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Urban Governance in Indi Urbanisation, Initiatives, Chall and Futuristic Perspective

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URBAN GOVERNANCE is vital for urban citizens a in contact with urban politico administrative lea daily and basic requirements e.g. water, sanitatio entertainment, transport services, as well as cultura Efficient urban governance is more important than Uni governance. People living in cities depend upon urban for most of their activities and hence there is a need of efficient, accountable, ethical, economical administratio the participation of people which on the one hand p spirit of belongingness among people and on the economise the working of urban government.[1]

Urban governance is a complex issue and poses a challenge in today's public management in our country urban governance model has been constructed on the Vict of municipalities. The long British rule in India led to the urban local bodies in various parts of the country. Howeve the beginning, there has always been a lack of clarity c functioning and financing. At times, these organizations organs of state administration and at times, they were nurseries of democracy and politics. The existence of the local government, therefore, before 74th Constitutional Act (CCA), was always hazy and nebulous.

Urbanization in India: Recent Trends

Before discussing about the challenges and proble governance and to make a futuristic perspective of urban in India, it will be useful to look at recent trends of urb India. Table 1 and Table 2 show these trends clearly. As per out of the total population 1210.19 million, about 377.1 m urban areas accounting for 31.16 per cent of the total pop proportion of people living in the urban areas of country h from 27.82 per cent in 2001 to 31.16 per cent in 2011. In path of rapid urbanization. By 2031, urban population is

TABLE 1: GROWTH IN POPULATION – ALL INDIA – 1951-2011

Year	Total Population ** (including Assam & J&K)		Urban Population** (Including Assam & J&K)			Total No. of Cities and Towns*
	Total Population (in crore)	Decadal Growth (%)	Urban Population (in crore)	Decadal Growth (%)	Urban Population (%)	(Excluding J&K from 1951 to 1991 & Assam for 1981)
1951	36.11		6.24		17.3	3035
1961	43.92	21.6	7.89	26.4	18.0	2657
1971	54.81	24.8	10.91	38.3	19.9	3081
1981	68.33	24.7	15.95	46.2	23.3	3891
1991	84.63	23.9	21.76	36.4	25.7	4615
2001	102.86	21.5	28.61	31.5	27.8	5161
2011	121.02***	17.6	37.71	31.8	31.16	7935

NOTE: 1. The 1981 Census could not be held in Assam. The population figures have been worked out by interpolation.
The 1991 Census was not held in Jammu & Kashmir. The population figures include the population for J&K as projected by the Standing Committee of Experts on Population Projection (October, 1989)
*SOURCE: Census of India, 1991- Series-1, Part II-A (ii)- A Series
**SOURCE: Census of India -1991 Series-1, Paper-2 of 1992- Final Population Totals (page 86)
***SOURCE: Data from Provisional Tables released by Census of India, 2011 (RGI 2011).

reach 600 million, stating urbanization rate from 31 per cent to 40 per cent. By 2051, it is expected that half the population of India would reside in urban settlements and it is estimated that number of metropolitan (million plus) cities would be 75 and total number of the urban settlements may be more than 10,000.

Presently, the total number of towns and cities has increased from 5161 in 2001 to 7935 in 2011. Now, there are 468 class I cities among 7935 towns and cities and the number of million plus cities has increased from 35 in 2001 to 53 in 2011. The 53 million plus cities together constitute 42.63 per cent of the total urban population while the class I cities (468) together constitute 70.20 per cent of the total urban population.

Today, urban India generates nearly two-thirds of India's Gross Domestic Product(GDP). In the coming decades, the urban sector is expected to play a critical role in bringing about growth of the entire economy and also sustaining it high levels. Thus, in future, the contribution of urban India to the GDP may be around 75 per cent to

TABLE 2: PROJECTED URBAN AND TOTAL POPULATION IN INDIA – 2011, 2021 AND 2026

Item	*2001*	*2011*	*2021*	*2026*
Total Population (million)	1028.61	1210.19	1339.74	1399.83
Urban Population (million)	286.12	377.10	432.61	534.80
Urban (%)	27.82	31.16	32.29	38.21
Total AEGR (%)	1.63	1.35	1.23	1.16
Urban AEGR (%)	2.24	2.30	2.50	1.89

SOURCE: Population Projections for India, 2021-26, Registrar General of India, 2006.
AEGR – Annual Exponential Growth Rate.

80 per cent and it would definitely play a key role in overall national development.

According to the United Nations '2011 Revision of the World Urbanization Prospects' Report, India will witness the largest increase in urban population in the next four decades followed by China. India will add another 497 million to its urban population between 2010 and 2050, while China will see 341 million people shifting into cities, followed by Nigeria 200 million. In 2025, Tokyo is projected to remain the world's most populous urban agglomeration, with almost 39 million inhabitants, although the population will scarcely increase. It will be followed by Delhi with 33 million inhabitants and Shanghai in China with 28.4 million inhabitants. Mumbai would come next, with almost 27 million inhabitants. All three cities are expecting important population gains.[2] This trend would also pose new challenges of providing jobs, housing, energy and infrastructure to mitigate poverty, expansion of slums and deterioration of the urban environment.

The fast pace of urbanization has increased stress on the level of services in the urban centres. Urbanization has also been accompanied by an increase in the urban poor population. On the positive side, along with urbanization, the urban economy in our country has also witnessed significant growth in recent years, contributing around two-thirds of national GDP and more than 80 per cent of the incremental job creation. It is evident that the impetus of growth in the future is also likely to come from the urban areas. Therefore, it is imperative that measures need to be taken to ensure and sustain the growth and development of our cities. The urban areas in our country have thus

become areas of intense mobility, socio-economic activity and hope for a large number of the population.[3]

Further when we look at the basic issues, we find that as many as 24 per cent of our urban population live in slums. Only 64 per cent of the urban population is covered by individual water supply connections or stand posts with duration of water supply being on an average one to six hours. The broad message is that rapid urbanization has resulted in poor quality of life in our cities and towns. The challenges of rapid urbanization are truly enormous. They have created many problems and challenges to urban governance in India. Before discussing these problems, issues and challenges, it is necessary to discuss the history of urban planning and development process in India with 74th Constitution Amendment Act (CCA), recent initiatives and reforms.

A BRIEF HISTORY OF URBAN PLANNING AND DEVELOPMENT IN INDIA

During the early post independence period, less political attention was paid to the 'social' and 'political' elements of urban India and 'urban' identity was not considered a separate policy domain. The First and Second Five Year Plans (1951-56 and 1956-61) are demonstrative of this view.

From the Third Five Year Plan (1961-66) to the Sixth Five Year Plan (1980-85), the Indian planning system developed only a gradual interest in the domains of urban policy and governance. Emphasis was placed on achieving socialistic goals and creating self-empowered urban bodies, though in reality, planning strategies reflected very little of what the plan documents committed. The first three decades after independence witnessed the states' promptness in putting developmental planning into action, at the cost of participatory governance. While planning documents reflected obvious efforts to provide for structures of decentralization, there was a lack of willingness on the part of the states to create appropriate structures for participatory governance.

This is visible by tracing the 26 year trajectory of urban governance, from the recommendations of the First Administrative Reforms Commission (FARC) formed in 1966, to the eventual enactment of the 74th Constitutional Amendment in 1992. The FARC suggested the devolution of financial and administrative powers to the lowest strata of administration, which included, in principle, the

strengthening of local governments in both rural and urban areas, but to no avail.

In 1979, the Indian Government created a plan – Integrated Development of Small and Medium Towns. This was the first step towards the initiation of a decentralized governance system in urban India. Following this, the period from 1980 to 1990 witnessed a transitional period for urban governance in India. The Indian Government attempted to introduce a constitutional amendment (65th) regarding urban decentralization, but it failed to pass. It was only in 1992, when the Indian government enacted the 74th Constitutional Amendment, that a historic step towards people-centric urban governance was taken. Even today, nearly 20 years after the 74th CAA, there are gaps between what was envisioned and (ground) reality.[4]

74TH CONSTITUTIONAL AMENDMENT ACT

The 74th Constitutional Amendment Act (CAA), 1992 deals with the constitution, composition, election, duration, powers and responsibility of municipalities in respect of preparation of plans for economic development and levy taxes and duties by them. Under the 74th CAA, urban local bodies (ULBs) were given constitutional status, a statement of the functions of the local bodies was made, provisions were also made for devolution of funds from central and state revenues and reservations were introduced for women and backward classes. It was widely believed that with this, many things would change. However, despite the completion of nearly two decades, it has still not brought about the changes that were originally envisaged. The reasons for this have been several.

First, the provisions of the CAA itself have been inadequate and recommendatory rather than prescriptive, leading to lack of direction. *Secondly*, it is also understood that state governments are not very keen on sharing powers with the local bodies as their control would diminish. As a result, many functions have not been adequately devolved to the local bodies and still continue with the state governments. Out of the 18 functions which were envisaged to be devolved to the local bodies, many states have yet to devolve as many as a dozen. *Thirdly*, the constitution of district planning committees and metropolitan planning committees for multi-municipal urban agglomerations has also not happened adequately with many states still to comply. *Fourthly*, the formation of ward committees and their rules of operation also leave many gaps. The varied implementation of the CAA has led to inadequacies in the municipal bodies.

Further, the enactment of a public disclosure law and community participation law has also not been very encouraging in the most states. In addition, the poor implementation of steps to improve accounting reforms, property tax reforms also leave the municipal bodies more or less in the same inertia. Even where these reforms and changes have been implemented, they have been more in letter than in spirit.[5]

RECENT INITIATIVES AND REFORMS

India's Constitution was amended in 1992 to bring in municipalities as statutory bodies and to implement the idea of decentralized governance. This Act has changed the scenario of the urban governance in India. But, these changes are not sufficient. Therefore, to improve the urban governance, the Central and state governments have started some recent initiatives and reforms as required from time-to-time. These are as follows:

Second Administrative Reforms Commission

The Second Administrative Reforms Commission appointed in 2005, has given more than 125 recommendations to change the contours of ULBs in India. In its 6th report on *Local Governance* and 12th Report on *Citizen Centric Administration*, it adopted the same tune as the First ARC in 1966 adopted, and recommended the Indian Government to put in place effective processes to empower local self government and faster people-centric governance. However, these recommendations were not implemented by the states, showing the lack of willingness to implement citizen centric governance.

The Jawaharlal Nehru National Urban Renewal Mission (JNNURM)

Government of India launched the JNNURM in December, 2005. JNNURM has been instrumental in creating a wide array of urban infrastructure such as roads, flyovers, automated parking lots, pumping stations, sewerage treatment plants, solid waste processing plants, sanitary landfills, etc. and providing an opportunity for Public Private Partnerships (PPPs).

The Ministry has sanctioned 533 projects worth Rs. 60,545 crore in Class I Mission cities alone. As far as the implementation of reforms is concerned, 64 per cent of the State level reforms and 82 per cent of the optional reforms committed have been completed as against 6th year commitments. While the present Mission period is coming to a

fairly successful end, the Ministry of Urban Development is deliberating undertaking a new and improved next phase (II Phase) of the Mission.

Thus, JNNURM was launched with an objective to bring in efficient, equitable, responsive, and accountable development of selected cities in the country. The programme focuses, higher level of resources and management attention to 65 select cities across the country. Thirty five cities with million plus population, other state capitals and cities of heritage and tourism importance comprise the 65 Mission cities under Urban Infrastructure and Governance (UIG). The other 641 small towns of 31 states are covered under the Urban Infrastructure Development for Small and Medium Towns scheme (UIDSSMT).

The experience gained in the First six years of JNNURM has been somewhat mixed. Perhaps the most insignificant achievement of JNNURM is that there is much greater awareness today of the need to plan for urban habitants consistent with the aspirations of modern India. That is why, the Union Cabinet's Committee on Infrastructure has approved extension of time by two years i.e., up to 2013-14 for completion of projects sanctioned up to March end (31st March, 2012) under the JNNURM.

Credit Risk Guarantee Fund Trust

The Union cabinet has given the green signal for setting up a credit risk guarantee fund trust with an initial corpus of Rs. 1,200 crore to help give a push to housing for low income groups across the country. The trust will be set up under the Indian Trust Act and the Union Ministry of Housing and Urban Poverty Alleviation will be its settler. It will be managed and administered by a Board of Trustees with cross-sector composition. It will be serviced by the National Housing Bank.[6]

The key principle of the scheme is that the lender shall secure loans to construct and upgrade low-income housing purely on the assets financed without any other collateral. The trust will guarantee the housing loans given by the lending institutions to new or existing individual EWS (Economically Weaker Sections) / LIG (Low Income Group) borrowers and eligible borrowers forming a group or housing society of at least 20 members.

These loans can be available for a wide range of purposes—home improvement, construction, acquisition, and purchase of new or

second-hand dwelling units of size up to 430 sq. ft. carpet area and involving an amount not exceeding Rs five lakh.[7]

The establishment of the fund would facilitate provision of credit to the poor and flow of institutional finance for affordable housing. It is intended to mitigate risk, thereby enhancing the confidence of the lending institutions in lending to the poor. The leading institutions covered under the scheme would include commercial banks, regional rural banks, housing finance companies and cooperative housing finance societies. The initial corpus of Rs. 1,200 crore will be made up of contribution of Rs. 1,000 crore from the Central Government and the balance of Rs. 200 crore from state governments. The fund is part of the Rajiv Awas Yojana scheme for providing housing for the urban poor.

RECENT EMERGING ISSUES AND CHALLENGES

Issues and challenges arising from the experiences of decentralization in urban governance are multi-fold. Urban Local Bodies (ULBs) are in bad shape in structure, functions, finances causing great resentment amongst the city residents. S.L. Goel [8] and Working Group on Urban Governance of the Planning Commission[9] have disclosed them in detail. Some of these points are:

74th Amendment Act, 1992 Exists in Theory

74th CAA, 1992 which was considered a Magna Carta for ULB's proved to be ineffective because of non implementation of its provisions by state governments. This Act created more hopes in the minds of people living in urban areas but were stifled by state governments. The states have not been willing to transfer financial and executive powers over 18 functions to ULBs which are enlisted in the 12th Schedule of the Constitution. The Constitution has laid down the provision to bring citizen-centric planning in urban areas by provisioning the Constitution of District Planning Committees and Metropolitan Planning Committees. Many states have overlooked this provision and development planning for the entire city.

Population Explosion in Urban Areas

Recent trends of population explosion have been mentioned earlier. India's urban population is second largest population in the world. The increase in urban population results in asymmetric patterns in resource utilization, land use and transportation. This generates a

series of negative environmental and social effects. Thus, population explosion has increased environmental challenges being faced by our cities today.

Ineffective Planning

In many states District Planning Committees and Metropolitan Planning Committees do not exist. There are no expert and professional planners in some ULBs. Master Plans in the past did not consider special requirements for living and working of the poor. Thus, there is ineffective planning system in ULBs at various levels.

Lack of Water Supply

As per Census 2011, drinking water within the premises is available to 71.2 per cent of the urban population vis-à-vis 65.4 per cent as per Census 2001. Similarly, 20.7 per cent of the population has access to drinking water near the premises vide Census 2011 *vis-à-vis* 25.2 per cent vide Census 2001. None of the cities have 24×7 water supply. Non-revenue water, which includes leakages of various kinds, is fairly high, being in the range of 40 to 50 per cent.[10]

Lack of Systematic Sanitation Facility

The challenge of sanitation in Indian cities is acute. In fact the problem of lack of systematic sanitation facility is much worse in urban areas than in rural areas. According to Census 2011, 32.7 per cent of the urban population has access to a piped sewer system and 12.6 per cent of the urban population still defecates in the open. Installed sewage treatment capacity is only 30 per cent as per Central Pollution Control Board Report 2009. The capacity utilization is around 72.2 per cent, which means that only about 20 per cent of sewage generated is treated before disposal in most of the cities and towns.[11]

Lack of Scientific Treatment and Disposal of Solid Waste Management (SWM)

The management and disposal of solid waste generated in Indian cities is a major problem. According to the CPCB Report 2005, about 1,15,000 million tonne of municipal waste is generated daily. Collection performance varies from city to city. Staff deployed to manage SWM is also fairly low as per requirements. In most of the cities, waste is transported and dumped to land fill sites. Scientific treatment and disposal of solid waste is practically non-existent.

Urban Poverty

Urban poverty is the cause of all evils in urban areas. It is a multidimensional phenomenon and its challenges include limited access to employment opportunities and income; inadequate and insecure housing and service; violent and unhealthy environments; lack of social protection mechanism; and limited access to health and educational opportunities.

Lack of Effective Public Transport system

The rich people in urban areas have their own transport while the poor people depend upon public transport system as they can not afford any other means. Metropolitan cities, like Delhi, Mumbai, Kolkata and Chennai are facing transport problems. Public transport accounts for only 22 per cent of urban transport in India, compared with 49 per cent in lower middle-income countries (e.g. the Philippines, Venezuela, Egypt) and 40 per cent in upper middle-income countries (e.g. South Africa, South Korea, Brazil). The share of public transport is declining steadily as neither the quantity is sufficient nor the quality is satisfactory. The overall image of public transport is still quite low. As such generally only the people with no other alternative, move by public transport.

Lack of Modern Management Methods to Handle Complex Tasks

There is no knowledge or use of modern management methods to handle complex tasks of street cleaning, solid waste management, drinking water supply, etc. There is *ad hoc* approach rather than a planned strategy for city maintenance.

Fragmentation and Overlapping among Multiple Organizations

There is fragmentation and overlapping among the government agencies in delivering the services in urban areas, resulting in the ULBs having a minimal role in the delivery of public services. Parastatal agencies are accountable to the state government rather than to the ULBs. Each organization has its own agenda, rather each head of the organization has a different agenda. Therefore, with a change in the person the direction of work in the organization changes. What the predecessor did is undone by the successor. As a result of all this, there is nothing called a comprehensive approach or a strategy as a whole.

Lack of Specialized and Technical Skills in ULBs

As a result of decentralization, local bodies have become responsible for a number of services. One of the difficulties they face is the lack of specialized and technical skills required for these services pertaining to engineering design, project management, maintenance of high tech equipment, accounting, etc.

Lack of Sound Financial Empowerment

Most of states of India have set up State Finance Commissions according to the 74th CAA, but they suffer from inadequate technical and financial support. In several cases, their recommendations have mostly not been complied with. Fiscal situation relating to many ULBs is extremely weak.

Lack of Accountability

There is no system of having Ombudsman or Lok Ayukta type institutions in ULBs of India. There is also no system of social audit of various important schemes and development works undertaken by the ULBs, on the lines of MGNREGS. There is no provision for regularity in annual audit of the accounts of the ULBs by the Director of Local Fund Account Audit under the technical guidance and supervision of the Accountant General in many states.

Lack of Framework for Governance of Mega Cities

The problems of mega cities are admittedly complex. The large scales of interventions required for core services such as water supply, sanitation and roads, lead to formidable administrative challenges. Therefore, the challenges before the mega cities are how to ensure good municipal administration keeping in view such large complexities.

Suggestions for the Future of Urban Governance

Recent initiatives are useful for better urban governance in India. But there is need to adopt some major steps for good urban governance. The Second ARC, High Power Expert Committee and Working Groups on Urban Governance of the Planning Commission have reviewed the state of urban governance in India and they recommended major suggestions. But, state governments are not serious about them. So, the following suggestions should be adopted for the better future of urban governance in India:

Political Empowerment

Even though the 74th CAA has granted constitutional status to the ULBs, the municipal bodies in any state derive their powers and responsibilities from the Municipal, as well as specific laws framed by the respective states. For effective, efficient, responsive, transparent and accountable urban governance, the legal and institutional framework must provide for adequate and effective devolution of functions, functionaries and funds to the ULBs. Unfortunately, there is no uniformity in this regard across the country, as states have resorted to varying levels of devolution.

Checks and Balances

A system of effective checks and balances needs to be put in place to facilitate the elected wing and administrative machinery in ULB's to play their respective roles effectively and synergistically.

Induction Training Programmes

Induction training programmes for the councilors needs to be conducted by state governments for all ULB's immediately after elections, so as to educate and sensitise the elected members regarding the relevant provisions for the law and their roles and responsibilities in respect of the various government policies and programmes relevant to the urban areas.

Preparation of Annual Plans and Budgets

Preparation of Annual plans and budgets should follow a more rational, objective and consultative process, by calling for suggestions from citizens, reviewing committed liabilities and assessing compliance with city development plans. ULBs would need to make allocations to wards and functional sectors on a transparent and rational basis.

Standing committees of ULBs are critical institutions for detailed planning, close scrutiny of proposals and effective monitoring. Unfortunately, they are not functional in most parts of the country. It is necessary to revitalize them for better future of urban government.

Financial Empowerment

The finance and funds of ULBs should be predictable, regular and follow a clear devolution principle concomitant with their responsibilities, which, in turn, should be aligned with the provision of Article 243W and Twelfth schedule. It is necessary to provide

professional support to State Finance Commissions (SFCs). A conscious strategy has to be evolved for regular collection, calculation and analysis of fiscal data. It could be useful if a Technical Cell is set up in Urban Development Department of the state to carry out this work. It is necessary to introduce a 'Local Bodies Finance List' in the constitution , empowering the ULBs with exclusive taxes e.g. property tax, profession tax, entertainment tax and advertisement tax, constitutionally ensuring sharing of pre- specified percentage of state's revenues from taxes on goods and services with the ULBs.

Besides the above, ULBs can also augment their finances through other alternate sources such as municipal bonds, pooled financing and urban infrastructure funds. One of the most successful examples in this context is the Tamil Nadu Urban Development Fund.

Strengthening Ward Committees and Metropolitan Planning Committees(MPCs)

Constitution and functioning of ward committees and MPCs need to be incentivised. There is a need to establish area sabhas and to create the linkage between sabhas and ward committees so as to ensure that accountability and participatory processes reach the last mile in a systematic manner. Only a few states have initiated creation of MPCs. So, MPCs are yet to evolve as per the spirit of the 74th CAA.

ULBs to be Empowered to Deliver Core Functions

The 74th CAA expects the transfer of 18 functions or groups of functions to ULBs. Many of these functions have not been given to the ULBs. So, it is necessary that the ULBs should be empowered by different mechanisms to deliver effectively the core services and functions such as water supply, sanitation, sewage planning and development functions.

Creation of Professional Municipal Cadre

Poor quality of urban managers is one of the major reasons for sub optimal urban administration. There is an urgent need for increased investment, financial management and audits in the ULBs. Thus, creation of municipal cadre is essential for better future of urban governance. It would be logical to have a separate municipal cadre for the Municipal Corporations considering complexity of the problems and issues to be addressed in larger cities. For municipal councils and Nagar Panchayats there could be another municipal cadre as the requirements in these towns are of a lower order. Support system for

urban development and governance like Voluntary Technical Corps need to be encouraged.

Setting up an Urban Service Regulator

An independent utility regulator should be set up at state or city levels or for a cluster of cities to advise, regulate, monitor and adjudicate on issues such as levels of services delivery, quality, pricing, equitable access, roles and responsibilities of all utility providers. The overall responsibility of the regulator would be to balance the interest of citizens, ULBs and service providers.

Necessity to Develop PPP models

Public Private Partnership (PPP) is an important instrument for improving urban governance, as recommended by the working group on urban governance of the Planning Commission, for efficiency gains in the delivery of urban services. State governments should bring out a legislative framework to address the entire gamut of issues in implementation of PPP Projects and develop clear policies.

Interactive and Participative Framework for Accountability

More interactive and participative framework should be followed by ULBs to ensure greater accountability to the citizens as the High Power Committee recommended. Monthly Town hall meetings involving local government officials and civil society should review service delivery and monitor progress of projects under implementation and priorities for future development of the city. There should be monthly ward meetings of the citizens' with municipal functionaries / officials at the functional level so as to redress citizens grievances on the spot.

Time Limit for Disposal of Various Cases

There is an urgent need to statutority prescribe time limits for disposal of various types of cases, not only at the level of various municipal officials but also for the various committees of ULBs. Every urban local body should notify the citizens charter which should declare the various types of services being rendered by the urban local body and the prescribed time limit for accessing the same, as recommended by the Working Group of Planning Commission. In this direction, the Central government has introduced a bill on 20th December, 2011 in Lok Sabha. Its title is "The Right of Citizen's for Time Bound Delivery of Goods and Services and Redressal of their

Grievance".[12] Some states, like Rajasthan, Madhya Pradesh, Bihar, etc., have also implemented the acts and rules for time limits for disposal of various service cases recently. It is necessary to adopt such mechanism for better future of urban governance by every state and its departments.

The working of ULBs should be transparent and accountable. Transparency and accountability would mean all activities and processes of the urban local body are in public domain so that all citizens know what services the local body is giving, how to access such services, what processes are to be followed and the expected time that would be taken for approvals.

Use of IT and e-Governance Tools

As the Working Group recommended, it is necessary that the tools of IT and e-governance should be strengthened and adopted in all the ULBs and for this, whatever skill upgradation is required, should be done. Provisioning of funds for development of the resources in areas of hardware, software and personnel should be done.

Buses should move in Cities

Delhi and other large Indian cities must radically rethink their transportation plans. City Managers need to realise that the only way to ensure urban mobility in the long run is when more and more people public transportation use regularly. Hence, in any future proposal, buses have to remain as the major mode of transport. The BRTS, in particular, would play a critical role in shifting commuting behaviour because it would provide connectivity at a relatively low cost. It is an urgent need to improve better pedestrian paths that bring people to the buses. This is where the future of Indian urban transport lies.

Necessity of New Initiatives in JNNURM

JNNURM was launched for seven years, as the first national flagship programme for urbanization. It has provided a template and given capacities to the ULBs to prepare City Development Plans and engage in its implementation. That is why, Working Group recommended for its second phase, and now the Central Government is preparing for this. So, JNNURM needs to be further strengthened by developing such revenues and developmental models wherein projects for betterment of services could be taken up by ULBs in partnership with Central and state governments and non-government players.

CONCLUSION

By taking into consideration above aspects, it is understood, that by decentralizing powers and giving importance to working on action areas, we will be able to get proper urban governance and hence get more economically, productive, efficient, equitable urban services. So, it is necessary to provide basic services through innovative technologies, achieving services level benchmarks and also giving an aesthetic look to our cities in future. Future of urban governance in India will depend on collective commitment of its citizens and governments. Therefore, our concerted efforts are critical to the future of our cities and towns as well as urban governance in India.

Footnotes

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[7]P.Sunderarajan, *ibid.*

[8]Dr. S. Goel, *ibid.*

[9]Report of the Working Group on Urban Governance for formulation of the 12th Five year Plan (2012-2017) of the Planning Commission, 2011.

[10]Report of the Sub-Committee of financing Urban Infrastructure in the 12th Plan, Ministry of Urban Development, Government of India, March,2012.

[11]Report of the Sub-Committee of financing Urban Infrastructure, ibid.

[12]Yet, it has not enacted.