



Panelists at a discussion organised by Janaagraha in Bangalore on Dec 17. From left: D M Nanjundappa, Legislative Council Chairman, Mr. B L Shankar, Dr. L C Jain and Prof. Sivaramakrishnan.

Participatory Planning Handbook in Kannada & English Released

The citizen's handbook on participatory democracy, designed and compiled by Janaagraha - titled 'Participatory Planning' - was released by English novelist Shashi Deshpande and Kannada writer Vyasraya Ballal at the Strand Book Stall on December 11. The book is published in both English and Kannada by the Ramanathan Foundation.

Speaking on the occasion, Deshpande said the book should build a partnership between the readers and Janaagraha to bring about a change in the city. English writer Ramachandra Guha, Rohini Nilekani of Akshara Foundation, Swati Ratnanathan of Janaagraha and Vidya Virkar of Strand Book stall were present on the occasion.

The copies are available at Strand and other leading bookstores in Bangalore for subsidised price of Rs. 80/- per copy.

'Evolve system to improve revenue mobilisation'

Panelists at a discussion on revenue mobilisation for local development on Dec 17 agreed that a "revenue sharing formula" where citizens see their money being ploughed back into developmental activities in their respective wards would result in additional resource generation and also effectively curb tax evasion.

The message was loud and clear at the discussion on "Ward Reci-P: Incentives for local development" organised by Janaagraha here: Evolve a system where citizens begin to see their money working for them and revenue mobilisation would improve.

Former vice-chairman of the Karnataka State Planning Board D M Nanjundappa

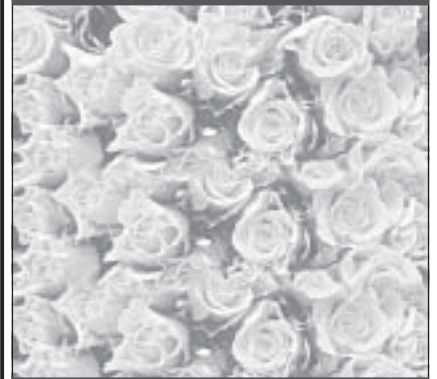
agreed that the concept of participatory management has the potential to break new grounds in mobilising additional revenue resources. He stressed the need for greater decentralisation, emphasis on human development, proper financing and area planning.

Chairman of the Legislative Council B L Shankar said ward committees should be vested with more powers with regard to local development. He suggested that an amendment be brought to the Corporations and Municipalities Act to pave way for nominating representatives of the local resident welfare associations as members of ward committees.

Mr. Shivaramakrishnan, Former Secretary of Urban Development of Govt. of India,

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wish you



a Happy new year

Small Brains; Great thoughts; Bigger Plans

It was a very great Sunday morning and a day for civic awareness among the little citizens of our city.

We are talking about the exhibition by Bala Janaagraha students and teachers of various schools of Ward 54.

The students from various schools were found decorating their stalls before the exhibitions lights were turned on.

Students from Auden School, Auden Public School and Vijaya Bharathi Vidyalaya participated in the exhibition. the programme started at 10.30 am and went on till 1.30 pm.

The Programme included debate

and exhibition. The topic for the debate was "Citizens are responsible for the condition of their cities." The Students debated with great fervor.

"This is the best exhibition I have ever seen"

The exhibition started at 11.30 am. Each school was given a topic to exhibit. The topics were 'Water Supply', 'Water Treatment', 'Electricity' and 'Roads and Bridges'. Each of the schools had decorated their stalls with enthusiasm. The

stalls were filled with charts and models.

After the debate the judges started going round the stalls and grading them as there was a prize for the best- stall, models and vision. People living all round ward 54 visited the exhibition. The people were given refreshments. The exhibition went on for 2 hours. In the end the judges announced the results. The prizes were given by Shri Ramanna, the founder of Auden Institute of Education.

The best part of the programme was that a young kid said that this was the best exhibition he had ever seen !.....

- Srinagesh Sharma

IX 'A', Auden Public School

LETTERS

OF EXPERIENCE

Over time, India, has had a generous share of thinkers and luminaries who have said that it is important to empower the people and to ensure that the power of governing the world's largest democracy rests with its people.

Our parliamentary system of government, the Panchayati Raj system, and various other models of empowerment and governance have seen their roots in this very thinking process. Each of these had its own rationale, and reasons.

That was then, this is now. Empowerment has now been taken up by the people in a bid towards 'participatory Democracy'. this in essence, is the rationale behind a movement called Janaagraha.

Janaagraha is a citizen's movement based in Bangalore committed to increasing citizen participation in local government: the practice of participatory democracy. It runs three campaigns that engage citizens, government, non-governmental organizations (NGOs) and corporate institutions, each stake-holders with an interest in a better Bangalore.

As part of the Yuva Janaagraha Programme, we took part in the Ward

Empowerment - The Janaagraha Way

Works campaign, which sought to update existing survey maps of wards in Bangalore, so that the Bangalore Mahanagara Palike could make up for the immense loss on revenue which they were incurring due to non-payment of property taxes.

While the job itself was arduous, it is worth noting that without exception

"Indeed, the fortnight that we spent volunteering for Janaagraha's campaign made us aware that management does not confine itself to commerce and industry alone, but can also be utilized as a tool to improve the living standards of people and provide them with the basic civic amenities which are so difficult to come by in a vast nation like India."

all the volunteers found it interesting mainly due to the novelty of the activities, and in addition, due to the fact that we were made aware of the 'big picture', and made to feel that we were an integral part of that picture. This empowerment, sense of participation, and direct influence upon the functions of the BMP, inculcated in us a feeling of belonging, and responsibility, which motivated us towards working better.

Indeed, the fortnight that we spent volunteering for Janaagraha's campaign made us aware that management does not confine itself to commerce and industry alone, but can also be utilized as a tool to improve the living standards of people and provide them with the basic civic amenities which are so difficult to come by in a vast nation like India.

Janaagraha today, stands for a positive, constructive firmness to allow citizens to engage with their government on specific issues. It also aims to provide a platform that creates the day-to-day successes that people need, to remove the cynicism from their minds and re-install hope in their ability to build a great country.

- Nilesh Iyer

PGDBM 2002-04

Along with Bala Janaagrahis

The volunteers have really enjoyed with these tiny pearls, springing into action, being with them, working with them, teaching them, learning from them and keeping the tempo of enthusiasm running.

The vibrancy and the enthusiasm that ooze out from the students of the Home Science Department, Mount Carmel College is highly contagious.

That may be the outcome of their stint with the zealous and the ever-learning children they have interacted in the Bala Janaagraha sessions during the last three months.

The fact that they have a work-chart to submit at the end of the academic year is secondary for them now. For they have been thoroughly enjoying with the kids, learning and unlearning with them the basics of living together in a society.

30 girls had volunteered their time and energy for the Bala Janaagraha programmes. They divided their groups equally into three went to different wards for the Bala Janaagraha session.

For them Bala Janaagraha was a platform for being with children, interacting with them and enjoying the fun of working with them.

“The experience of Bala Janaagraha is something different. It is really fun being with these small wonders,” says Shalini, a volunteer for the programme.

These girls were engaged, along with Buoyancee, for the organization and facilitation of programmes. They too are pivotal in the leadership-training and the motivation sessions for these children.

“We have been totally enjoying with the children and ofcourse, children too are enjoying every bit of these sessions,” quips Veena.

They are having their share of fun, enjoyment and learning and many anecdotes to relate about their experience. One of the anecdote which they enjoyed goes something like this. “We had a session where we had asked children to sell a commodity. The way they convinced us to buy the product was amazing,” recalls Shalini.

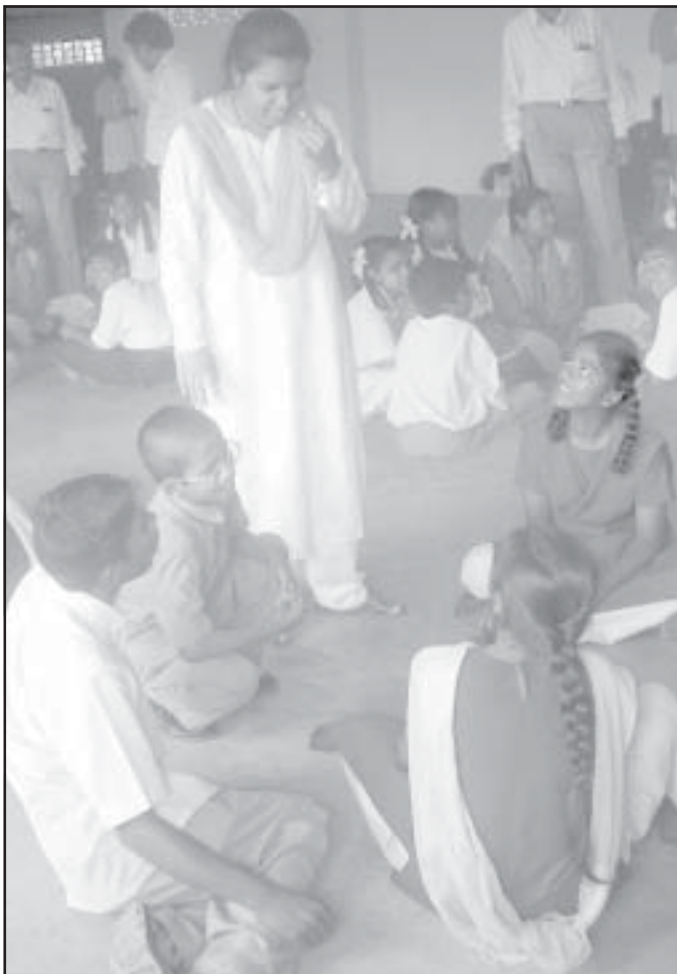
“The very fact that they are able to do so much at such a young age shows their maturity,” she adds.

And what have these volunteers gained from all these sessions?

“Tremendous amount of patience, the coordinating techniques and the skill to perform as a group,” says Ummehany, another volunteer, philosophically.

The volunteers have really enjoyed with these tiny pearls, springing into action, being with them, working with them, teaching them, learning from them and keeping the tempo of enthusiasm running.

- Dewaker
Surana College



Bala Janaagraha leadership training at Shobhana Memorial School, Cox Town.



Globalisation, Values and Democracy

One of the most exciting set of debates that is happening across the world is about globalisation, covering a vast spectrum of topics: winners and losers; the institutions that regulate globalisation; the ability of countries to retain meaningful control over their destinies; the impact on the individual, and so on. And there is yet no universal agreement on the term itself!

There are also protestors against globalisation, wanting to reverse the trend. While there are many ills that accrue from the acceleration of bringing the peoples of the world together, the benefits far outweighs the ills. Of course, there are negative consequences, but these require redressal, not reversal. Indeed, the most important debate about globalisation is in dealing with how to make it work in a manner that is just and fair to all.

Those who oppose globalisation have a responsibility to define a comprehensive alternative world view. They cannot - in good conscience - fly to international protests on global airlines, in machines built by the "evil multinationals"; get covered by media entities that

are an integral part of the globalised marketplace; or network on the internet with the help of servers and routers built by the forces of technology and globalisation – it's the same technology even if the website address ends with ".org". At best, such protestors are naïve; at worst, they are deceitful.

There are interesting questions are about how India and Indians are going to cope with globalisation, both proactively and reactively. By reactive, I mean that most Indians will have to live with the realities of globalisation with changes in their means of livelihood and ways of life. By proactive, I mean that there will need to be strong and cogent voices raised at international forums to make the outcomes of globalisation more equitable and fair, both geopolitically for India and for various economic sectors in the country, like farmers and small-scale and cottage industries.

Leaving aside the economic consequences, I want to focus on the impact globalisation is going to have on value systems in India.

Why the focus on values? Because, at the end of the day, it is values that determines the actions that people take. Our convictions arise out of our values. And our actions come out of our convictions. Of course, sometimes we take actions that are contrary to our values. But this does not pass smoothly, it creates an internal conflict, and we struggle to align our actions with our values.

With new experiences come new values. This is true at an individual level, and also at the level of a society. And this osmosis, fusion and clashing of values is what keeps change happening.

There are many questions about values: Where do these values come from? Are there a single set of values for a society, are societal values just an aggregation of individual values? Is there any migration path for values, as though moving up some hierarchy, some better than others?

Over the past few decades, there has been much work

done in mapping the values that a society is characterised by, with important findings. For example, one of the results is that as a society's level of economic well-being increases, there is a move away from overt religious values. Individual religious belief does not disappear, but there is still sufficient evidence to show the correlation between economic well-being and increasing secularisation.

Another result is that the value system of individuals is a function of vulnerability experienced in their childhood. For example, the World War generation of the 1950s in Europe grew up with a value system that emphasised security and comfort, having seen the war; the post-war generation of the 1990s is far less agitated about this, is capable of living with uncertainty, and in fact welcomes diversity.

Economic success in Western countries in the 19th and 20th century also came with industrialisation, mass production and the bureaucratic organisation; these fostered their own value systems. Now, with the breakdown of the large bureaucratic organisation, and the emergence of the Internet

economy, some of these bulwarks of the old value system are being dismantled. Globalisation therefore carries with it the gene code of new and different values, as it seeps into the fabric of the societies that get connected.

To make matters more complex, these changes are not happening uniformly across all societies, nor are these societies receiving these changes from the same starting point. Also, different societies have different political arrangements. Hence, one of the fascinating areas of analysis of a society or a country is the triangular relationship between economic structures, value systems and political arrangements.

In this context, we will take a look at the dominant value system that is beaming out of the United States, the principal actor in the globalisation script in the coming issue.

(Contd... to the next Issue)



Ramesh Ramanathan
Campaign Co-ordinator

One of the most exciting set of debates that is happening across the world is about globalisation. This is a two part editorial on this debate and here is the focus on the impact of globalization on value systems in India and the next issue will carry a look at the dominant value system of USA.

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Ward Vision Documents Submitted to BMP



Based on the data collected through SAS, BMP has decided on a massive restructure of property tax system and citizens co-operation was essential for increasing tax revenue of BMP for providing additional facilities- Mr. M.R. Srinivasa Murthy, Commissioner, BMP appealed on December 6.

Interacting with the citizens of the ten wards, after they presented him and the Mayor, P.R. Ramesh, with their respective

ward vision documents under the auspices of JANAAGRAHA, he appreciated the efforts of Bangalore citizens in preparing these documents along with their co-operation for improving quality of life.

Mr. Srinath, a citizen said that based on

The Commissioner further said that BMP would take up the work of laying 1000 Km length of roads in the city, from January onwards, immediately after the completion of Rs 150 crore project of laying underground drains and water supply lines benefitting 55 wards in the city.

Mr. P.R. Ramesh, the newly elected mayor, appreciated the role of Janaagrahis and assured that their ward vision documents will be examined and wherever possible included in the development plans and implemented.

Mr. Alok Mohan, Joint Commissioner of Police, Corporator of Ward 54, Mr. Venkatesh Murthy, Deputy



Mayor Mr. P.R. Ramesh, Commissioner Mr. Srinivasa Murthy with Ms. Swati and other service agency officials

The ten ward vision documents, presented to the BMP, are the outcome of four months of hard work by the communities of ward no 50, 54, 55, 68, 74, 78, 85, 94, 96 and 100.

These documents totalling about 500 typed pages, are a transcription of their dreams and prepared by about 200 anchors after painstakingly collecting inputs by the citizens and also interacting with subject experts and representatives of service providers in the city. In many communities, meetings were held every night for two or three weeks to produce a document that represented everyone.

Each documents range from 30 to 70 pages and include detailed information about the costs of engineering works need in their ward, as well as the communities priorities. Each vision is unique, reflecting the concerns of that area, addressing 15-20 major issues like solid waste management, Water and sewerage, building violations, stray dog menace, traffic and crime etc.

the citizens survey, Rs. 50 crores of additional property tax could be collected in 10 wards and people are ready to cooperate in raising the revenue resources, as they see the benefits of new development works resulting from increased collections.

Commissioner, Dr. Pashwanath, Subash Chandra, the Special Commissioner, BMTC Managing Director, M.R. Upendra Tripathi and M.S. Salma Sadiq of BWSSB were among the senior officials present on behalf of the service agencies.

ROLE OF CITIZEN ANCHORS

Over 200 citizens from various walks of life had signed up with Janaagraha to be Citizen Anchors for creating a Citizens ward vision document for their wards, with the support from experts and agency representatives.

These Anchors, who were familiar with the local problems, identified possible solutions of about 25 issues such as Roads, Crime, Street lights, Solid waste management etc, concerning the quality of life at the ward level. They have gathered information, voices and opinions of the people in their ward for weeks together and before forming a ward level plan of action for the next 3 years, with specific outcomes to specific problems.

These citizens, with about 20 percent women, in a special workshop during October committed to engage with the local government to ensure improvements in their wards. The Handbook on Participatory Planning provided them information on specific topics and Janaagraha center provided them secretariat assistance and set up discussions with subject experts and government agencies.

During the workshop on October 23 they as a city-wide group discussed participatory planning successes in other parts of the world, and on how they can be effective as citizen anchors, and towards creating a vision document for their ward.



Revenue Enhancement with Citizen Participation

1. BACKGROUND

- Janaagraha is completing a campaign called WARD VISION in Bangalore. Of the 100 wards in the city, citizens in 10 wards are participating in the campaign.
- The Ward Vision campaign is about citizens collaborating in each participating ward to generate a VISION DOCUMENT for their ward. This will contain their views on a range of issues that concern them, including cost-related and non-cost related issues
- For the Cost-related issues, a reasonable costing methodology has been created to help citizens arrive at the total cost for their needs. This has been prepared for ROADS, FOOTPATHS, DRAINS, STREETLIGHTS and PARKS.
- The requirements of the citizens will be more than the current funds being allocated for the development of the ward; this begs the question of sources of additional funding. Given the financial constraints facing the BMP as a whole, addressing the question of sustainable revenue enhancement assumes some significance.

2. THE PROPOSAL

- The campaign breaks new ground here by examining the **incremental revenue opportunities for the BMP from WITHIN each ward itself**, i.e. from its existing revenue sources: property taxes, building licenses, hoardings, parking fees, trade licenses etc.
- Compliance in the payment of these taxes/ charges is currently low, due to a variety of factors. The **central premise is that with citizen participation, compliance can be increased substantially**.
- However, **citizens are willing to take on this responsibility ONLY if there is a carrot in it for them. They suggest a REVENUE-SHARING FORMULA** where incremental revenues being raised can be ploughed back into development activities in their ward, in the projects that they have identified.
- The rationale of this argument is quite sound: when citizens begin to see

their money working for them, they will be willing to pay their fair share. This will result in buoyant revenues, AND ensure that these revenues are being put into projects that citizens have asked for, through discussions with their Ward Corporator.

- This is the essence of WARD RECi-P: Revenue Enhancement with Citizen Participation.
- BENEFITS:** There is a win-win-win for all parties concerned:
 - The BMP administration gets more revenues, and meet its

The table below gives specific details:

Ward No.	BMP Revenues	Janaagraha Estimates*
50	2.39	7.50
54	1.79	8.00
55	3.44	10.50
68	2.80	8.00
74	4.36	8.00
78	7.76	19.50
85	1.22	3.00
94	0.61	2.50
96	1.20	7.50
100	1.86	4.50
TOTAL	Rs. 27.43 crores	Rs. 79 crores

* See Revenue Estimation Methodology below on estimation process

Incentives for Local Development

As Bangalore grows, the needs of its residents increases. Be it slum improvement, water supply and sewerage, or infrastructure, this requires finances. The best source of such financing is when it generated internally, from the BMP's own sources.

Over the past four months, citizens in 10 wards have been involved in a campaign called WARD VISION. Citizens are well aware that it is pointless to simply ask for more development work unless adequate attention was paid to revenue enhancement.

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development obligations

- The Corporator gets a larger share of development resources into his/her ward
- The citizens get more resources allocated for the projects that they have identified in their neighbourhoods

4. POTENTIAL REVENUE ENHANCEMENT

- Considerable work has been done by citizens in estimating the POTENTIAL revenues that can accrue to the BMP in the participating wards.
- It is estimated that **in the 10 participating wards, the increase in Property Tax alone is around Rs 50 crores, about 3 times the current level**.
- The same exercise can be extended to all 100 wards of the city. Current property taxes in Bangalore are Rs 200 crores; if these estimates hold true for all

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“ MEANS ARE THE END ”

Gandhiji was asked once : What is more important, means or ends? He replied:“Means are the end”. It pricks the conscience of Patriotic Indians to painfully observe the sheer opportunism and a naked rush for Power and Pelf by Politician of all hues suffering as they are from myopia, they cannot see what lies ahead for the Nation, they are supposed to lead. Deepening fissures of Caste, Class and Creed spew the lava of violence in periodic eruption, as tragically predictable as they seem fatalistically inescapable.

The destiny of millions of our people is now being written by the hypocrites

attired in khadi with crocodile tears and narrow interests, boasting of Janadhar. Much silt has accumulated over the sacredwords like, Secularism, Freedom, Equality, Justice, which has lost its meaning. The ills that has crept in our

Yeshwant Trasi

U.N. Human Rights Rapporteur

Institutions cannot be cured by medications alone. There is an urgent need to operate and cut away the damaged part and malignant cancerous growth.

The Time has come for the “People” who have watched growing decadence from the sidelines to think of ways to

ensure that the country finds a sense of direction and purpose. India has the ingredients in place to become a World Power. However, it lacks a political class that has confidence in its own people. Now it is upto us, the people of India, to rededicate ourselves to the simple and ineluctable proposition that any Nation is as great or as marginalized as the belief its citizens invest in it.

Kudos to Janaagraha and Bangaloreans for their collective spirit that has begun to triumph. As people’s movements find an echo in Good Governance and Rule of Law establishes itself ever so firmly, aspirations turns to reality. And even the Gods seem to smile. ■

Incentives for Local Development

(Contd from Page 6)

Hence, they have analysed the incremental revenue opportunities in their own wards, with the help of Janaagraha.

The results are quite astonishing: in these 10 wards, they estimate that the

BMP can generate 3 times the current level of property taxes, from Rs. 27.50 crores to Rs. 79 crores, without raising property tax rates.

Citizens have gone further: they are willing to support the BMP in closing this gap, and appeal to their fellow-

The results are quite astonishing: in these 10 wards, they estimate that the BMP can generate 3 times the current level of property taxes, from Rs. 27.50 crores to Rs. 79 crores, without raising property tax rates.

Citizens have gone further: they are willing to support the BMP in closing this gap, and appeal to their fellow-residents to pay their fair share of taxes, with a condition: let a portion of the incremental revenues go back into their wards for the works that they have identified, with their Corporator.

Revenue Enhancement with Citizen Participation

(Contd from Page 6)

100 wards, there could be Rs 500 crores in additional property taxes for the city.

d. In addition, there are other sources of revenue like building licenses, trade licenses etc that can also be increased at the Ward Level.

5. REVENUE ESTIMATION METHODOLOGY

a. A robust estimation methodology has been adopted to arrive at Property tax figures.

b. Base GIS maps for each of the 10 wards were procured from the BDA. These maps contained NRSA aerial data as of 1998, with property-level images. However, this information was incomplete on two counts:

i. While it identified the aerial footprint of a property, it did not have details like number of floors, building type, property usage etc.

ii. It captured development activity only as of 1998; many parts of the city have seen substantial additional activity since then

c. With the help of professional survey techniques, a detailed property-level survey was conducted in 9 of the 10 wards. Over 700 students spent over 50,000 manhours in generating detailed information

d. All this information has been fed back into GIS maps to create a comprehensive “data bank” of property-level information.

e. This “data bank” has been used as the core information on which property tax estimates have been prepared for each ward. Assumptions about zone, age, and construction type have been made; these assumptions can be changed as required to arrive at more specific estimates. ■

residents to pay their fair share of taxes, with a condition: let a portion of the incremental revenues go back into their wards for the works that they have identified, with their Corporator.

This idea has enormous merit from a public finance standpoint: it not only results in more revenues for the city, but also ensures that these funds get deployed into projects that citizens want.

To discuss the merits and potential of this innovative idea, which has potential not only for Bangalore, but all urban centres in the state and country, Janaagraha and ING Vysya have organised a Panel Discussion, with a range of experts, on Dec 17. ■

A handy book for city woes

SANGEETA CAVALE - Times News Network

IS your neighbour constructing a new structure that violates building by-laws and encroaches into your backyard? Have you noticed shanties coming up in the park next door? Want to try rain water harvesting but don't know exactly what it is and whom to contact? Don't know the difference between a culvert and a shoulder drain?

Guide Line

Find the answers to all these questions and more in Swati Ramanathan's *Participatory Planning*, a citizens' handbook. Co-founder of the people's movement, Janaagraha, Swati says, "I hope this book empowers citizens with the means to understand and participate in the decisions that shape their city" Like a directory, the book has information on land and property which includes chapters on zoning and land use conversions, building violations, visual pollution. The segment on environmental issues has the latest information on rain water harvesting and storm water drains. Stray dogs and street vendors come under the law, order and safety section. In all, 25 issues have been identified as those with the maximum impact on the quality of urban life.



What motivated Swati to work on a handbook of this kind was her own ignorance of the neighbourhood in which she lives. "The book is a milestone for my personal journey," she reveals. "Many who are new to Bangalore and even those who've lived here for decades have no clue about what makes the city tick. This anonymity and impersonal attitude comes

with urbanisation. The handbook will, I hope, give citizens a sense of belonging and ownership," she says.

The book gives the living, breathing mechanics of the city, explaining urban services in detail. "It is a starting point for a collaborative approach between citizens and their government. You need not feel helpless when faced with an issue or a problem," Swati says, adding, "knowledge brings with it confidence."

Participatory Planning takes a citizen-centric approach, rather than service provider approach. The handbook was conceived as a resource tool for citizen's participating in Janaagraha's Ward Vision campaign. Ten wards are part of this programme. Each ward has come out with a document on the broader vision of its members and on specific issues concerning that particular ward.

THE TIMES OF INDIA, Saturday, December 20, 2003



The book release by Vyasara Ballal and Shashi Deshpande. Vidya and Swati are present.

'... improve revenue mobilisation'

(Contd from Page 1)

was the moderator and Mr. Raghunandan, secretary Panchayatraj. Smt. Shamim Banu, Principal secretary, Urban Development, Dr. P.V. Shenoi former administrator of Calcutta Metropolitan, Mr. V. Ravichandar Member, BATF, Mr. N.L. Narendrababu, Corporator, BMP and Mr. P.K. Srihari Addl. Commissioner, BMP were the other participants.

The gathering began with a power-

point presentation of the Revenue Enhancement with Citizens' Participation (RECI-P) by Ms. Swathi Ramanathan, Co-founder, Janaagraha, comparing present and projected ward-wise revenue, indicating a difference of 52 crores for the 10 wards which participated in Ward Vision campaigns. The presentation also included many aspects of revenue enhancement which more than justified it. Mr. Shivashankar resident of ward 94 answering the the fundamental question "In order to finance the development, how can we enhance the revenue?" spoke about RECI-P.

Providing a detailed structure and mechanism for "RECI-P" program, Mr. Raghunandan said that "There is always a provision for taxes to be sent back to the people for development in the form of cess and user-fee." He argued on the fact that India no longer lives just in villages, but in cities as well, and the only way for improving the city conditions is to enhance revenues.

Suggesting various methods to enhance revenues Mr. Narendrababu felt that pilferges must be plugged in tax collection. He also opined that micro level economic players like paan-walas must be bought under the tax purview.

Mr. Ravichander, BATF, felt that RECI-P was a brilliant romantic idea and to carry it forward citizens' role will have to be defined, technology has to be used and a culture of spending money for the purpose of collection has to be nourished.

Giving his observations Mr. Shivaramakrishnan felt that enhancement of tax revenues was not just the responsibilities of the administration as citizens had equally important role in it. He said 73rd and 74th amendments were brought to create self governing local bodies and not subordinate agencies to the existing governments.

There was a concensus among the panelists that citizens' participation for revenue enhancement was a novel concept and modalities will have to worked out sooner, to make it feasible. The discussion ended with a question and answer session. ■

**PARTICIPATORY PLANNING
HANDBOOK**

Available for a
subsidised Price of Rs 80 only
at Leading Bookshops and
Janaagraha Centre