participation with sense of ownership is evident in D2D collection, user charge payment (increase Rs 0.35 Lakh to 5.98 Lakh in oct 16) and extent of segregated garbage (increased from 2.42 MT to 30.61 MTPD in oct 16).

2 Every information pertaining to project like inventory, sale price etc are in public domain with dedicated website & MIS maintained on real time basis to ensure transparency.
   • The use of ICT involving CCTV cameras, biometric attendance, GPS, alarms, digital weighing and entries through tabs etc to ensure accountability.
   • Robust Grievance redressal mechanism is in place with toll free number, online complaints system, swachh city app. 1173 complaints redressed so far.
   • Presence on Social Media with Facebook, Twitter, My Gov, YouTube, E-newsletter.
   • 24000 students of 28 schools and colleges are sensitized engaged, awareness on segregation & environment building
   • All 48 ward committees activated.
   • SHGs and community institutions are sensitized.

9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

Yes, The project is easily scalable.
1. Simple- process oriented and not very technical.
2. Does not need highly trained professional to operate. Poor women picked up very fast tricks of segregation
3. Low cost on infrastructure & logistics. No huge investment on machinery, tools, etc.
4. Doesn’t threaten, uproot the already existing stakeholders but supplements and add value to it.
5. Modular in approach, the basics of the project are clear, simple and doable.
6. In consistence with SWM rules and 3R principles.
7. Eco-friendly model – doesn’t pollute environment but helps through cutting down on transportation of garbage.
8. Has Ripple effect on public health and well being of citizens.
9. The Government of Chhattisgarh has upscale the project to 166 ULB across the state under Mission Clean City Project.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your answer.

Yes
1. Unanimously acceptable and public opinion is for the project.
2. Investment isn’t huge. SLRM centers and
Rikshaws are the main investment.
3. Women SHG imbibed it as their bread & butter and wish to continue.
4. Earned name so the Municipal corporation doesn’t want to withdraw.
5. Has developed into a state model and brought good name to the state government,
The government has up scaled it thus has will to support and continue.
6. Citizen have witnessed the better service delivery and benefits of the project, there by don’t want to go back to old days.
7. Good for public health and environment.
8. Minimum formalities required to go ahead and is completely consistent with law of the land.

<table>
<thead>
<tr>
<th>Name:</th>
<th>Dr. Rohit Yadav</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>12-04-2016</td>
</tr>
<tr>
<td>Designation:</td>
<td>Special Secretary, GoCG, Department of Urban Administration and Development,</td>
</tr>
</tbody>
</table>
ANNEXURE

To access the supporting documents for application 18 (Category: Implementer): Click here
V Ramachandran Awards for Excellence in Urban Decentralisation
Application Form: Implementer and Enabler Category

Please refer the FAQ section at the end of the form before filling up the application. Please fill up all sections of the form. Where the space provided is not adequate, please attach additional sheets with appropriate reference to the relevant question. You may fill the form online at www.janaagraha.org/awards-application-form.html

Introductory Information
1. Project name: Final Disposal (Consolidated) of Municipal Solid Waste (Rule-2016) in Decentralised Manner.
2. Contact details: Municipal Commissioner
   Name of primary contact person: A. K. Dewangan
   Designation: Commissioner
   Email address: njam@njam@gmail.com
   Contact no.: 9406201132
3. Name of applicants (no more than 3 individuals/institutions/both):
   i. J. N. Srivastava
   ii.
   iii.
4. Project Commencement Date: June 2016
   Project Completion Date: Jun 2018

Project Specification
1. Category of awards applied for: (please tick)
   - [ ] Implementer category (applicants shall be individuals or institutions who have directly implemented or aided in implementing laws or policies or schemes or other practices that have furthered urban decentralisation).
   - [ ] Enabler category (applicants shall be individuals or institutions that have contributed to the drafting, notification or legislation of laws, policies, institutional mechanisms that has fostered urban decentralisation).

2. Project Description (Briefly describe the project in not more than 50 words):
   Consolidated final disposal of municipal solid waste as per Rule 2016 in aspect to door-to-door collection by social and public welfare group and tipping of waste by municipal corporation and treatment site is completely PPP based model for final disposal.

3. Please select the nature of decentralisation the application should be considered under:
   - [ ] Decentralised planning
   - [ ] Fiscal decentralisation
   - [ ] Functional devolution and capacities
   - [ ] Administrative devolution and capacities
   - [ ] Community participation
   - [ ] Other:
4. a) Applicable only for the IMPLEMENTER Category: Please select the Project Outcomes:
- [ ] Quantitative improvement in service delivery
- [ ] Active citizen participation facilitated through formal processes and platforms
- [x] Measurable improvement in transparency and/or accountability
- [ ] Enhancement of capacities in municipality (human resources, finances, IT or other)
- [ ] Quantifiable improvement in organization performance in terms of project delivery/completion, specific project deliverables, performance metrics etc.
- [ ] Other.

b) Applicable only for the ENABLER Category: Please select the Project Outcomes:
- [ ] Law or amendment to law delivery
- [ ] Policy or changes to policy
- [ ] Government Order or notification
- [ ] New or improved Institutional frame work or institutional process
- [ ] Other.

5. Kindly attach supporting documents and mention specifics of the same below:

Related document has been attached.

6. Kindly detail the process followed to achieve the intended outcomes:

a. Inception (Please detail the beginning of the project, the need, initial milestones etc. in not more than 50 words)

Supreme Court has done a depth study on decomposing of solid waste rule and finalized a rule of disposal method which called municipal solid waste rule 2016. In that all the city which has population with in 50,000 to 5 lakhs has to work on Door to Door collection, transportation, collection, composting and methanization.

b. Processes involved (Please detail the processes involved, challenges faced during the course of the project in not more than 100 words)

In India there are so many corporate and CRB who worked on solid waste management but they did not able to complete treatment and decompose the wastage. Due to that their solid waste management agreement, we have followed these rule of Supreme Court (Municipal Solid Waste Rule-2016), decentralized to 3 ports which is:

1. Collection
2. Transportation
3. Treatment
c. Stakeholders involved (Please list stakeholder(s) involved. Please do not exceed 50 words)

1. Municipal Corporation Rajnandgaon C.G.
2. Social and public welfare groups
3. Lakshmi Agrowal group of Comp.

d. Financial Resources involved (Please provide details of the financial expenditure involved. Please do not exceed 50 words)

1. Treatment Site - PPP Mode - exp. around 3.5 Cr.
2. Door to Door Collection: User charges and C&D waste collection charges define as per govt rule.
3. Transportation: Municipal Corporation Rajnandgaon Budget

e. Human Resources involved (Please provide details of the persons involved in this initiative. Please do not exceed 50 words)

Treatment Plant - 20-25 employee
Social & Public groups - around 180 persons
Transportation - around 50-55 drivers

Except from these around 10-15 engineers also working on some.

f. What have been the benefits of the project post implementation? How have you been able to assess and measure the impact? (Please provide details of benefits accrued to the citizens and quantitative details of the impact where applicable. Please do not exceed 250 words)

Benefits =

1. Public Private mode (P.P) mode.
2. Accountability / Profit
3. Complete treatment and dry compost
4. Environment friendly
5. Construction and demo. waste management
6. Under ground sewerage pipe line works, etc.
WASTE TO WEALTH IS FACT.

7. What is the current and future impact envisaged from the Project? (Kindly include specifics on the no. of citizens impacted, no. of institutions impacted, testimonials from the citizens/institutions impacted etc. Please do not exceed 200 words).

This project should be made mandatory in all cities which have population 50k to 500k because there is very less chance to fail the same.

Door to door collected charges paid by people itself is saying that people also completely support such project and initiation.

On the other hand Muni. Corp. is transporting 100% wastewater duct that city is getting clean and adding its name to one of the clean city in India through swachhata ranking by GoI.

We have saved 3.5 cr. cause its completely PPP based model and private organization will complete this project with in 1.5 year.

8. How is the project expected to improve one or more aspects of public service delivery, transparency, accountability, citizen participation? (Please do not exceed 150 words).

It's already completely improved project in aspect of all public service and wise organization.
9. Is the project scalable? If so, please explain how? What is the project’s potential for systemic change? (Please do not exceed 150 words).

This project is 100% systematic change of old sweeping, collection, transportation and treatment system of municipal solid waste as per guideline of Hon'ble Supreme Court and rule 2016 of Govt of India.

It will give a very positive change in our environment, organisational profit, and many more aspects and SDG mission.

10. Do you believe the project to be sustainable? If yes, how? Please provide rationale for your belief. (Please do not exceed 150 words).

This project is sustainable cause of:

1. Profit making with wastage

2. Cost recovery intra

3. Long term output because raw material is daily produced by local public and quantity increase day by day as per population increase of the city.

I hereby declare that all the information furnished above is true and correct.

Name: **Pankaj Chandrawanshi**
Date: 18 Nov. 2016

Designation: **Programmer**
Signature: [Signature]

The last date for the receipt of applications is 18th November, 2016.

Entries can either be sent to vr@janaagraha.org or by courier/post to:

Ajesh Nair,
Janaagraha Centre for Citizenship and Democracy,
4th Floor, UNI Building, Thimmaiah Road,
Millers Tank Bund Rd, Kaverappa Layout,
Vasantha Nagar, Bengaluru, Karnataka 560052.

For any clarifications/information, please reach out to: Contact no: 080 4079 0400 | email ID: ajesh.nair@janaagraha.org.
ANNEXURE

To access the supporting documents for application 19 (Category: Implementer):

Click here