

Implementation of Reforms under JnNURM

Lessons for PEARL

Presentation during PEARL Workshop

Administrative Staff College of India, Hyderabad

6-11-2009

Presentation outline

- Status of reforms implementation in select Mission cities
- Implementation issues
- Lessons for PEARL

State Level Reforms

Implementation of
74 CAA (Transfer
of XII Schedule
functions)

Implementation of
74 CAA
(Constitution of
MPC, DPC)

Integration of City
Planning Function
with ULB

Integration of
Water Supply
Function with ULB

Rent Control
Reform

Reduction of
Stamp Duty to 5%

Repeal of ULCRA

Enactment of
Community
Participation Law

Enactment of
Public Disclosure
Law

Implementation status - snapshot

Performing	Need support	Need intense support
<ul style="list-style-type: none">• Kerala• TN	<ul style="list-style-type: none">• Orissa• Karnataka• Jharkhand• Chhattisgarh	<ul style="list-style-type: none">• U.P• Pudicherry

Analysis based on appraisal, handholding and CB experiences

INTEGRATION OF CITY PLANNING AND DELIVERY FUNCTIONS

Water Supply

- Parastatals and their accountability to ULB (Kerala, Orissa, Jharkhand, Bangalore, Chennai etc)

- **Issues**

- Lack of clarity on appropriate models
- Technical capability of ULBs to take up the responsibility

- **Action steps**

- Discuss with states on alternative models (MOU ?)
- Technical assistance for transition

Transfer of Water Supply Function

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneswar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

INTEGRATION OF CITY PLANNING AND DELIVERY FUNCTIONS

Urban Planning

- Development /planning authorities issuing building permissions (Orissa, TN, Jharkhand, U.P etc)
- Issues
 - Technical capability to initiative and handhold transfer mechanism
 - Resistance from Development authorities
- Action steps
 - Can be easily achieved with technical assistance for transition

Transport and mobility

Issues

- Needs clarity on appropriate models – BEST, SPV etc.
- Action steps
 - Discussions with states on alternative models

Transfer of City Planning Function

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

IMPLEMENTATION OF THE 74TH CAA

MPC

- Issues :
 - Why MPC?
 - Lack of clarity on workable models and operational processes
- Action steps
 - Focused deliberations and guidelines

Convergence mechanism in small cities

City coordination committee (CCC) for effective integration

Implementation of 74 CAA (Constitution of MPC/DPC)

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

COMMUNITY PARTICIPATION LAW

Enactment process underway in many states

Issues

- Intense discussions on approaches
 - election vs nomination; models for small town

Action steps

- Focussed discuss with states to expedite the process
- Handholding support for drafting the Bill
- Capacity building for operationalization
- Orientation of PMUs

Enactment of Community Participation Law

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

PUBLIC DISCLOSURE LAW

Good progress

- **Issues**

- Operationalizing the law

- **Action steps**

- Handholding support for drafting the Bill /Rules

- Capacity support to ULBs for operationalization

- PMU should play an important role

Enactment of Public Disclosure Law

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Other state level reforms

- Rent Control Act
- ULCRA
- Stamp duty reduction

Property Title Certification

Issues

- Lack of clarity on implementation process

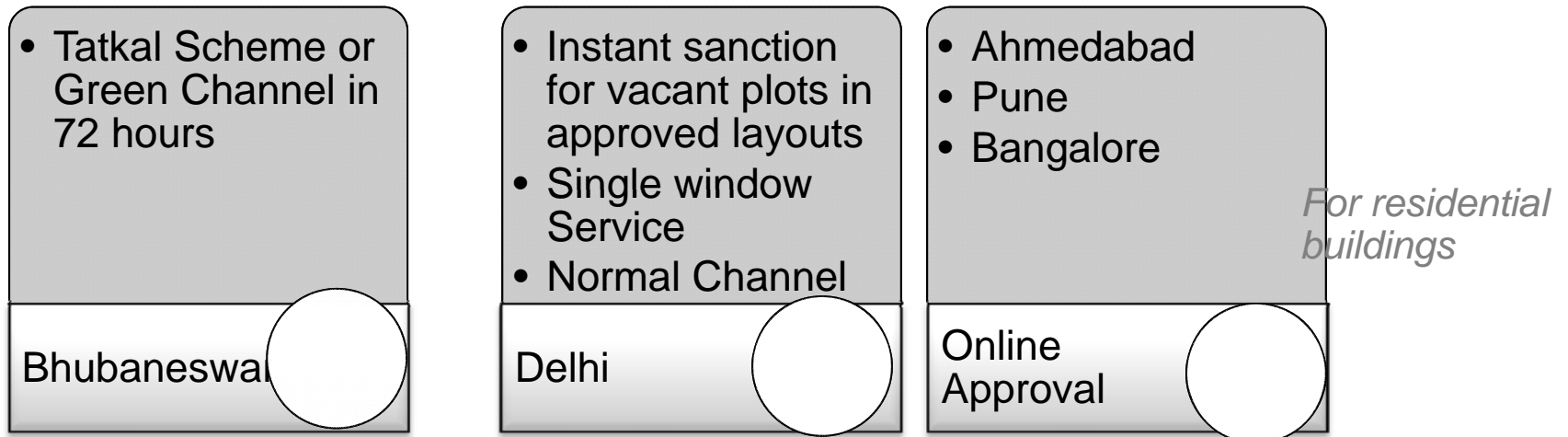
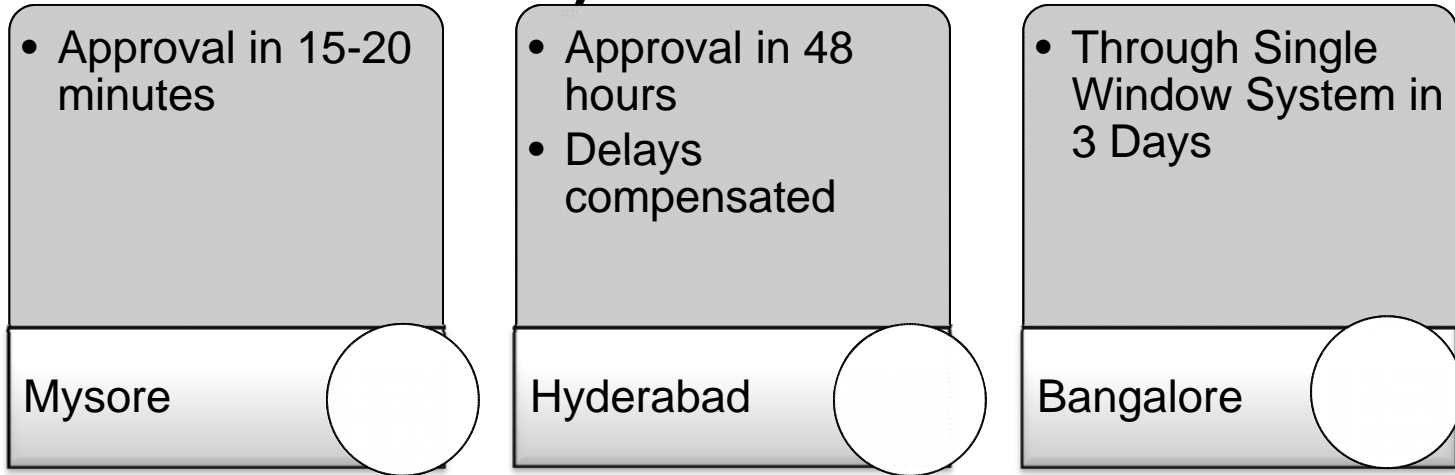
Action Plan

- Needs focused discussion with states – methodology, resources, operational aspects
- Round table planned

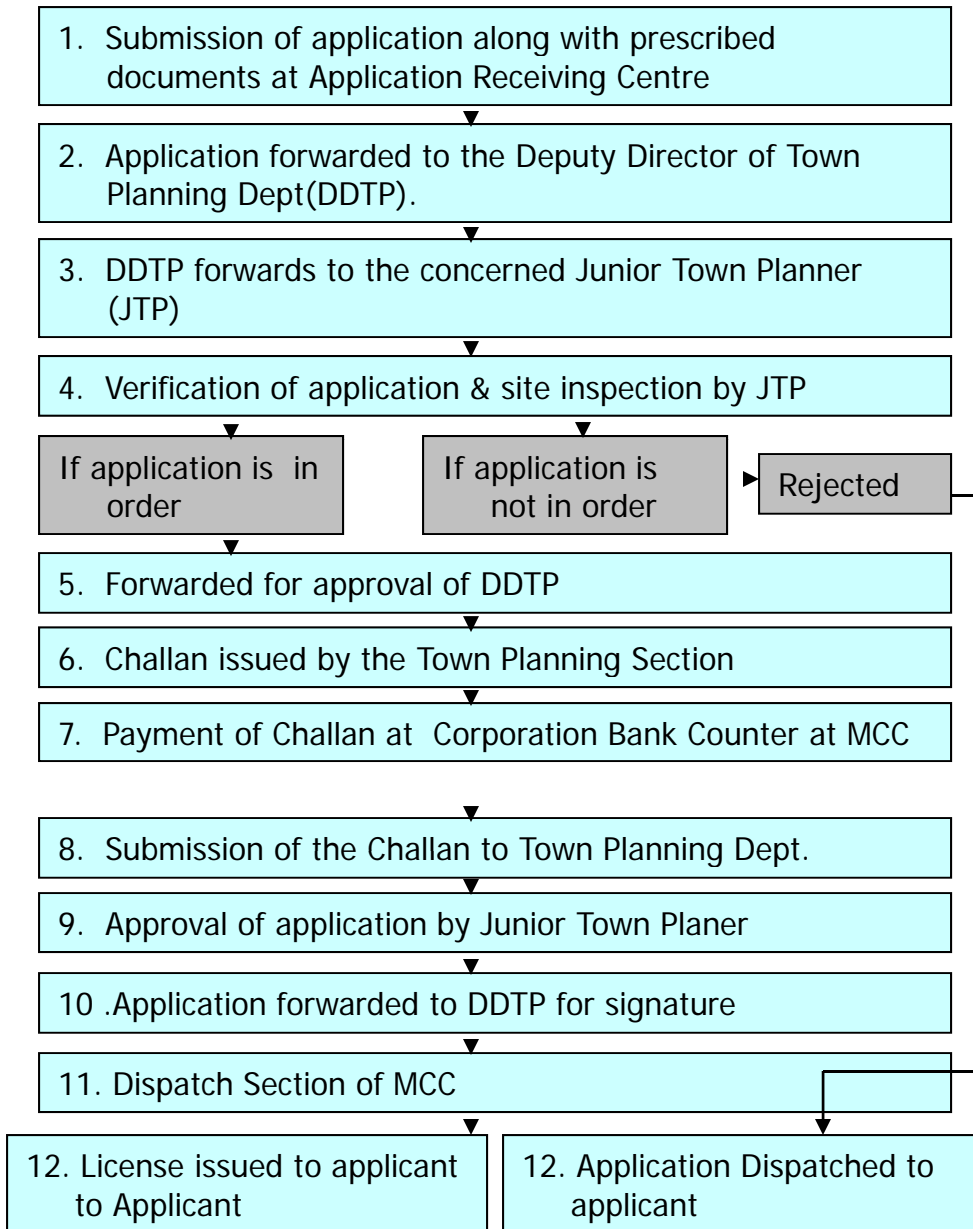
Revision of building byelaws – Streamlining the approval process

- Good progress
 - TN, Kerala, Karnataka
- Can be easily scaled up in cities with state support
- Standardization and technical assistance

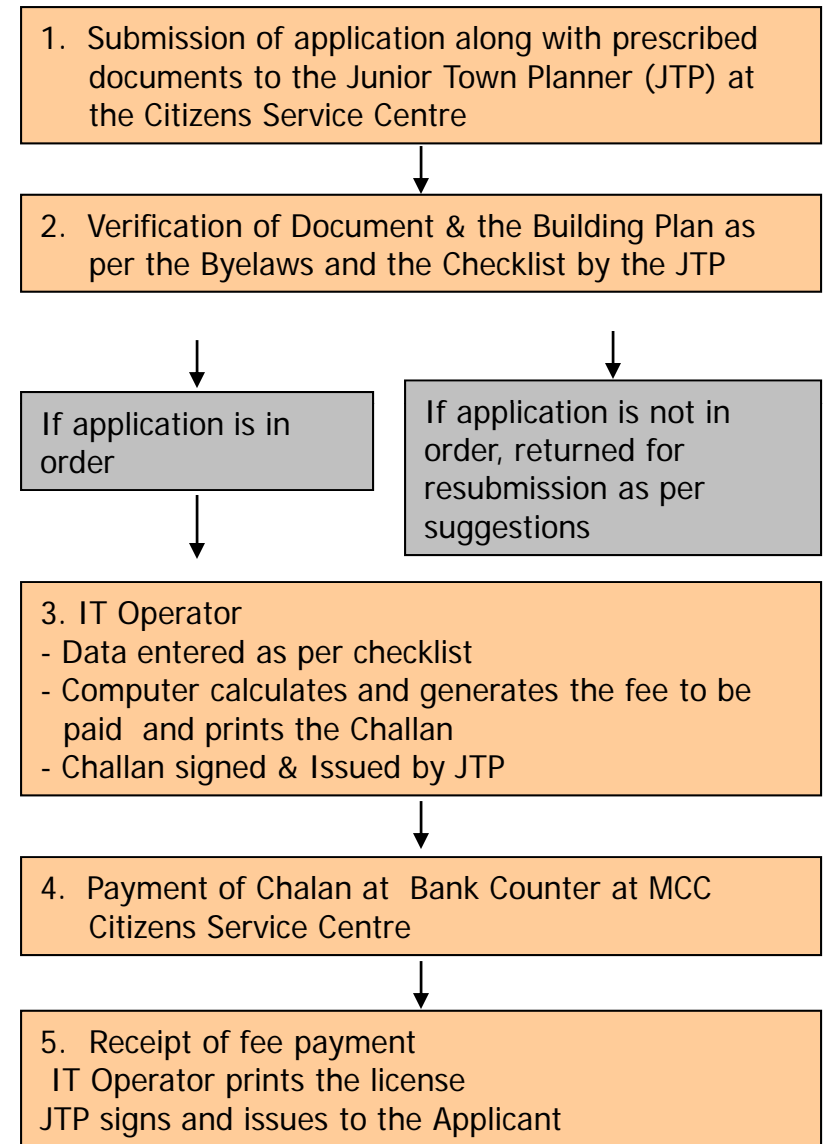
Good Practices in Approval System



Procedure Before
Duration - 7 to 45 days



Procedure After
Duration- 1 day (30 Minutes)_



Rain water harvesting and Recycling

- **RWH**

- Good progress in terms of enactment
- Weak implementation
- Facilitation and follow up by States
- PMU can support the process of implementation

- **Reuse of recycled water**

- Limited progress , pilots in select cities
- Lack of clarity on operational aspects
- Building, neighbourhood and city levels ?
- High potential for PPP at city level (Surat, Bangalore)
- Can be scaled up

Earmarking land for the poor

- Limited progress
- Lack of clarity on implementation process (basis for 20-25 % reservation??)
 - Function of poor pop, density, FAR etc.
- Focused discussions and guidelines

Administrative and structural reforms

- Recognized as most important reform area
- Efforts by states /cities – limited progress
- Technical assistance on a long term basis

PPP

- Good progress in large cities
- Considerable interest
- Capacity gaps

- Need for transaction advisory support through empanelment
- PMU should have a PPP expert to support State / ULBs
- Model documents / Templates

ULB Level Reforms

Full Migration to
DEAS

Implementation
of E-Gov
modules

Property Tax
(85% Coverage)

Property Tax
(90% Collection
Efficiency)

User Charges
(100% Cost
Recovery –
Water)

User Charges
(100% Cost
Recovery –
SWM)

Internal
Earmarking of
funds for
services to poor

Provision of
BSUP

E-Governance

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

E-GOVERNANCE

- Good progress in select states Cities
 - Limited focus
- Need technical assistance and resources for lagging states
- Empanelment of consultants for E-Gov should be made available to States /Cities

Good Initiatives

- Online Registration of Births and Deaths – Tamil Nadu, Kanpur
- PT Website – Delhi, Bangalore
- BMPS and Auto DCR – Coimbatore, Pune
- Grievance Monitoring - Mysore

Implementation of E- Governance Modules

- Online payment gateways for PT Collection
 - E-seva (Andhra Pradesh), E-Suvidha (UP)
 - Janasevanakendra (Kerala),
 - Online payment through Bank Linkages
- Online registration of Births and Deaths
- Registration of Complaints through multiple channels including online registration and tracking
 - Help Points (Karnataka)

PROPERTY TAX

- **Slow progress**
 - GIS based PT system not initiated in many cities
- **Focused review with states and cities**
- **Empanelment of consultants for GIS and resource support.**

Property Tax – 85% Coverage

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Good Initiatives

- Self Assessment System – Hyderabad, Bangalore
- GIS based PT management – Kanpur

Property Tax – 90% Collection Efficiency

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Good Initiatives

- Multiple payment channels for effective PT collection
 - E-seva/E-suvidha/Janasevana Kendra/Help Points
 - Online payment through bank linkages
 - Payments through Post Offices
 - Acceptance of Cheque payments by Bill collectors and updation through Blackberry instruments
 - Collection Drives for collection of arrears, one time settlements

User charges

- Limited progress – especially with regard to Sewerage and SW and other services
- Focussed review with States and Cities
- Technical assistance to design and improve internal efficiencies
- Regulatory framework – models and guidelines
- Orientation of PMUs
- Political buy in

User Charges (100% O&M Cost Recovery) – Water Supply

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

User Charges (100% O&M Cost Recovery) – SWM

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Good Initiatives

- Subsidy Analysis Study - Vijayawada

Services to the poor

Internal earmarking of funds

- Many states issued Gos
- Weak implementation

Basic services to poor

Slow progress

Weak database

Need coordination between agencies at state/city levels

SLB approach should be introduced

Focused follow up

Internal Earmarking of Funds for Poor

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Provision of BSUP

A	B	C	D	E
Mega Cities (Global Character in Socio-Economic Profile)	Industrial Mega Cities	Mixed Economy (Service/Trade/ Institut'l functions)	Cultural Cities (Cultural/ Religious Significance)	Cities with environmental significance
<input type="checkbox"/> Delhi	<input type="checkbox"/> Faridabad	<input type="checkbox"/> Patna	<input type="checkbox"/> Madurai	<input type="checkbox"/> Itanagar
<input type="checkbox"/> Mumbai	<input type="checkbox"/> Ludhiana	<input type="checkbox"/> Bhopal	<input type="checkbox"/> Varanasi	<input type="checkbox"/> Imphal
<input type="checkbox"/> Ahmedabad	<input type="checkbox"/> Cochin	<input type="checkbox"/> Jaipur	<input type="checkbox"/> Agra	<input type="checkbox"/> Shillong
<input type="checkbox"/> Bangalore	<input type="checkbox"/> Vizag	<input type="checkbox"/> Lucknow	<input type="checkbox"/> Amritsar	<input type="checkbox"/> Aizawl
<input type="checkbox"/> Chennai	<input type="checkbox"/> Kanpur	<input type="checkbox"/> Meerut	<input type="checkbox"/> Allahabad	<input type="checkbox"/> Kohima
<input type="checkbox"/> Kolkata	<input type="checkbox"/> Coimbatore	<input type="checkbox"/> Jabalpur	<input type="checkbox"/> Panaji	<input type="checkbox"/> Gangtok
<input type="checkbox"/> Hyderabad	<input type="checkbox"/> Jamshedpur	<input type="checkbox"/> Vijayawada	<input type="checkbox"/> Bodhgaya	<input type="checkbox"/> Agartala
<input type="checkbox"/> Pune	<input type="checkbox"/> Asansol	<input type="checkbox"/> Guwahati	<input type="checkbox"/> Ujjain	<input type="checkbox"/> Dehradun
<input type="checkbox"/> Surat	<input type="checkbox"/> Dhanbad	<input type="checkbox"/> Jammu	<input type="checkbox"/> Puri	<input type="checkbox"/> Nainital
	<input type="checkbox"/> Indore	<input type="checkbox"/> Raipur	<input type="checkbox"/> Ajmer-Pushkar	<input type="checkbox"/> Shimla
	<input type="checkbox"/> Nasik	<input type="checkbox"/> Ranchi	<input type="checkbox"/> Mysore	<input type="checkbox"/> Srinagar
	<input type="checkbox"/> Vadodara	<input type="checkbox"/> Trivandrum	<input type="checkbox"/> Pondicherry	
	<input type="checkbox"/> Nagpur	<input type="checkbox"/> Bhubaneshwar	<input type="checkbox"/> Mathura	
	<input type="checkbox"/> Rajkot	<input type="checkbox"/> Chandigarh	<input type="checkbox"/> Haridwar	
			<input type="checkbox"/> Nanded	

Accelerating implementation of JnNURM

- Lack of clarity on certain reforms
 - Need focussed discussions through roundtables /regional workshops
 - Information exchange between States /Cities
- Operationalization of reforms post enactment
 - Sustained technical assistance / Knowledge support
 - Strengthening PMUs
- States /Cities should prepare reforms implementation action plan ([Jharkhand RIAP](#))
- Emphasis on structural reforms including HR issues
- STAG / CTAG not formed in most States/cities – Should be taken up on a priority basis
- Orientation of elected representatives / officials
 - Second round training
- *Service level benchmark framework to be made mandatory to track service delivery improvements*

Lessons and way forward

- Many reforms are held up due to absence of political consensus
- Need high level political dialogue with States / Cities

Lesson 1

- *Knowledge can trigger change*

Lesson 2

- ***Peer learning and experience sharing can be very effective – if it is managed well...***

Lesson 3

- *Timely information / knowledge support (by the Knowledge Manager) is important*
- *Quality of information*

Lesson 4

- ***Strategy of involving political representatives and city managers (together) enabled accelerating change***
- ***Ice breaking and bonding..***

Lesson 5

- ***Tracking change is important to keep the momentum***

Lesson 6

- ***Ability and profile of Knowledge Manager***
- ***Proactive support***
- ***Demand driven and ability to function in an autonomous manner***

Lesson 7

- ***Networking with experts/practitioners/other knowledge networks/consultants in extending timely support to cities***
- ***KM should have that ability***

Lesson 8

- ***Creating communities of practice***

Lesson 9

- ***International networks/visits can be very effective if managed well.***

Lesson 10

- ***Requires committed resources***

Lesson 11

- ***Regional approach to scale up***