



**‘MY CITY’
PROJECT**

An Endeavour to Improve the Quality of Service Delivery through Enhanced Civic Engagement



‘Improving Service Delivery by Urban Local Government in the City of Jaipur through Enhanced Civic Engagement’

Final Report

'Improving Service Delivery by Urban Local Government in the City of Jaipur through
Enhanced Civic Engagement'

CUTS International in partnership with The Asia Foundation

Om Prakash Arya
Amar Deep Singh
&
George Cheriyan

CONTENTS

Preface	3
Acknowledgement.....	5
Executive Summary	6
India Growing Urban	11
About the Project	14
Key Findings.....	21
Recommendations.....	32
Implementation Strategies Challenges and Problems Encountered	34
Outcome Mapping	37
References.....	40
 <i>Annexes</i>	
Annexure I: Consultation Meetings	41
Annexure II: Project Launch Meeting	47
Annexure III: Final Dissemination and Advocacy Meeting	51
Annexure IV: CRC Questionnaire	56
Annexure V: PSI Instrument.....	60
Annexure VI: Sustainability & Advocacy Meet	63
Annexure VII: Media Coverage	66
Annexure VIII: Schedule of Community Meetings	71
Annexure IX: Schedule of Interface Meetings.....	73

Preface

For the first time ever, the majority of the world's population now lives in a city, and this proportion continues to grow. Hundred years ago, only 2 out of every 10 people used to live in an urban area. The ratio becomes 6 to 10 in 2010. India is also on move towards rapid urbanisation and it has started experiencing an absolute growth in urban population more than in rural area. India has now more than 53 million that accounts for 13 percent of Indian population. This immense growth in urban area is generating huge challenges as well as the opportunities.

The quality of life in a locality or a city to a large extent depends upon the availability of suitable infrastructure and services. This becomes particularly important in urban areas where the demand for infrastructure and services is high and supply is inadequate to cope with the pace of rapid in-migration, urbanization, and development. The poor quality of amenities and services in the city ultimately has severe impact on the growth the city as well as of nation.

In India, mostly our urban areas are unplanned and we have been chasing the growing population in order to provide amenities and services and always fall short of it. Along with availability, quality of services is also a vital issue. One of the major reasons for their poor quality of service delivery is low civic engagement in decision making process. It is realised that citizens' involvement is critical for enhancing democratic governance, improving service delivery, and fostering citizen empowerment.

The 74th amendment to the constitution came into existence on June 01, 1993, because it aimed at the creation of local governments who can bridge the gap between the government and the governed. The municipalities were to be made responsible of the 18 subjects mentioned in the twelfth schedule, which included urban planning, land use, water supply, roads, bridges, health sanitation slum improvement etc. The provision of ward committees at the level of ward was intended to enhance proximity between citizens and their elected representatives by enabling a platform for participation of people in local self-governance and securing accountability of elected representatives.

In pursuit of the agenda of improving governance through engaging citizens in the implementation of services, CUTS formulated an intervention *'Improving Service Delivery by Urban Local Government in the City of Jaipur through Enhanced Civic Engagement'* for Jaipur city of Rajasthan. Eight wards (one ward from each of the 8 zones of Jaipur Municipal Corporation) were chosen from all 77 wards and several social accountability tools including citizen report card (CRC), Public Service Index (PSI), interface meetings etc. were applied to engage citizens and improve service delivery. This report attempt to cover all those various activities and outcomes achieved under the project during project period.

I recognise and thank the fruitful partnership with The Asia Foundation (TAF) in the implementation of this project, especially the guidance and support we received from Nick Langton (Country Representative, TAF); Mandakini D. Surie (Senior Program Officer, TAF) and Shomikho Raha (Senior Advisor, TAF).

The project team comprises Om Prakash Arya, Amar Deep Singh, Madhu Sudan Sharma, Arti Pandey Tewari and Dharmendra Chaturvedi. The team also benefitted from the contribution of an intern Betsy Ponnachan. I sincerely thank all my colleagues for timely implementation of the project and the intern. We also acknowledge the support of other colleagues from CUTS CART for their support.

I also thank all the CSO partners and all other stakeholders for their timely support in the implementation of this project.

George Cheriyan
Director
CUTS International

August 2013

Acknowledgement

The report provides information about the activities carried out under the project, its process and the outcome of carrying out the activities in eight wards of Jaipur city of Rajasthan. The completion of the project has been a collaborative effort of many individuals and organisations. We express our sincere thanks and gratitude to The Asia Foundation for its partnership and support, especially Nick Langton, Country Representative, India, Mandakini Devasher Surie, Senior Programme Officer, Dr. Shomikho Raha, Senior Advisor for the guidance, advice and suggestions at the stages of the implementation of the project.

Our due thanks goes to the M L Mehta, Former Chief Secretary, Government of Rajasthan; K K Bhatnagar, Chairman, State Commission on Urbanisation, Rajasthan Jagroop Singh Yadav, Chief Executive Officer, Jaipur Municipal Corporation (JMC); Manish Parik, Deputy Mayor, JMC, Councillors and JMC officials for their valuable guidance at various occasions.

We also sincerely thank our all eight community-based organisations who partnered with us and provided adequate support in all the activities of the project. We also thank all the members of Citizens Action Group (CAG) and local leaders who took part in various activities of the project and made them successful.

Executive Summary

Abstract

Prosperity of a city counts on various factors like productivity, quality of life, infrastructure, environment and equity that finally contribute towards GDP of nation. It is essential to provide quality services and amenities to the city dwellers to get maximum productivity and develop the nation. Still, less information is available about the quality of services and infrastructure in cities. Service providers are also in dark about their performance due to lack of feedback and engagement with the service recipients. 74th amendment of the constitution in 1993 aimed at improving local governance by engaging citizens and other provisions.

Jaipur is a fast growing city and basic infrastructure and services are provided by a variety of urban institutions like development authorities, Municipal Corporation, boards and many others. Jaipur Municipal Corporation (JMC) provides basic services of water supply, sewerage, solid waste collection, street lights, street roads, maintenance of parks, community halls etc.

This project attempts to improve the services come under JMC through generating, consolidating and disseminating feedback on services by using few social accountability tools like CRC, PSI, and engaging the citizens and service providers through Interface meetings and community meetings. The objectives of the project were to assess the status and quality of services and amenities by urban local government in the city of Jaipur and advocate with various levels of urban local government to improve the quality of services by disseminating the findings.

Strategy adopted

- Several rounds of consultation meetings with a variety of stakeholders to formulate the idea and design of project
- 8 wards were selected, one from each zone and a corresponding community based organisation to perform various activities in each ward
- An Inception Meeting was organised to inform stakeholders about whole project and take them on board
- The project uses CRC to collect feedback on quality of services, PSI for physically verifying the status of services & amenities, Interface meetings for direct interaction among service providers and recipient and community meetings for civic engagement in 8 selected wards of Jaipur city.
- A CAG of eight or more members created in each ward as a representative of ward with task of providing continuous feedback about the quality of services and amenities, working as a link between service providers, elected representatives and citizens and mobilising community for community & interface meetings.

- Based on physical verification under PSI, a public service index was prepared.
- Findings of CRC & PSI with a set of recommendation were disseminated and discussed with relevant stakeholders through interface and advocacy meetings with the aim of improving services and amenities.

Highlights of the CRC findings:

1. Roads

The present condition of the roads provides a dismal picture. Only one percent of the people are satisfied with the condition of the existing roads in their area, 58 percent of the people find the roads to be ranging from average to bad. A staggering 29 percent of the surveyed population is living in areas with no road connectivity.

2. Street Lights

The condition of streets lights received a positive response from the people, with 62 percent of the people claiming that the lights work properly; and only 26 percent and 10 percent complain of dysfunctional and unavailability of the street lights.

3. Water

In 82 percent of the surveyed households, the government supplies the drinking water. 65 percent are satisfied with the quantity of the water while 34 percent are not. 71 percent of the residents of ward number 11 have insufficient water supply. 32 percent and 52 percent people find the water to be of good and satisfactory quality while the other 14 percent find the water quality to be poor.

4. Solid waste collection

When asked about the facility of solid waste collection in their areas; only a 43 percent have their garbage collected from the depot or from their houses. While a staggering 52 percent of the people dump their garbage in open places. More than three quarters of the surveyed population of ward number 36 (95 percent), 11 (87 percent) and 75 (81 percent) dump their waste in open areas (e.g. empty plots).

5. Parks

Parks are an important requirement of any colony; but only 21 percent of the people have park in their area. The situation is similar in all the wards, with 99 percent in ward number 64 and 93 percent in ward number 36 and 56 reporting the unavailability of a park in their locality.

6. Community Hall

Only 12 percent people reported availability of Community halls. The predicament of the community hall is in all the wards. In five wards out of eight, more than 90 percent of the people report the presence of no community hall.

7. Stray Animals

Stray animals are a nuisance for the entire community. 74 percent of the people admit that they face problems stray animals. It is a problem faced equally by all the wards. Ward number 11 is the most affected with 92 percent, followed by ward number 75 with 89 percent of the people agreeing to the problem. The least affected ward number 68 with 56 percent does not present a good picture.

8. Parking

Overall 50 percent people are facing parking problem in their areas. The residents of ward number 23 face the maximum problem with 80 percent, followed by ward number 56 (65 percent), ward number 75 (64 percent) and ward number 64 (59 percent). The problem is found to be associated with the city areas. At present, it is not a concern for open lying areas like ward number 36 (17 percent); but might become an issue in the future. Hence, proper planning and preventive steps should be adopted by the officials.

9. Resident welfare committees

Resident welfare committees have been found to be active only in 30 percent areas. But of these, 80 percent of the people have been benefited by these committees and their problems addressed.

Highlights of the PSI findings:

1. Ranking of wards with score

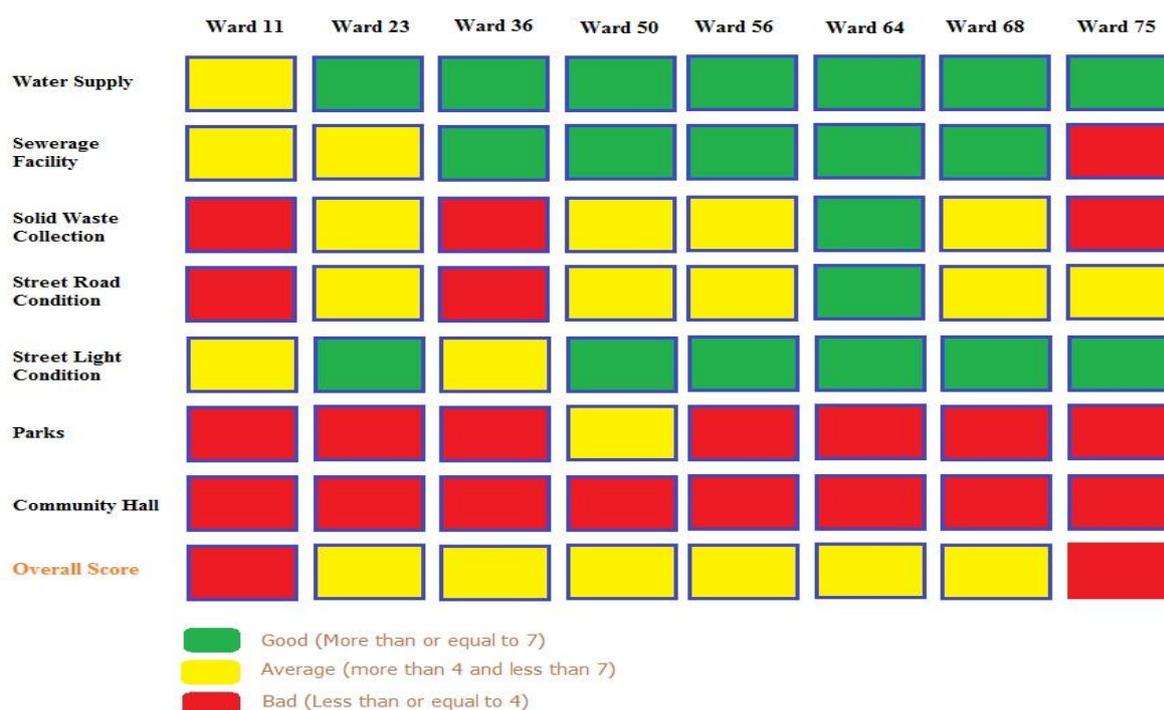
	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank 6	Rank 7	Rank 8
Ward	Ward 50	Ward 68	Ward 56	Ward 65	Ward 23	Ward 36	Ward 11	Ward 75
Score	6.7	6.5	6.4	6.3	5.5	4.3	4	3.4

2. Overall score of Jaipur city

Services	Overall Score	Services	Overall Score	Services	Overall Score
Water Supply	7.95	Solid Waste Collection	4.61	Parks	1.66
Sewerage	6.53	Street roads	5.67	Community Hall	0.4
Solid Waste Collection	4.61	Street lights	7.87		

3. PSI (Public Service Index) based on performance of services in each ward

Public Service Index



Other Findings

- Devolution of power to ULBs is blocked (12th schedule of 74th amendment to the constitution emphasises on strengthening municipalities)
- ULBs are poorly engaged in urban planning, land use regulations, building volumes and economic and social development
- No office/ support staff for execution of activities with ULBs

- Resource crunch on part of ULBs (Distribution of resources is based on power of ULBs)
- Limited number of JMC staffs and technology to cater to increasing population
- Low awareness among people about the functioning of JMC/LSGs and mechanism of service delivery
- Ward committees are not formulated
- Strong union of sanitation workers

Recommendations

- Accountability framework of urban local bodies and other civic agencies requires strengthening and people should be made part of it.
- Actions should be taken to bring ULBs out from financial trap. There is severe lack of funds among ULBs for development work.
- The money allocated to the wards should be based on the requirements of development in the particular ward. The size and status of development should be kept in mind
- Budget allocated and spent for each ward should be made open and transparent so that citizens and CSOs can judge their value for money and councillors can raise voice for equivalent money.
- Money should also be allocated generate awareness on various new developments done by the department so that citizens can take maximum advantages out of it.
- JMC should constitute ward committees at the earliest
- The service providers should create platforms for citizens' engagement and also utilise the platforms for resident welfare societies.
- The officials should take corrective measures to resolve complaints made by citizens on priority basis. There should also be action against people who break the rules
- Making the city inclusive as well as of world class by improving overall quality of services and amenities

India Growing Urban

The level of urbanisation is an index of transformation from traditional to modern one. An increase in urbanisation indicates reduced dependence on primary sector that is considered as a symbol of economic growth and development. Urbanisation is an integral part of economic development as the cost of development decreases except in the cases of large metropolitan cities with excessive concentration of population. 'Urbanisation helps pull people out of poverty and advances progress towards the Millennium Development Goals (MDGs), but, if not managed well, can also lead to burgeoning growth of slums, pollution, and crime, says the Global Monitoring Report (GMR) 2013, released by the World Bank and International Monetary Fund (IMF).

Census of India (2011) indicates that India is on move towards rapid urbanisation and India has started witnessing more absolute growth in urban population than in rural for the first time. Level of urbanisation has increased from 27.81 percent in census 2001 to 31.16 percent in census 2011 and the proportion of rural population has declined from 72.19 percent to 68.84 percent. There are 53 million plus cities in India now that accounts for

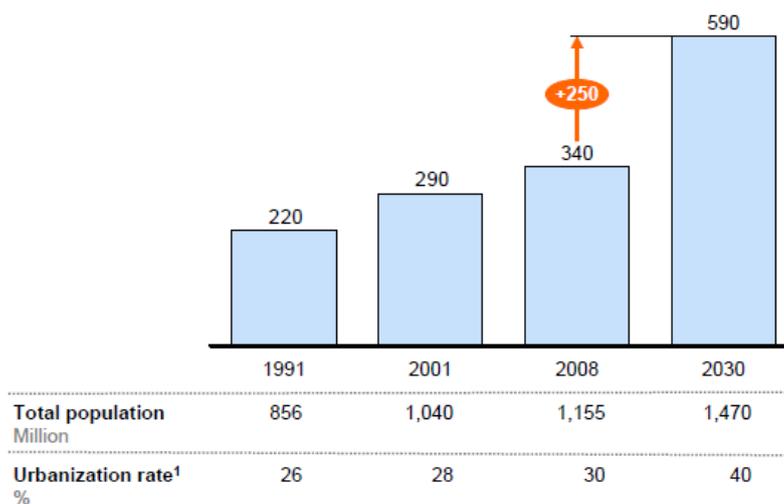
About urban population (Census 2011) (In Crores)

	2001	2011	Difference
India	102.9	121.0	18.1
Rural	74.3	83.3	9.0
Urban	28.6	37.7	9.1

13 percent of Indian population. The top 100 cities, account for 16 percent of the population, produce 43 percent of India's total output. This immense growth in urban area has huge implications for providing infrastructure and other civic amenities for people living in urban areas.

In MGI's base-case scenario, cities are likely to house 40 percent of India's population by 2030

Urban population
Million



¹ Defined as the ratio of urban to total population based on the census definition of urban areas; population >5,000; density >400 persons per square kilometer; 75 percent of male workers in nonagricultural sectors; and other statutory urban areas.
SOURCE: India Urbanization Econometric Model; McKinsey Global Institute analysis

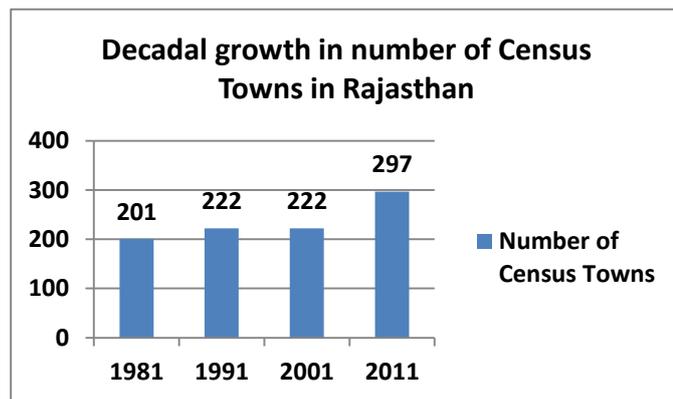
of net new employment generation in the cities. The population of the cities will be 590

According to a projection of urbanisation done by McKinsey Global Institute (MGI), there will be five times growth of the GDP in India by 2030 and cities will account for nearly 70 percent of India's GDP with 70 percent

million and an investment of US\$1.2tn capital will be required to meet projected demand in India's cities. According to the projection, 700-900 million square meter of residential and commercial space needs to be created every year and 2.5 bn. square meters of road will have to be paved. (*India's urban awakening: building inclusive cities, sustaining economic growth, McKinsey Global Institute*)

Rajasthan Scenario

Rajasthan is the largest state in India having area of 342,000 square km having population of 68.62 million having population density of 201 persons as per census 2011. It is 8th most populated state in India with 24.87 percent of its population- 17 million people- live in urban areas. The urbanisation of Rajasthan can be estimated with the fact that



number of cities with population more than 1 lakh has increased from 20 to 30 within a decade and at present 63 percent of urban population in State is living in these 30 cities. It has 6 municipal corporations, 35 municipal councils and 149 municipal boards altogether having 190 urban local bodies (ULBs).

Jaipur, the capital and the biggest city of Rajasthan is established by the then Maharaja, Sawai Jai Singh II in the year 1727. It is popularly known as Pink City and is one of the well-planned cities of its time. It was an epitome of meticulous planning and the best in Indian subcontinent. In fact, the increasing population and growing scarcity of water in Amber were the reasons why Maharaja felt the need to shift his capital 11 km away to Jaipur. Now it is the 10th most populated city in the country, in terms of population and density with 3.1 million people. Jaipur city has seen rapid economic growth and expansion at a much faster pace than anticipated. The proximity to the national capital and national capital region (NCR) has attracted people from far off places to settle down.

According to a recent report, published by the UN-HABITAT, on the "State of The World's Cities 2012-13" – Jaipur will be the 10th populated city by 2025, with average population increase of Jaipur urban agglomeration from 1990-95 to 2020-25, a 26.3 percent rise. The population has increased from 23.2 lakh in 2001 to 30.9 lakh in 2011. Tourism also brings with it a large floating population (estimated at approximately 5 lakh).

The population projection for Jaipur City (Urban Agglomerate) done by least square method for the horizon year 2025 based on demographic study and trend analysis is

shown below. It is thus projected by the year 2025; the population of Jaipur UA would reach around 65 *lakhs*.

Population Projections for Jaipur Urban Agglomerate

Year	1991	2001	2011	2021	2025
Jaipur U.A.	1518235	2322575	3602000	5419208	6495000
Growth Rate	(49.56)	(52.98)	(55.06)	(50.44)	(49.64)

The Jaipur region comprises two distinct institutions- Jaipur Development Authority (JDA) & Jaipur Municipal Corporation (JMC). JDA is the authority for planning and implementation of City development plan and infrastructure for the notified JDA areas which includes the JMC area. JMC is responsible for planning, operation and maintenance of selected infrastructure. The JDA has the task of preparing master plan for the city and develops new lands with all requisite infrastructures such as water supply, sewerage and roads and transfer to JMC for operation and maintenance when the capital cost is recovered.

The Jaipur Municipal Corporation (JMC), or Jaipur Nagar Nigam, is one of the apex management bodies of Jaipur city. There are 77 wards in the Corporation, which is divided into 8 zones, namely *Moti Dungri, Hawa Mahal East, Hawa Mahal West, Vidyadhar Nagar, Civil Line, Sanganer, Amber, and Mansarovar*. The essential municipal services provided by JMC include: roads, water supply, public health and sanitation, solid waste management, provision of urban amenities and facilities such as parks, gardens, playgrounds, street lighting, parking lots, bus stops and public conveniences; protection of the environment and promotion of ecological aspects; etc. 22.4 percent of urban population of Jaipur city reside in slum areas and 10 percent of them live below poverty line.

About the Project

Background

Prosperity of a city counts on various factors like productivity, quality of life, infrastructure, environment and equity. The quality of life in a locality or a city to a large extent depends upon the availability of suitable infrastructure and services. This becomes particularly important in urban areas where the demand for infrastructure and services is high and supply is inadequate to cope with the pace of rapid in-migration, urbanisation, and development. The poor quality of amenities and services in the city ultimately has severe impact on the growth the city.

Most of the basic infrastructure and services including electricity, water supply, sewerage, solid waste management, housing, etc. are developed and supplied by a variety of urban institutions like development authorities, boards and many other departments. The inter-linkages among these institutions are too complex to understand for a common citizen. This makes their life much complex when it comes to raising their voice or complaining for poor services. These institutions and department have nearly absent mechanisms for direct interface with citizens.

A path breaking amendment in constitution (74th Amendment) Act came into force on 1st June, 1993, because it aimed at the creation of local governments who can bridge the gap between the government and the governed. The municipalities were to be made responsible of the 18 subjects mentioned in the twelfth schedule, which included urban planning, land use, water supply, roads, bridges, health sanitation slum improvement etc. The authority to take decisions on these subjects was to be transferred by the state governments to the municipalities. But the letters of this amendment could never be converted in to the spirit and the divide between government and the government continue to exist.

The 74th amendment to the constitution has provided an institutional framework for people to participate actively through a two-tier system of local self-governance in urban areas. The first tier is municipality which consist of elected councillors and second tier is the ward committees at the level of ward. The provision of ward committees in the amendment is intended to enhance proximity between citizens and their elected representatives by enabling a platform for participation of people in local self-governance and securing accountability of elected representatives.

To improve the quality of services provided by urban local governments and enhance citizens' engagement in the city of Jaipur, Consumer Unity & Trust Society (CUTS) in partnership with The Asia Foundation, implemented a project 'Improving Service Delivery by Urban Local Government in the City of Jaipur through Enhanced Civic Engagement' in Jaipur city during August 2012-July 2013.

Project context

The quality of life in a locality or a city to a large extent depends upon the availability of suitable infrastructure and services. This becomes particularly important in urban areas where the demand for infrastructure and services is high and often cannot cope with the pace of rapid migration, urbanisation, and development. Nearly half of the world's population now lives in cities. As the pace of economic growth advances, this number continues to increase.

India has also witnessed rapid urbanisation over the past two decades and nearly a third of its people, about 350 million, now live in urban centres as a result of this speedy urbanisation. Urban governments have been unable to keep pace with this rapid expansion and lack of access to basic services and poor service delivery are increasingly affecting the lives of citizens. Much of the blame for the prevailing situation goes to the local government institutions, which are supposed to be the main actors in the governance process at the local level.

It is true that urban local governments (Municipal Corporation/Municipality) have been unable to meet the expectations of the public to a large extent. There may be a number of issues concerning poor functioning of local governments. One of the major reasons for their poor performance is low civic engagement in decision making process. Worldwide there is increasing recognition that citizens' involvement is critical for enhancing democratic governance, improving service delivery, and fostering citizen empowerment.

The ability of citizens, civil society organisations, and other non-state actors to hold the state accountable and make it responsive to their needs comes from the consistent involvement of citizens in the processes of governance. The Government of India has also recognised the potential of civic engagement and introduced provisions to foster citizens' participation in several flagship schemes such as the Sarva Shiksha Abhiyan (SSA), Mahatma Gandhi National Rural Employment Guarantee Scheme (MGNREGS), National Rural Health Mission (NRHM), etc. These provisions recognise citizens as the ultimate stakeholders and include activities relating to information disclosure, beneficiary/user participation, and participatory monitoring.

In urban areas, while citizen charters, etc. were formulated with the engagement of citizens and community-based organisations, service delivery remains an area where citizen engagement continues to be limited. In India, citizens' participation in municipal or urban governance is almost non-existent. In rural areas under the *Panchayati Raj* System, citizens have an opportunity to participate in local governance processes through the institution of the '*Gram Sabha*'. While the 74th Constitutional Amendment made provisions for the setting up of Ward Committees in cities with a population of more than 300,000, in many states the amendment has not been implemented effectively.

The concept of ward committee as per 74th Constitutional Amendment is a novel addition in examples of people-centric governance. The ward committees create the platform for citizen's participation from below the municipal level, thus bringing the electorate closer to their representatives. However, despite the clarity and details that the 74th Constitutional Amendment provides about the constitution of the ward committees, the States have either not constituted the ward committees, not functional or have interpreted the provisions differently. The proximity between citizens and government is neglected even in those states where ward committees are established.

Vision of Master Development Plan¹ of Jaipur is to make Jaipur a global metropolis and a world class city, where all the people would be engaged in productive work with a better quality of life, living in a sustainable environment. Jaipur needs to be prepared and positioned for a mega city generator of economic momentum for global exchange through quality services and infrastructure. MDP is drawn within a framework of sustainable development, public, private and community participation and a spirit of ownership and sense of belongingness among its citizens.

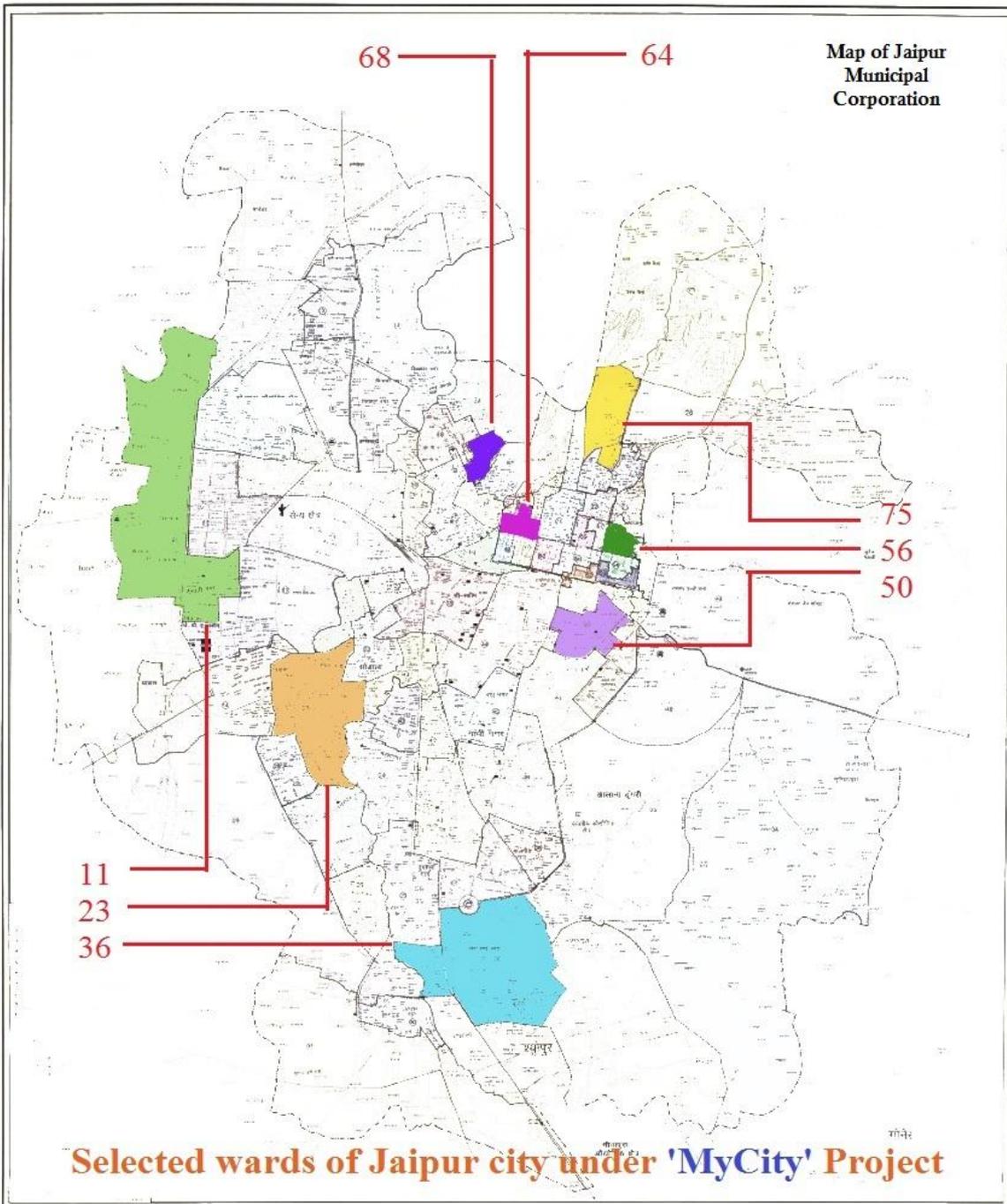
Project Area

The Jaipur region comprises two distinct institutions: Jaipur Development Authority (JDA) & JMC. JDA is the authority for planning and implementation of City development plan and infrastructure for the notified JDA areas which includes the JMC area. JMC is responsible for planning, operation and maintenance of selected infrastructure. There are 77 wards in the Corporation, which is divided into 8 zones, namely *Moti Dungri, Hawa Mahal East, Hawa Mahal West, Vidyadhar Nagar, Civil Line, Sanganer, Amber, and Mansarovar*. Eight wards (one ward from each of the 8 zones) were chosen from 77 wards of the JMC representing each zone. The name of the wards along with the partner organisations are given below.

Sr.	Zone	Wards (<i>Selected wards are in bold</i>)	Partner NGO
1	Vidhaydhar Nagar	1,2,3,4,5,6,7,8,9,10,15,16,17,66,67, 68 ,69	<i>Labour Education & Development Society</i>
2	Civil Lines	11,12,13,14,18,19,20,21,22,41,42,43,63	<i>Hardev Sikshan Jan Kalyan Sansthan</i>
3	Sanganer	30,31,32,33,34, 36 ,37	<i>Vision Youth Action Society</i>
4	Moti Dungri	35,38,39,44,45,46,47,48, 50 ,51	<i>Shraddha Mahila Prashikshan Kendra and Shikshan Sanstha</i>

¹ www.jaipurjda.org/pdf/MDP/Vol2.pdf

5	Hawamahal (West)	60,61,62,64,65,70,71	<i>Maulik Foundation</i>
6	Hawamahal (East)	49,52,53,54,55,56,57,58,59,72,73	<i>Akhil Rajasthan Jati-Janjati Prachar-Prasar Sansthan (ARJPS)</i>
7	Mansarovar	23,24,25,26,27,28,29,40	<i>Society for Social Development & Human Rights (SDHR)</i>
8	Amber Zone	74,75,76,77	<i>Sahara Siksha Samiti</i>



Project Description

The project attempts to improve governance and service delivery through enhanced civic engagement in city of Jaipur by using social accountability tools. PSI was used to generate ward level report cards of urban services provided by the JMC in 8 selected wards of Jaipur city. The essential municipal services provided by JMC include: roads, water supply, public health and sanitation, solid waste management, provision of urban amenities and facilities such as parks, gardens, playgrounds, street lighting, parking etc. were considered for developing PSI.

A tool of CRC could also be utilised for gathering feedback of citizens on the status of services and engaging them in demanding better delivery of services. Various community meetings and interface with service providers were organised for resolving specific issues in various service delivery. To advocate improving services emphasising the need for strengthening mechanisms of citizen participation and provisions of 74th amendment, the project disseminated the findings emerged from PSI, CRC and other meetings.

Objectives

- To assess the status and quality of service delivery by urban local government in the city of Jaipur through generating CRCs and by engaging stakeholders;
- To create a PSI of each of select wards based on delivery against key services;
- To advocate with various levels of urban local government for improving the quality of service delivery.

Citizen Report Card (CRC) is an internationally recognised tool that solicits user feedback on the performance of public services. CRCs can significantly enhance public accountability through the extensive media coverage and civil society advocacy that accompanies the process. CRCs are used in situations where demand side data, such as user perceptions on quality and satisfaction with public services is absent. By systematically gathering and disseminating public feedback, CRCs serve as a “surrogate for competition” for state-owned monopolies that lack the incentive to be as responsive as private enterprises to their client’s needs. They are a useful medium through which citizens can credibly and collectively ‘signal’ to agencies about their performance and advocate for change.

Project Design

The project began with three rounds of consultation meetings, one each with community based organisations, officials of JMC and councillors in order to gather information for creating a strategic intervention. Thereafter, scoping visits to each of the identified wards to meet with local citizens, elected representatives (Councillors), and other stakeholders in the project area to build rapport and take them on board. Through this scoping exercise, local community based organizations were identified in each zone of the JMC to provide support in coordinating ward level activities.

An Inception Meeting was organized to inform stakeholders about the goal, objectives, and activities of the project, and also to bring key policy makers, JMC officials, local authorities, and officials on board. Eight wards (one ward from each of the 8 zones) were chosen from 77 wards of the JMC based on the enabling environment for successful intervention. To know the feedback on quality of service delivery, the CRC was used. This exercise also provided the opportunity to engage and make citizens more aware of local government processes.

The sample size for CRC was 600 identified on the basis of random sampling. A questionnaire was developed and pre-tested for collecting feedback on quality of services and amenities. A team of people were oriented for conducting the survey. 75 people from each of 8 wards were interviewed. Care was taken to ask questions in a non-suggestive manner to the extent possible. The data collected were cleaned, consolidated and analysed for generating information. This exercise also provided an opportunity to engage and make citizens more aware of local government processes.

A CAG could be created in each zone to provide continuous feedback about the quality of services and amenities. The members of CAGs proved to be a link between service providers, elected representatives and citizens. They also played important role in mobilising community for developing PSI, conducting community and interface meetings.

For each of the selected wards, certain key services such as roads, sewerage, solid garbage, water supply, amenities such as parks, playground, etc., were identified for which indicators could be developed. For each indicator, certain criteria/benchmarks for scoring were developed. Each indicator was given score between 0 and 10 based on specific benchmarks through physical verification. The final scores were drawn from the scores given to each indicator. The PSI of each ward was prepared in such a way that it indicates quality of life in various wards by its quality of services/amenities.

The findings of CRC were presented before the citizens and service provides through interface meetings, and feedbacks were collected. The feedbacks were incorporated into the findings, and final findings along with the findings of PSI were disseminated among relevant stakeholders through dissemination and advocacy meeting. Media including

newsletter was utilised for better outreach and advocacy. Through this data, citizens consolidated their voice on quality of ward level services which they could use to hold local administration and elected representatives accountable, and the same was used to advocate with the Municipal Councillors/officials to improve the quality of services/availability of amenities. The findings were shared with relevant stakeholders using web-based dissemination.

Key activities performed:

- Consultations with relevant stakeholders ([Annexure I](#))
- Project Launch Meeting on May 31, 2010 ([Annexure II](#))
- Dissemination and advocacy meeting ([Annexure III](#))

Citizen Report Card

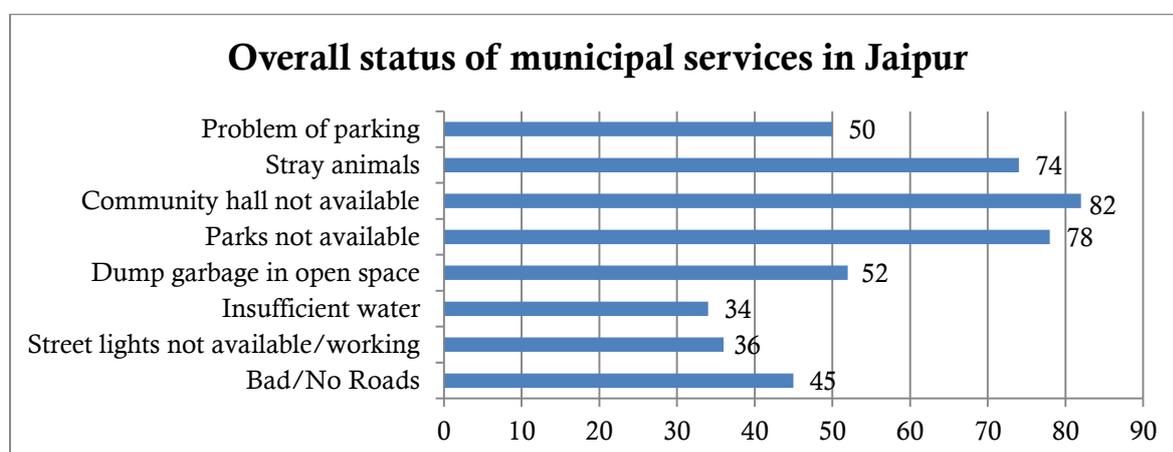
CRC is a participatory survey that solicits user feedback on the performance of public services. CRC can significantly enhance public accountability through the extensive media coverage and civil society advocacy that accompanies the process. CRCs are used in situations where demand side data, such as user perceptions on quality and satisfaction with public services, is absent.

The methodology involved both qualitative (group discussions) and quantitative (survey) tools. The survey sought to examine citizens' satisfaction and experiences in case of services like water supply, sewerage facility, street lights, street roads and solid waste collection and amenities like parks, community halls etc. The questionnaire ([Annexure IV](#)) developed for CRC covered a wide range of questions. The data were collected by trained surveyors during January-February 2013 and all care was taken for data collection. The findings from the group discussion helped in analysing the quantitative data.

Overall status of municipal services in Jaipur

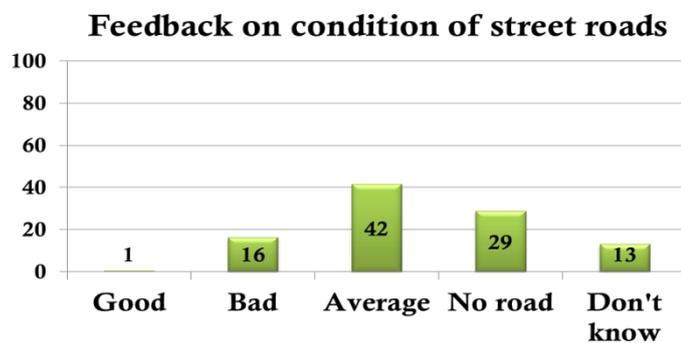
Key Findings: Satisfaction with services

- 45% people are either face bad roads or have no roads in their colonies
- 36% says that street lights are either not available or not working
- 52% dump their garbage in open space
- 34% face the problem of insufficient water
- 50% face the problem of parking
- 74% face the problem of stray animals
- 78% people don't have park in their vicinity
- 82% don't have the facility of community halls

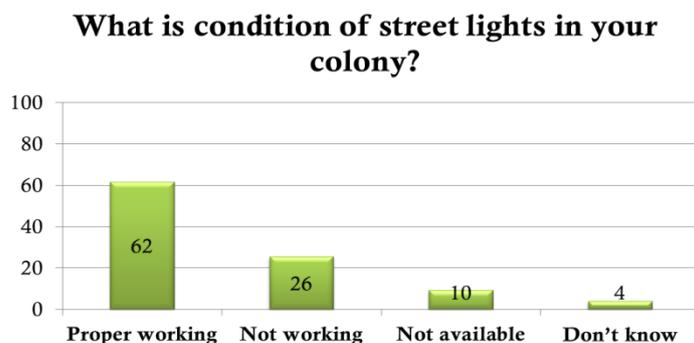


Condition of street roads

The present condition of the street roads provides a dismal picture. A staggering 29 percent of the surveyed population is living in areas with no road connectivity. Only one percent of the people are satisfied with the condition of the existing street roads in their area while 16 percent of them complain about bad roads.



Street Lights

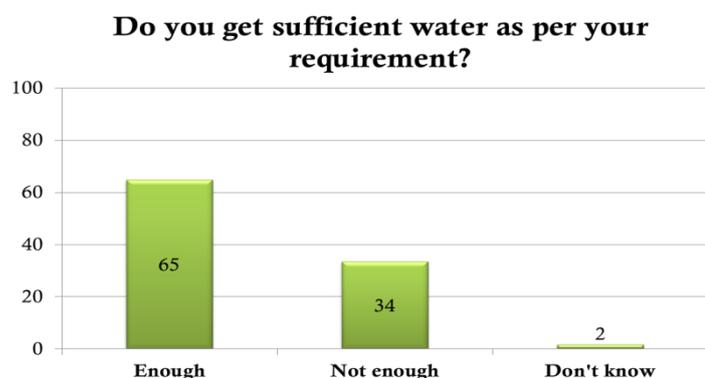


The condition of street lights received a comparative positive response from the respondents with 62 percent of them reported that the lights work properly, however 36 percent of respondents say

that they walk in dark streets because the lights are either dysfunctional or unavailable.

Water

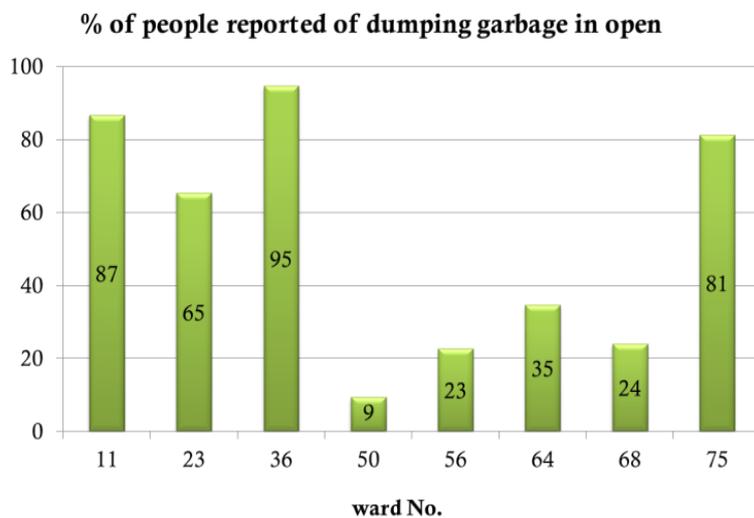
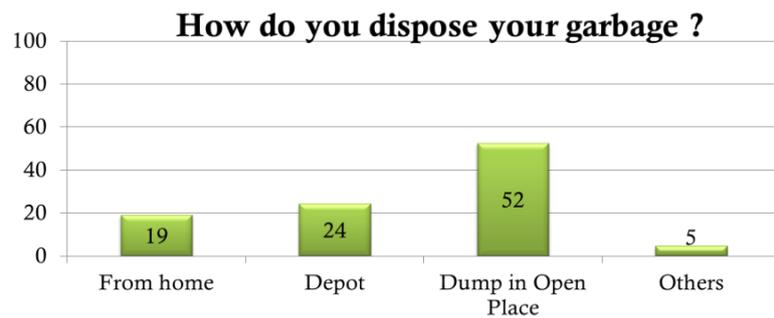
In 82 percent of the surveyed households, the government supplies the drinking water. 65 percent are satisfied with the quantity of the water while 34 percent are not.



71 percent of the residents of ward number 11 have insufficient water supply. 32 percent and 52 percent people find the water to be of good and satisfactory quality while the other 14 percent find the water quality to be poor.

Solid waste collection

When asked about the facility of solid waste collection in their areas; only a 43 percent have their garbage collected from the depot or from their houses. While a staggering 52 percent of the people dump their garbage in open places.

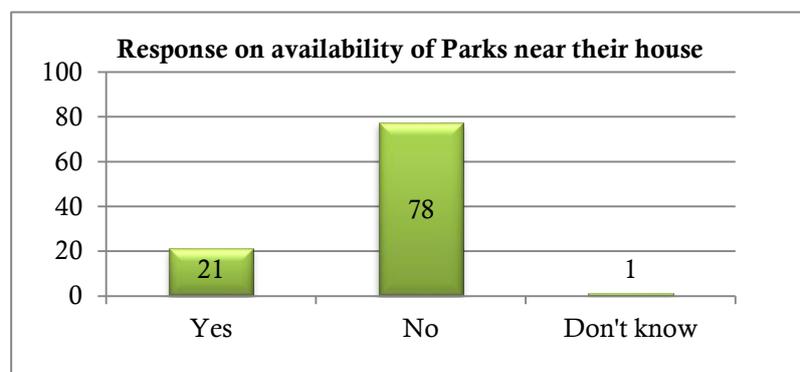


More than three quarters of the surveyed population of ward number 36 (95 percent), 11 (87 percent) and 75 (81 percent) dump their waste in open areas (e.g. empty plots). Ward number 50 showed a positive from people's side, with only 9 percent dumping their garbage out in the open. When asked about the cleanliness

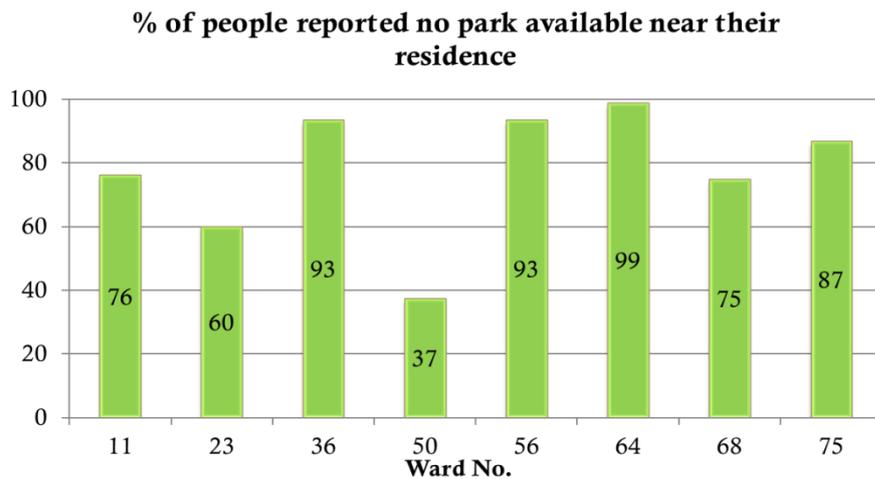
facility, more than half of the population of five wards found it to be bad; with 93 percent in ward number 36, 75 percent in ward number 11 and 65 percent in ward number 68 being dissatisfied

Parks

Parks are an important requirement of any colony; but only 21 percent of the people have park in their area. The situation is similar in all the wards, with 99 percent in ward number 64 and 93 percent in ward number 36 and 56 reporting the unavailability

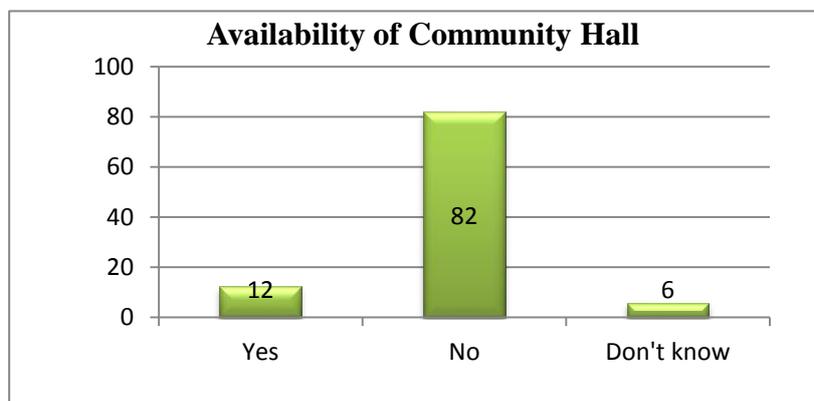


of a park in their locality.



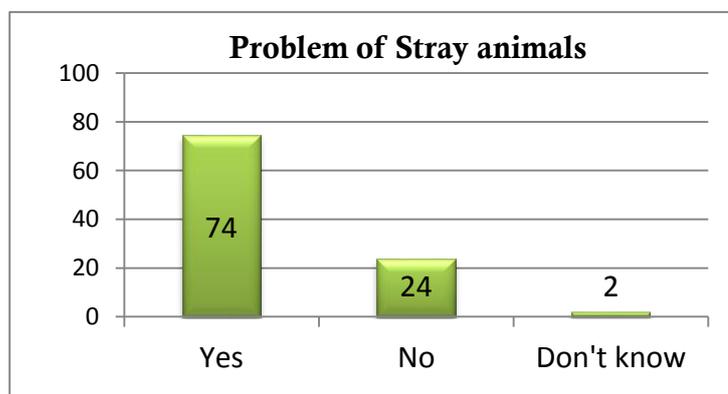
Community Hall

Only 12 percent people reported availability of Community halls. The predicament of the community hall is in all the wards. In five wards out of eight, more than 90 percent of the people report the presence of no community hall.



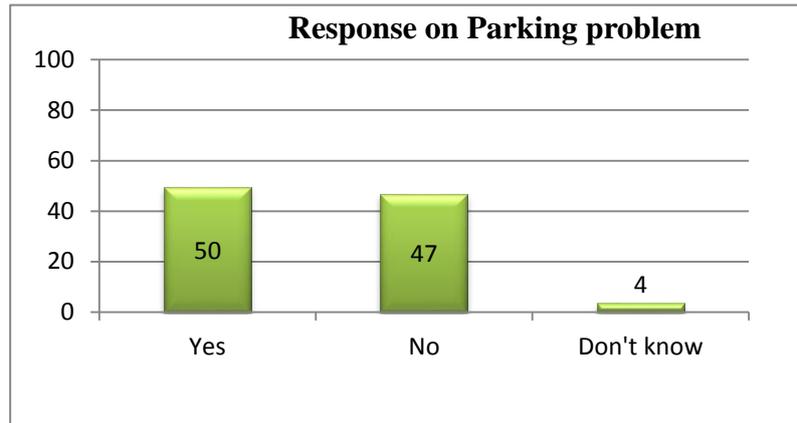
Stray Animals

Stray animals are a nuisance for the entire community. 74 percent of the people admit that they face problems stray animals. It is a problem faced equally by all the wards. Ward number 11 is the most affected with 92 percent, followed by ward number 75 with 89 percent of the people agreeing to the problem. The least affected ward number 68 with 56 percent does not present a good picture.

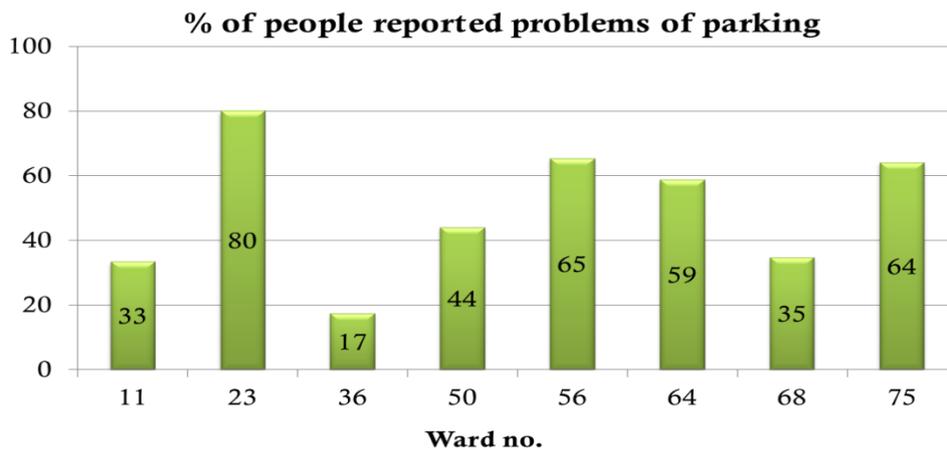


Parking

Overall 50 percent people are facing parking problem in their areas. The residents of ward number 23 face the maximum problem with 80 percent, followed by ward number 56 (65 percent), ward number 75 (64 percent) and ward number 64 (59 percent). The problem is found to be

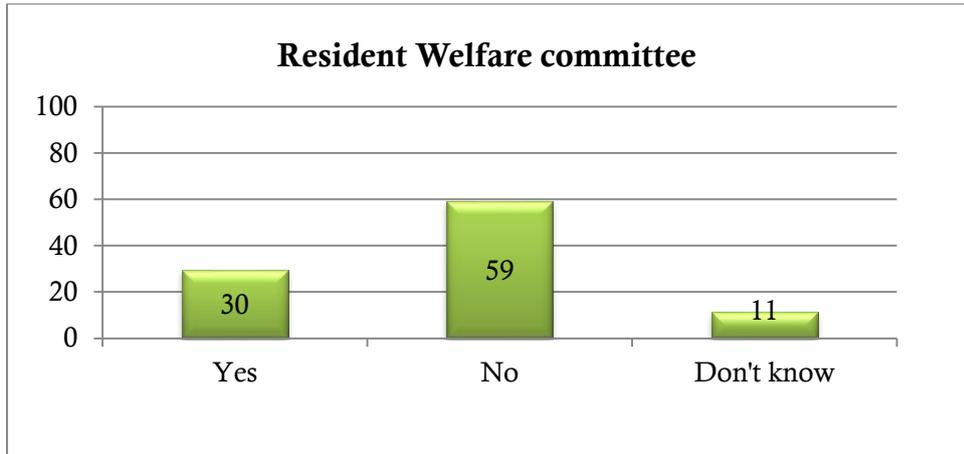


associated with the city areas. At present, it is not a concern for open lying areas like ward number 36 (17 percent); but might become an issue in the future. Hence, proper planning and preventive steps should be adopted by the officials.



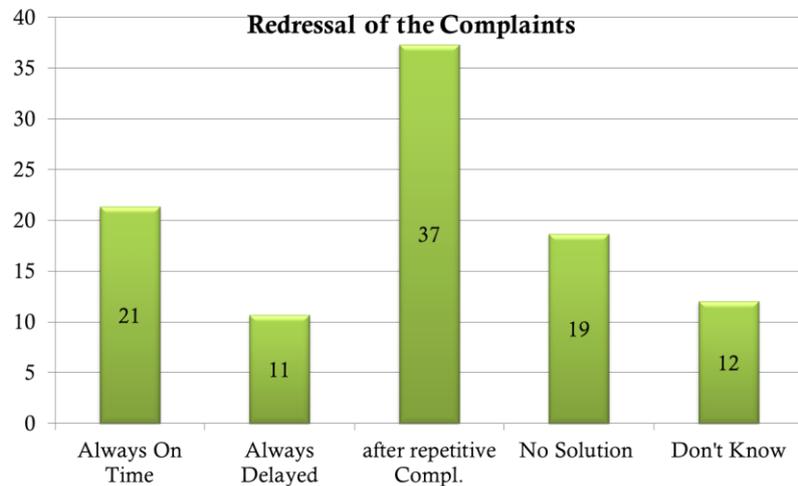
Resident welfare committees

Resident welfare committees have been found to be active only in 30 percent areas. But of these, 80 percent of the people have been benefited by these committees and their problems addressed.



Redress of complaints

Proper functioning of complaint redress mechanism generates trust among service recipients for service providers and the system. The responses of people towards redress of complaints were not found positive. Only 21 percent of people were satisfied with the timely redress of complaints whereas 67 percent had complained either about no solution of the problem or about delayed redress.



Public Service Index

A team of observers including members of the citizen action group, a member from the partner CBO, project team members made visits to each selected wards under the study and physically verified the status of various services and amenities and put scores for each developed indicators based on the benchmark set for each indicator. While putting scores, consensus was built among the members of team created for observation. Local citizens were also consulted in certain cases to reach to a consensus. Indicators related to various services under the Municipal Corporation will be chosen for scoring based on coverage, quality, grievance, redress, etc. for each identified service. The indicators for various services and benchmark set for them are given below

S. No.	Services	Indicators	Benchmark
1.	Water Supply	Coverage	100 percent
		Availability	1 hour a day
		Quality of water	No problem in colour, texture, smell etc.
		Timeliness of supply	Daily at a fix time
2.	Sewerage	Coverage of sewerage facility	100 percent
		Functioning of sewerage network	No Problem throughout the year
3.	Solid Waste Collection	Depot level coverage	100 percent
			Once in a day
			No litter, cow dung, water logging, open hole etc.
4.	Street roads	Coverage of street roads	100 percent
		Frequency of maintenance	Once in a year
		Quality of road surface	Without any pits, trenches on road, plane surface, no encroachment
5.	Street lights	Coverage of street lights	100 percent
		Functioning of street lights	No Problem throughout the year
		Adequacy of street lights	At every 100 meters distance
6.	Parks	Adequacy of the parks	One per colony
		Park with features	Boundary, gate, railing, walkway, children equipment, lawn, trees
		Cleanliness of parks	No litter, garbage, restricted entry of stray animals, clean sidewalk etc.
7.	Community Hall	Adequacy of Community Hall	100 percent
		Availability of Community Hall	First come, first serve basis
		Condition of Community Hall	Without any pits, trenches on road, plane surface, no encroachment
		Cleanliness of community hall	Clean toilets, lawn, hall-

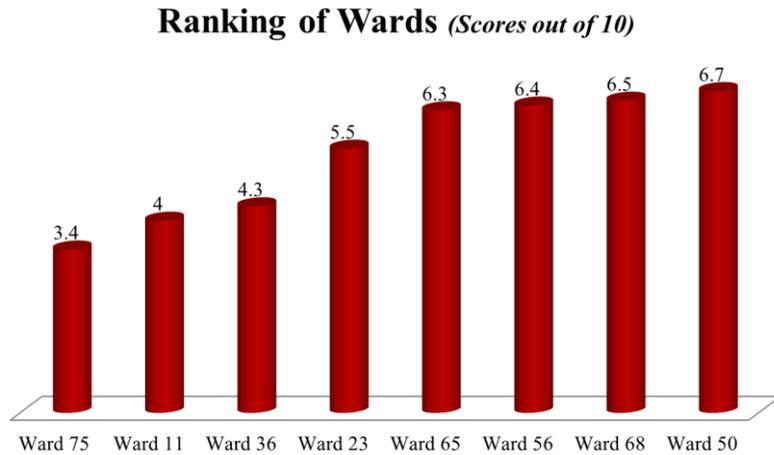
			paintings, No seepage
--	--	--	-----------------------

The instrument utilised for putting scores to the indicators under each service is annexed. ([Annexure V](#))

Findings

Ranking of wards

Based on the final score obtained by each ward, ranking of wards was done. It was found that the wards 75, 11 & 36 were having scores below average of 5.38. The wards 65, 56, 68 & 50 were having score between 6.3 - 6.7 that indicates less variation in terms of overall status of services



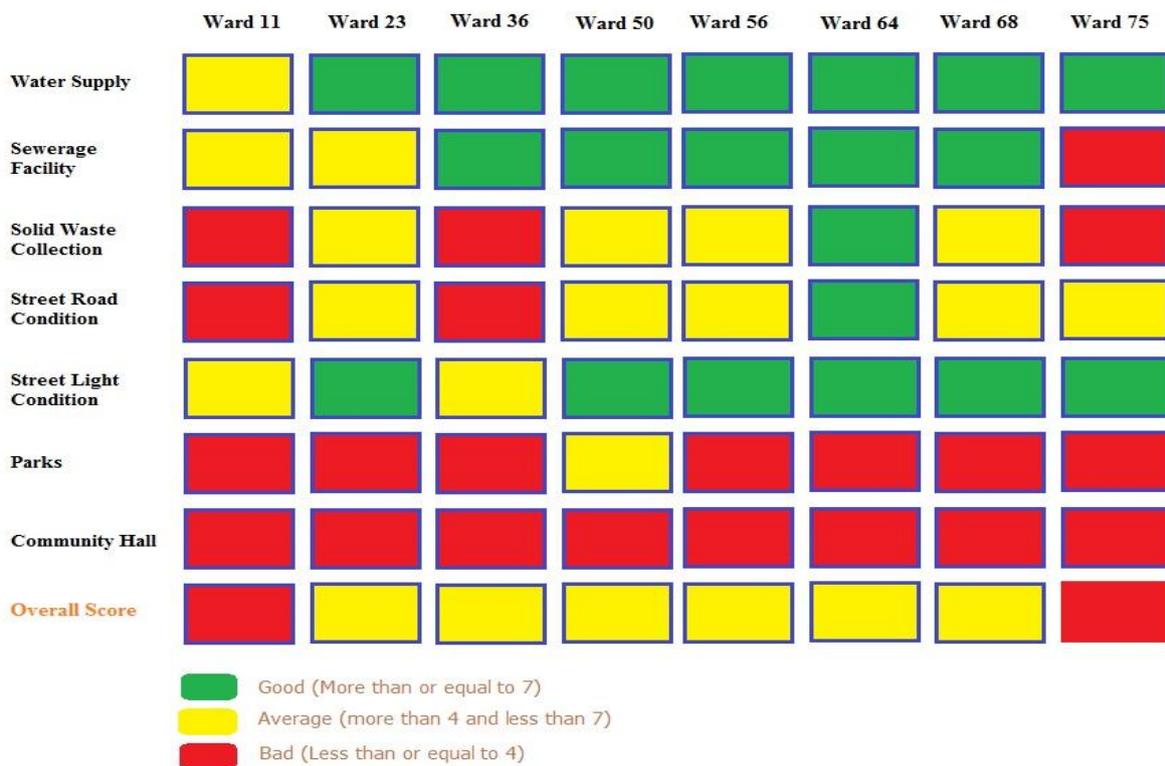
and amenities. It is evident from the map of Jaipur Municipal Corporation that the poor performing wards are comparatively bigger in size. The smaller wards are comparatively better scores.

Scores obtained by each ward in each case of various services and amenities

Services & amenities	Ward 11	Ward 23	Ward 36	Ward 50	Ward 56	Ward 64	Ward 68	Ward 75
Water Supply	6.2	8.2	7.2	8.5	9.3	8.2	7.9	8.1
Sewerage Facility	4.3	6.3	7.7	7.5	8.8	7.7	8.9	1.1
Solid Waste Collection	2.5	4.4	1.4	6.5	6.5	7.8	6.9	0.9
Street Roads	3	6.5	3.9	6.6	6.5	7.5	6.3	5
Street Lights	6.4	8.6	5.6	9	8.5	8.5	8.5	7.8
Parks	2.3	2	0.2	5.4	0	0	2.9	0.5
Community Hall	1.9	0	0.5	1	0	0	0	0
Total	4	5.5	4.3	6.7	6.4	6.3	6.5	3.4

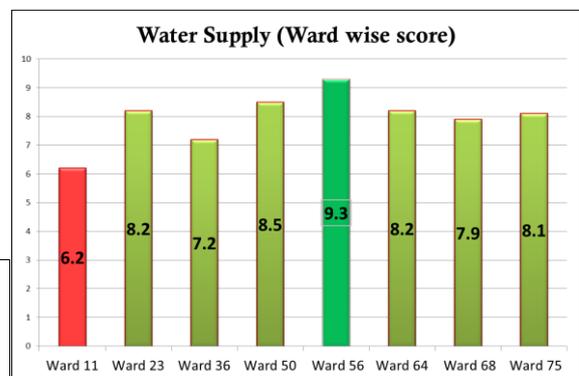
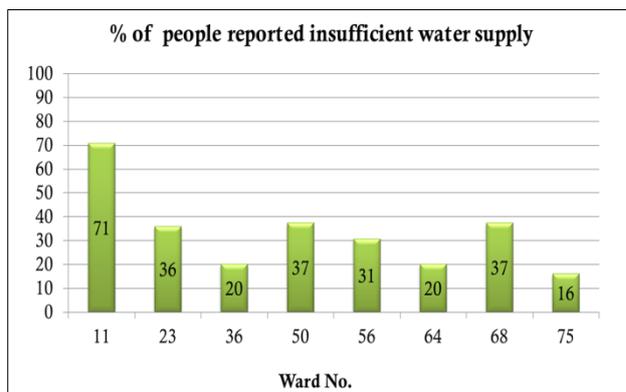
Based on scores obtained by various wards with respect to various services, the public service index is prepared.

Public Service Index



Water supply

The condition of water supply was found best in case of ward 56 with score of 9.3 and worst in case of ward 11 with the score of 6.2. Ward 11 is the biggest of all wards taken for the intervention. In CRC also people reported

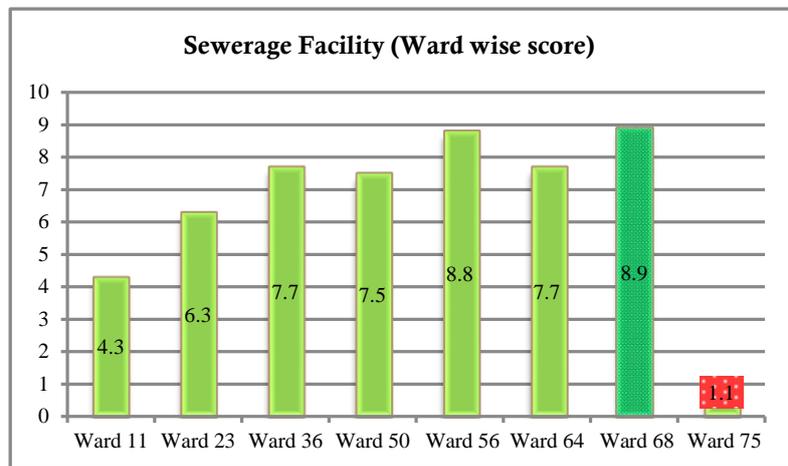


about poor water supply in ward number 11.71 percent of people complain about insufficient water

supply in this ward. This is the only ward where the dissatisfaction on the water supply service is so high.

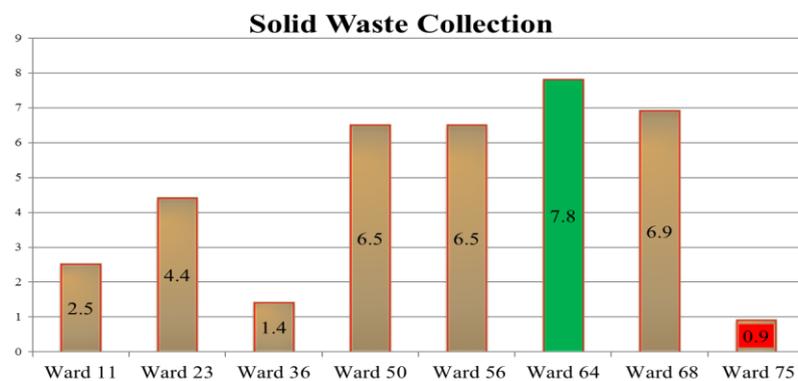
Sewerage facility

Ward 75 is lagging much behind all the wards in case of sewerage facility and has got significantly low scores which require immediate attention of the decision makers. It is evident from the graph that ward number 11 and 75 have scored low and below average in case of sewerage facility. Ward number 68 was found at the top with score of 8.9 and ward 56 is also close to it by getting score of 8.8.



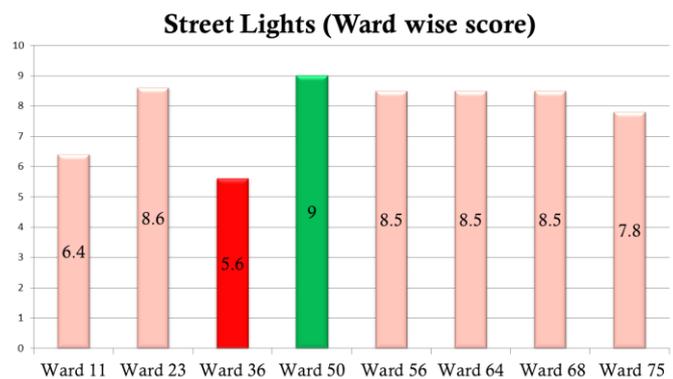
Solid waste collection

In case of solid waste collection too, ward 75 has scored very low and it is evident that the ward severely lags behind in case of cleanliness. Ward number 36 has scored second lowest score of 1.4. In case of solid waste collection, the situation in at least half of the wards is abysmal as per graph.



Status of street lights

Status of street light is comparatively better in all the wards than other services of JMC. Ward number 36 has got lowest score of 5.6 and ward 50 has scored highest of 9.0. The chart indicates that 6 out of 8 wards

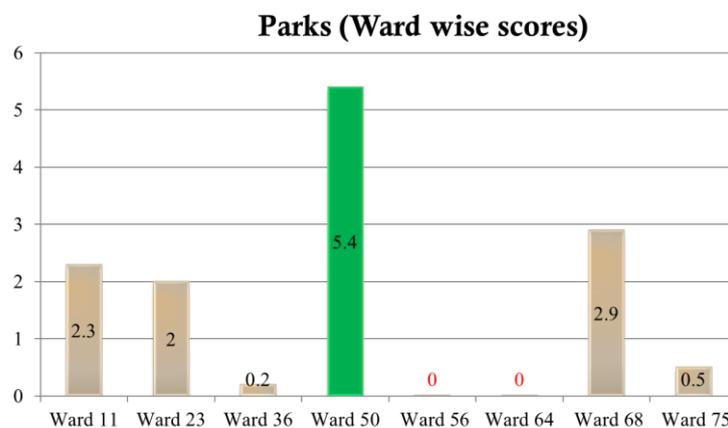


have scored more than 8 and hence it can be said that service of street light is good in Jaipur city.

Status of parks

The status of park is worrisome in the city. Except ward number 50, the scores secured by most of the wards are very low and several wards have scored even zero. This is the situation in case of Jaipur city which is one of early planned city. It came out as a fact in several community meetings

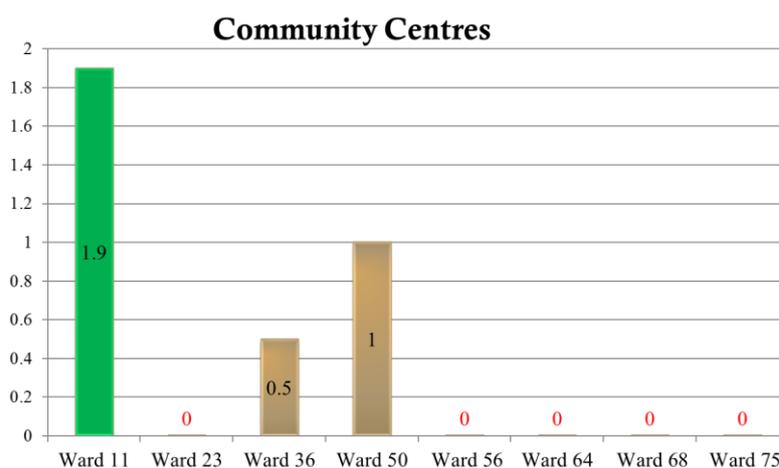
that the space left for parks was sold later by the land development agencies to builders and huge buildings were built at the place of parks.



Status of Community halls

The status of community halls is again worrisome in the city. Except ward number 11, the scores secured by most of the wards are very low and five wards have scored zero only. 1.9 is the maximum score which is obtained by the ward 11 in case of community centres.

The scarcity of community centres is severely felt by the city dwellers and lot of private marriage gardens have mushroomed in the city those charge huge sum of money for the community functions.



Overall score of Jaipur city obtained for various services

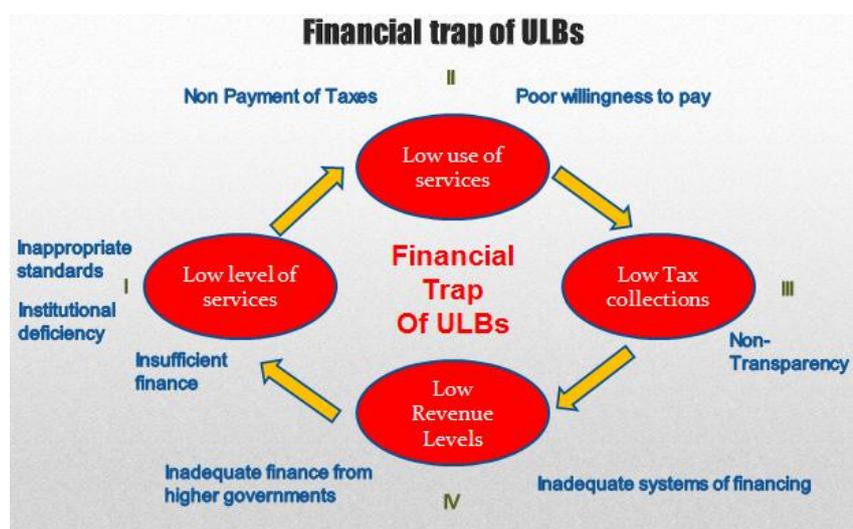
S. No.	Services	Score	Remarks
1.	Water Supply	7.95	
2.	Sewerage	6.53	
3.	Solid Waste Collection	4.61	Below average
4.	Street roads	5.67	Just above average
5.	Street lights	7.87	
6.	Parks	1.66	Below average
7.	Community Hall	0.4	Below average

Recommendations

Policymakers/higher authorities Level

- Accountability framework of urban local bodies and other civic agencies requires strengthening and people should be made part of it. There is a growing realisation that citizens' engagement is an effective tool for ensuring accountability and thus at the level of service delivery, citizens should be given proper space for engagement in the accountability framework.

- Actions should be taken to bring ULBs out from financial trap. It is evident from various focus group discussions that there is severe lack of funds among ULBs for development work. It was also found that the power to ULBs to generate revenue through taxes is not transferred and hence they are completely dependent on the allocations by government.



- The money allocated to the wards should be based on the requirements of the particular ward. Already developed wards which are lesser in size too are provided with larger budgets than the wards which includes relatively new, less developed and large are provided lesser budget.
- Budget allocated and spent for each ward should be made open and transparent so that citizens and CSOs can judge their value for money and councillors can raise voice for equivalent money.
- Money should also be allocated generate awareness on various new developments done by the department so that citizens can take maximum advantages out of it.

Service Providers Level

- The service providers at zone level of JMC should make immediate arrangements for establishing garbage depot for each colony and ensure regular collection of garbage from depots proper locations.
- Garbage accumulation at open spaces and dirty water in streets let mosquito borne and other diseases can easily spread. The department should take preventive measures like fogging etc. at regular basis.
- The service providers should create platforms for citizens' engagement and also utilise the platforms for resident welfare societies. As per present scenario of JMC, there is no space for people's participation. Ward Committees are not constituted in any of the ward and citizens are not aware about these committees.
- The officials should take corrective measures to resolve complaints made by citizens on priority basis. There should also be action against people who break the rules and litter on the road, throw garbage at inappropriate places etc.

Resident Welfare Societies (RWSs)/Civil Societies (CSOs)

- Resident Welfare Societies (RWSs) should continuously watch the delivery of proper services and raise collective voice in case of absence or improper delivery of services.
- RWSs should be involved in campaigns to enhance civic sense and make people aware about clean and healthy environment.
- RWSs should take actions against encroachments, covering roads, fencing, high ramps, construction materials etc. by putting social pressure on such people who are involved in such activities
- RWSs should build cooperation with the policymakers/service provider for continuous betterment of services and help the service providers as required.

Citizens

- Citizens should remain sensitive about maintaining a healthy environment in their area and support the service providers by keeping the nearby area clean.
- Citizens should avoid all those activities which spoil the efforts of service provider in order to make the city clean and green.
- Citizens should make themselves aware about various arrangements made by service providers/ policymakers, take their benefits and also raise awareness in their area by playing role of active citizens.
- Acting like a responsible citizen, they follow the rules which make our locality convenient

Implementation Strategies and Challenges

Implementation Strategies

- Several rounds of consultation meetings with a variety of stakeholders to formulate the idea and design of project. Through this scoping exercise, local community based organisations could be identified, screened and selected in each zone of the JMC to provide support in coordinating ward level activities. Scoping meetings were conducted separately for each group of stakeholders for open discussion. The problem faced by each group of stakeholders was identified in order to formulate proper strategies according to prevailing circumstances. This also helped in developing the understanding about the mandatory services of the Municipal Corporation.
- All these meetings under scoping visits also helped in understanding the political and other dynamics in the ward. It also helped in identifying pro-active and interested citizens, who could be part of the citizen action group. Based on all the gathered information, 8 wards were selected, one from each zone and a corresponding community based organisation to perform various activities in each ward.
- An Inception Meeting was organised to inform stakeholders including government officials, elected representatives, media and others about whole project and take them on board to get their support in the activities designed under the project. This meeting was an opportunity for participants to understand better the proposed intervention and to ensure their active participation during execution of the project.
- The project uses CRC to collect feedback on quality of services, PSI for physically verifying the status of services & amenities, Interface meetings for direct interaction among service providers and recipient and community meetings for civic engagement in 8 selected wards of Jaipur city. Use of all these social accountability approaches helped generating awareness among community as well as the service providers, generating feedback on the status of services and engaging citizens in the implementation process of implementation of various services.
- A CAG of 8 or more members created in each ward as a representative of ward with task of providing continuous feedback about the quality of services and amenities, working as a link between service providers, elected representatives and citizens and mobilising community for community & interface meetings.
- Two interface meetings between members of the community and local bodies/councillors/ward committee members could be conducted in each of the 8 zones (total 16 meetings) of Jaipur city. The first interface meeting was conducted

after analysing the data gathered and interpreted under CRC. The objective of the meeting is to inform participants about the ward specific results, examine the reasons for the feedback obtained, discuss possible measures to improve the situation, and, finally, establish a line of communication between the community and service providers at the ward level. The feedback and comments gathered from the interface meetings were incorporated in the final findings before final dissemination. The second interface meetings were conducted after the final dissemination and Advocacy Meeting. The objectives of these meetings were to monitor services, follow up on advocacy points and identify further improvements in service delivery.

- The final findings of the CRC and PSI were disseminated among all the relevant stakeholders and recommendations were made to the appropriate authorities at the JMC level to bring about changes. Multiple advocacy strategies were used for bringing changes in the implementation process and improving the service delivery. A separate meeting with the high level authorities of JMC including Chief Executive Officer was organised and key findings & recommendations were presented to emphasise the need for change ([Annexure VI](#)).
- In the run up to the final dissemination cum advocacy meeting, CUTS team met with C K Mathew, Chief Secretary, Govt. of Rajasthan and Abhay Kumar, Commissioner, JDA. The key findings emerged out of the project were presented to them.

Challenges

- The working environment of JMC is highly politicised. There were incidents of frequent confrontations among JMC officials, Mayor, councillors those created a kind of political environment for the project where conducting activities in a successful manner was a challenge.
- The project envisages improvement in service delivery through enhanced coordination among citizens, elected representatives and JMC officials without being involved in any kind of party politics. It was difficult to maintain an apolitical environment during community, interface and other meetings.
- There are challenges in finding out local CSOs who have interest and experience in working on urban governance issues and who are willing to collaborate in the project.
- The present mayor has been elected through direct elections as per the amendment made by state government in the Municipal Act. As a result the elected mayor along with 26 councillors is from Congress party whereas *Bhartiya Janta Party* is in majority

with 46 councillors. This imbalance also leads to frequent confrontations. Most of the proposals are rejected in general assembly due to lack of majority.

- Geographical spread of the Jaipur city is huge which is divided into 77 wards and 8 administrative zones of the JMC. It was difficult to represent whole city with 8 selected wards and scheduling of the activities and their quality implementation in all wards remained difficult in one year project and with limited resources.
- Media also showed more interest in providing coverage to the stories of confrontations taking place among elected representatives and officials than the issues related to poor service delivery.
- Bringing service providers at a common platform for interface meetings was a challenge as service providers were afraid of facing citizens and their questions initially.

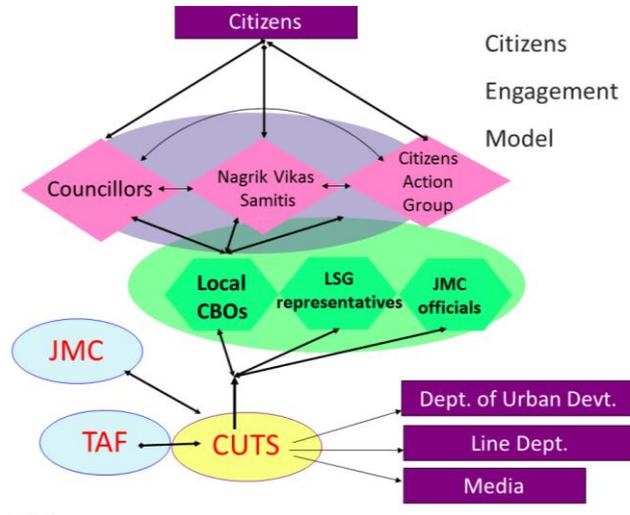
Problems encountered

- It appears that JMC is a conundrum with regard to its functions. The officials and elected representatives are not able to perform effectively because the role and functions is not at all defined. The power to function is not delegated to elected representatives. This is a difficult situation in order to hit at appropriate place to improve the service delivery
- The habitation in various wards is immensely different thus formulating an universal sampling plan or an universal strategy will not work. Hence area specific strategy and plan is formulated.

Outcome Mapping

Enhanced engagement and awareness among citizens

Community meetings and interface meetings conducted during the project period proved that there was enhanced engagement among citizens and awareness as well. Several members of the community have come forward in several wards and taken initiatives in order to improve situations without being dependent on the service providers. Increasing ownership among citizens was felt during community meetings members. CRC and PSI could also help in engaging and making citizens aware. A citizen engagement model was created in each ward.



The involvement of the members of the CAG is also an example of engagement. They remain connected with the project without any payment of honorarium and provided their support. The relevant information was also painted in various wards for the benefit of citizens by CSOs.



Resolving grievances

Service providers were sensitised about the problems of community through community and interface meetings. In each community meeting, they used to note down certain grievances and resolve by the time they come in next meeting. In this way several grievances of community could be resolved during community meetings. In case of their inability to resolve certain problems, they shown the way to the citizens in order to get the grievances resolved.

Improved relationship among service providers and recipients

The continuous community meetings led to improved relationship among service providers and recipients. After attending several meetings, the service providers also became willing to come to the meetings without hesitation and solve their problem. The members of the CAG have now access to the service providers and elected representative and they take up the issues of citizens to them.

Media monitoring

Media also started playing important role by being vigilant on the delivery of services and performance of Jaipur Municipal Corporation. The media also interviewed the CEO of JMC exactly on the issues which were raised in the presentation of findings and sought to know the steps taken by JMC for improving or resolving them. Media also published reports on project findings ([Annexure VII](#))

FACE TO FACE JAGROOP SINGH YADAV, CHIEF EXECUTIVE OFFICER, JAIPUR MUNICIPAL CORPORATION

Rules are the casualty of quick results

Jagroop Singh Yadav, chief executive officer, Jaipur Municipal Corporation

Jagroop Singh Yadav is the seventh chief executive officer (CEO) of the Jaipur Municipal Corporation since the Congress party won the first direct mayoral election in Jaipur in November 2009. After nine months in office, he is the longest serving CEO of JMC, with Jyoti Khandelwal as the mayor. But the tussle between the two has been in the headlines often.

His predecessors, barring none, too had hogged headlines for locking horns with the mercurial mayor, just before their tenures ended abruptly.

Coming from a rural village called Bundaga near Behror in Alwar district, Yadav finished his graduation from Rajasthan College in Jaipur in 1970. After acquiring a post-graduate degree in English literature in 1981, Yadav joined the Rajasthan Administrative Service (RAS) in 1985. He has held several important administrative positions in Jaipur, including those of additional district magistrate, regional

transport officer, district excise officer and district supply officer.

In an interview, Yadav talks about his tenure so far at JMC, the issues he has dealt with and the problems faced. The excerpt:

Why does the mayor have so many issues with the JMC officials?

Only the mayor can give an answer to that.

Is there a gap between the elected representatives and the bureaucratic machinery at JMC?

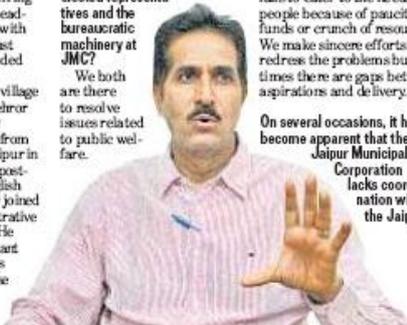
We both are there to resolve issues related to public welfare.

Elected representatives represent the aspirations of the public and they are of great help in identifying of the common man's problems. But sometimes elected leaders think work should be done immediately, but there are always procedures to follow.

Lately, JMC is in the news for the wrong reasons. What do you think is the reason?

There is a long list of aspirations and JMC at times fails to cater to the needs of people because of paucity of funds or crunch of resources. We make sincere efforts to redress the problems but at times there are gaps between aspirations and delivery.

On several occasions, it has become apparent that the Jaipur Municipal Corporation lacks coordination with the Jaipur



Development Authority. Is that true?

There might be a lack of coordination between the two institutions at certain levels. But we ensure there is regular communication between JDA and JMC.

What are the big challenges before the corporation?

Sanitation is the biggest challenge. It is tough to maintain parks, street lights and crematoriums. Then there is paucity of funds. The budget is insufficient and there is resource crunch. There is also shortage of skilled manpower, which necessitates outsourcing of some of our tasks.

How far has the project to make Jaipur a world class city progressed?

The project is going well. It will help make Jaipur a better city. JMC has already undertaken facade improvement, heritage conservation, heritage walk development and started setting up sewage treatment plants. We have also prepared a master plan for a new drainage system.

What is status of garbage col-

lection in the city?

After the company that had been entrusted with garbage collection left half way through the job, we have taken it upon ourselves. Now we follow a new routine of door-to-door garbage collection, where the municipal staff or contingent workers go to each house in all the 77 wards and collect garbage. However, we have outsourced the tasks of segregation, transportation and processing of garbage to private groups. We are also drawing up a plan to sell garbage to power generation companies.

How do you plan to improve city lighting?

We plan to replace one lakh old bulbs on streetlights with new ones that will be 40% brighter and need lesser electricity. We are going to implement the project soon with a private partner.

Stray animals in the city pose a problem to residents. What is the solution?

JMC runs a goshala at Hingonia, which is arguably the best-managed cow shelter in the state. We have

come up with a proposal to transfer convicted inmates in open jails to the goshala to live and work there. Around 90 inmates would be transferred to the shelter if the government approves the proposal. We have also got more trucks to go on rounds to capture stray animals roaming the streets.

What are the steps taken by the JMC to generate and switch to renewable energy?

The JMC is producing electricity at its Delawas sewage-treatment plant and the project is profitable. Now, we plan to produce cooking gas at Delawas from sewage by turning solid waste into fuel pills at the Mithuradasapura plant.

How has been your tenure so far as the CEO of JMC?

It has been a difficult task riddled with challenges. But for the first time, we have issued huge number of patta (lease deeds) to 10,000 people and extended the benefits of the state government's pension scheme to around 70,000 senior citizens, widows and physically-challenged people. HTC

Issuance of several orders by JMC

Dissemination of findings during advocacy meeting and presentation of findings especially in front of higher level authorities led to the issuance of several orders and frequent monitoring visits to check the status of services. JMC is now involved in necessary arrangements to collect the garbage from home all the 77 wards of Jaipur city and it will be started within two months as per JMC officials. The corrective

विवाह स्थल से कचरा सड़क पर फेंका तो होगा चालान

जबपुर नगर निगम अब सड़क पर कचरा डालने वाले विवाह स्थलों पर लगाना कसेगा। संचालकों को विवाह स्थल परिसर में ही कचरा एकत्र करना होगा। इसके बाद सूचना देने पर निगम कचरा उठाएगा। उल्लंघन करने वालों पर कार्रवाई होगी। कुछ विवाह स्थल अखेयनन के बाद कचरा बाहर फेंक देते हैं। इसे देखते हुए निगम सीईओ जगरूप सिंह यादव ने ऐसे विवाह स्थलों पर कार्रवाई के निर्देश दिए हैं। वहीं, विवाह स्थल संचालक निगम के इस आदेश का विरोध कर रहे हैं।

measures to solve the problems of stray animals, and other are also being taken quickly by JMC.

Capacity building of a cadre of people

The activities under the project helped in the building the capacity of a cadre of people who started raising the relevant questions from the service providers and also bringing the issues of citizens to them for rectification.

Increased civic sense among citizens

The project also helped in increasing civic sense among citizens through discussions held during various meetings. There are also evidences of more responsible behaviour on the part of citizens in various wards.

Creation of platform for councillors

The project was able to create a platform, especially for elected representatives, where they got opportunities to interact with citizens as well as the government officials and present their problems and perspectives and also vent out their anger generated because of inability to take and execute steps because of financial resources. These opportunities helped them in connecting better with them.

Project got buy-in from key government officials

Chief Secretary, GoR, appreciated CUTS intervention in urban governance during meeting and asked for the final report of the project. Commissioner of Jaipur Development Authority appreciated CUTS work and said that JDA would explore and be happy to collaborate with CUTS in such work where feedback of citizens is required. The CEO of JMC said that the study has helped the department in getting feedback from the citizens and it would be happier if CUTS continue to do similar studies in other wards too.

References

- People's Participation in Urban Governance, edited by K. C. Sivaramakrishnan
- Analysis of finances in Urban Local Bodies in India: A Cross Sectional Study by Ramkrishna Nallathiga
- Challenges for Urban Local Governments in India, Asia Research Centre Working Paper 19, Rumi Aijaz
- Master Development Plan, Jaipur
- Status of Water Supply, Sanitation and Solid Waste Management in Urban Areas, National Institute of Urban Affairs, June 2005
- Report on Indian Urban Infrastructure and Services, The High Powered Expert Committee (HPEC) for Estimating the Investment Requirements for Urban Infrastructure Services under the chairmanship of Dr. Isher Judge Ahluwalia, Chairperson, Indian Council for Research on International Economic Relations, March 2011

Annexure I: Consultation Meetings

Report

Consultation with Civil Society Organisations (CSOs) Under My City Project

Hotel Maharani Plaza, Jaipur
August 28, 2012

Before formally launching the project in Jaipur city, first consultation was organised with civil society organisations (CSOs) on August 28, 2012 at Hotel Maharani Plaza, Jaipur under My City. The consultation was attended by 22 representatives of Jaipur based CSOs. Meeting was aimed to share the objectives and proposed activities of My City project with the participating organisations and to get their feedback.

George Cheriyan, Director CUTS gave introduction of the project and CUTS had extensive experience of utilising various social accountability tools in different sectors and in assessing the effectiveness of several flagship schemes of the government in rural areas and has recognised the potential of the tool for civic engagement and advocacy purposes. Now we are going to implement the project My City with the aim of improving service delivery by urban local government in the city of Jaipur through enhanced civic engagement. Mentioning about the objective of the project he said that under this project we will assess the status of delivery of key services of JMC through generating CRC will create a PSI of each of the identified wards based on some indicators. This assessment will be used for advocacy with various levels of government for improving the quality of services. Role of CSOs is very important in implementing the activities.



Further Om Prakash Arya explained the role of JMC in the delivery of local urban services. JMC is the apex management body of Jaipur city. There are 77 wards in the Corporation, which is divided into 8 zones. The essential municipal services provided by JMC include street roads, public health and sanitation, solid waste management, provision of urban amenities and facilities such as parks, gardens, playgrounds, street

lighting, parking etc. further participants took active part in group discussion took place on problems of urban service delivery and its possible solutions.

Amar Deep Singh talked about the role of CSOs for engaging community in MyCity and for improving the delivery of key urban services. He explained the proposed activities of the project which will be in partnership with the selected active CSOs. Selection of ward will be based on factors such as the presence of active CSOs, proactive councillors and local officials etc. Feedback of citizens will be collected through CRC process. This exercise will also provide an opportunity to engage and make citizens more aware of local government processes. A CAG will be created in selected wards to provide continuous feedback about the quality of services at ward level for the improvement during and beyond the intervention period. The local CSOs involved in the community mobilization and other activities of the project will lead this process.

Participants took active part in the group discussion and further shared their views about the intervention. Key issues and suggestions provided by the participants are mentioned below:

- City has a huge spreads covered in 77 wards. Project should cover all whole Jaipur.
- Urban issues are not in the priority of CSOs. There should be some support or the capacity building of CSOs for creating involvement in the urban issues.
- There is very less interest of citizens in the issues of urban local bodies. So the awareness generation activities should be taken into consideration.
- Regular engagement with the community is also required for effective implementation of the project. There should be some regular field activities with the community.
- There should be space for face to face interaction between community and service provider, which will help in further improving he relationship.
- Officials of the JMC are not that much sensitive towards improvement of urban local issues and also not in fever of involvement of CSOs in the services.



CUTS team members responded on the feedback and suggestions given by participants and assured to consider these key points emerged out from consultation for the finalising project strategy.

Report

Consultation with Councillors of Jaipur Municipal Corporation Under My City Project

Hotel Jaipur Palace, Jaipur
September 28, 2012

In the series of consultations under scoping of project, second consultation was organised with the councillors of JMC on September 28, 2012 at Hotel Jaipur Palace, Jaipur. This consultation was attended by 14 councillors from different wards of Jaipur city. Meeting was aimed to share the objectives and activities of MyCity project and to build the rapport with JMC councillors for effective implementation as well as to understand the problems, shortcoming in delivery of services by JMC.



Amar Deep Singh welcomed all the participants in meeting and shared the objective of this consultation. Kaveri Dutt, Associate Director, CUTS delivered introductory remarks and mentioned that MyCity project is aimed to improve urban local service delivery in the Jaipur city through enhanced civic engagement. Under this project we will assess the status of delivery of key services of JMC through generating citizen report card will create a PSI of each of the identified wards based on some indicators. Key findings of the project will be used for advocacy with target stakeholders for improving the services. Local CSOs will be involved in the ward level activities. Role of Support is required from the councillor successful implementation of the project.



By explaining about the project and its activities, Om Prakash Arya mentioned that with the help of local civil society organisations will be involved the project as partner organisation for engaging community in the process. Selection of ward will be based on factors such as the presence of active CSOs, proactive councillors

and local officials etc. Feedback of citizens will be collected which will also provide an opportunity to engage and make citizens more aware of local government processes. A

CAG will be created in selected wards to provide continuous feedback about the quality of services at ward level for the improvement during and beyond the intervention period.

Manish Pareek, Deputy Mayor of JMC also took part in consultation and address the participants. He appreciated the efforts of CUTS in partnership with The Asia Foundation to improve the services of JMC through citizen's participation. He also shared that there are so many issues to address under urban local governance, but unfortunately these issues are still unaddressed. Government may have its own limitations. Same time the public representatives also have limitations. In this scenario, MyCity is like a 'Ray of Hope' for all of us. He assured to provide all necessary support for project activities.



Councillors took active part in the discussion and shared their views about the intervention. They mainly spoke about the issues they are facing in the JMC. Key issues mentioned by the councillors are mentioned below:

- Councillors have not given any monitoring power. By which they are unable to monitor sanitation worker in their ward.
- There are frequent transfer of JMC higher officials due to prolonged confrontation between Mayor, councillors and JMC officials
- Many ward specific orders and proposals are pending in JMC head office and not getting sanctioned. New developments are not taking place in their wards.
- Unlike attitude of JMC officials towards the public representatives.
- There is no ward specific budget allotted.
- Some wards are very big but budget is not in that proportion.
- New wards included in the JMC jurisdiction and there are very less facilities.
- Citizens always blame public representative but never come to support them for their rights. They alone have to fight with the system.
- Strong union of the sanitation workers is also issue in JMC, which do not allow councillor to monitor their work.

Project team members responded on the feedback and suggestions given by participants and assured to consider these points for finalising the project strategy. Consultation was very helpful to understand the issues of JMC. Other than councillors, few representative of CSO also participated.

Report

Consultation with Officials of Jaipur Municipal Corporation 'My City' Project

**Hotel Vesta International, Jaipur
October 17, 2012**

Third and final consultations meeting was organised for JMC officials on October 17, 2012 at Hotel Vesta International, Jaipur under MyCity project. Meeting was aimed to share objectives of the project and to build the rapport with officials for effective implementation.

This consultation was also helpful in understanding the problems, shortcoming in delivery of services by JMC.



Seven senior officers from different zone offices of JMC took part in consultation. They took active participation in the consultation and provide various suggestions for better implementation of project. They also assured to provide all necessary support for project activities at zone level. Consultation was helpful to understand the issues of JMC.

After welcome remarks, Amar Deep Singh briefly shared the objective of this consultation with JMC officials. Om Prakash Arya mentioned objectives of the project which is aimed to improve urban service delivery in the Jaipur city through enhanced civic engagement. He told that under the project feedback of citizens will be collected about key services of JMC through generating citizen report card and also will create a Public Services Index (PSI) of each of the identified wards based on some indicators. Key findings of the project will be used for advocacy with target stakeholders for improving the services. Local CSOs will be involved in the ward level activities. JMC is targeted department in the project. Here the role of JMC officials is very important for successful implementation of the project.

Pramod Srivastava, Commissioner, Sanganer Zone (JMC) during the discussion spoke about the administrative divisions of JMC. He mentioned that JMC is divided into 77 Wards which comes under eight administrative zone namely Moti Dungri, Hawa Mahal East, Hawa Mahal West, Vidyadhar Nagar, Civil Line, Sanganer, Amber and Mansarovar. All zones have their separate offices and working area. JMC deliver the services including solid waste management, street roads, developing and maintaining parks, gardens, playgrounds, street lighting etc. but due to lack of man power services are not properly being delivered.

Other officials also shared their views about the services and problems faces by them. They appreciated intervention and assured to provide all necessary support for project activities in future. Project team members responded on the feedback and assured to incorporate suggestions in project strategy. Consultation was very helpful to understand the issues of JMC services.

Annexure II: Project Launch Meeting

Project Launch Meeting **‘My City Project’**

October 31, 2012
Hotel Jaipur Palace, Jaipur, India

‘India lives in villages’ might be soon an obsolete phrase in coming years with the phenomenon of fast growing cities. By 2030, the urban areas will be home to 40 percent of the country. Rapid urbanisation in India is placing huge demand on infrastructure – power, roads, railways, transportation system, water supply, sanitation, hospitals, schools, police stations, parks etc. Urbanisation is an inevitable process for any developing country and also a sign of developing economy. The public amenities available per person and quality of various services in a city determine the quality of life there.

New UN habitat study ranked New Delhi, the national capital of India at 58 and commercial capital of India at 52 among the world's largest 95 cities and says that they are neither lovable nor liveable. Jaipur, the capital city of Rajasthan, is 7th fast growing city in India and along with the growth, it requires immediate growth in services and amenities.

CUTS, a renowned NGO working on issues of Trade, Competition and Governance, in partnership with The Asia Foundation conceptualised an initiative ‘My City’ and launched in Jaipur emphasising on the importance of local government and strengthen the roots of local Self-Governance according to the spirit of 74th Constitutional Amendment through constructive civic engagement and advocacy for change.

Participation

More than 70 key stakeholders of urban governance including councillors, officials of JMC, CSOs, media etc. participated actively. Jagaroop Singh Yadav, Chief Executive Officer, JMC, K K Bhatnagar, Chairperson, State Commission on Urbanisation, P K Pandey, Member secretary, State Commission on Urbanisation were the senior representatives from the government to participate in the event.

Proceedings

Arti Pandey Tiwari, Project Officer, CUTS welcomed the respective participants. Amar Deep Singh, Senior Project Officer, CUTS, welcomed all the participants to the launch meeting and intimated the background of the project in brief to the participants.

George Cheriyan, Director, CUTS in his opening remarks emphasized on the importance of local government and said it is the most direct interface between citizens and government in a democracy and so it should be the most vibrant. The roots of local Self-Governance (LSG) lie in decentralisation and it can be only strengthened by 'taking power to the people' according to the spirit of 74th Constitutional Amendment. 74th Constitutional Amendment Act was a milestone as it gave Constitutional Validity to Urban Local Bodies and it was an attempt to bring governance closer to the people. He expressed sadness about the lost structure of LSG during colonial period and said that even after 20 years of 74th amendment; the *ward sabha* did not come into existence.



He further added that there is three-fold increase in population of Jaipur city in last 10 years and it has huge implications on the services and amenities of the city. Poor quality of services further hampers the growth of any economy. Putting one example, he said that there are 551 vehicles in the Jaipur city for every 1000 people and it is more than the vehicle density of New Delhi, the capital of India. He emphasised on the need to create interface between people and government. People don't have idea about any institutional mechanism to reach to the government and convey their problem, he said.

Om Prakash Arya, Senior Project coordinator, presented the overview of the project and made a detailed presentation about methodology, activities and expected outcomes of the project. He also presented the proposed model for civic engagement under the project through CRC, interface meetings and formulating the CAG and sustaining the activities of the project.



K K Bhatnagar, Chairperson, State Commission on Urbanisation (SCU) in his special address appreciated the proposed activities of the project to engage citizens rigorously. He also reiterated the need of transact walk by service providers to the wards to know the problems of roads, sewerages, solid waste etc. He said that the JMC cannot provide required services unless there is proper allocation of funds for executing various activities and JMC is not doing much for fund collection. Putting a question mark on the governance, he pointed out that the mechanism for collection of various taxes by JMC is disappearing and resources need to be collected for improving service delivery. He further mentioned about SCU and said that the commission has been given opportunity to reach to the people and he called upon CSOs and other stakeholders to come and provide suggestions for improving governance. He expressed his pleasure on CUTS initiating the project on urban governance.

Jagaroop Singh Yadav, Chief Executive Officer, Jaipur Municipal Corporation, expressed his willingness to support the activities of the project and be the beneficiary of the outcomes. He said that we are expected to cater to the various services of all 50 lakh people of Jaipur city and the list of services is huge. He emphasized on the need of more resources and coordinated effort of



all the key stakeholders to improve the services. He also requested the CSOs to aware citizens using information, communication and education strategies. He appreciated the ward level interface meetings proposed in the project.

The session was opened for taking the views of participants with regard to various services of JMC. Sushil Sharma, corporator of JMC emphasised over the need of frequent interfaces between JMC officials and elected representatives of LSG. One of the participants



suggested inclusion of public hearing after finding the problems in service delivery through CRC and other tools. A.K Ojha, Centre for Development solution commended

the initiative and emphasised on the need of awareness among people about their social responsibilities. He also suggested establishing some groups of people responsible for sensitising people who collaborate and cooperate with service providers in order to achieve effective service delivery.

Rajeev Sharma, Executive Engineer, Jaipur Municipal Corporation, said that regular payment of taxes by citizens will help further in getting better services. He reiterated that the citizens should be sensitised to cooperate with the officials by giving them timely information about poor services and also taking permission for any new constructions to avoid any mis-management. Suman Bhatnagar, *Madhukar Sewa Sansthan* suggested that CNG of the locality should also be incorporated as they are very well aware of their locality and proper monitoring system should be there.

Kaveri Dutt, Associate Director, CUTS summarised the major learning of the event and thanked all the participants and dignitaries including the chairperson, State Commission on Urbanisation (SCU), officials of JMC, elected representatives of urban local self-government, CSOs, media and other stakeholders.



Annexure III: Final Dissemination and Advocacy Meeting

Report Dissemination cum Advocacy Meeting 'My City Project'

July 19, 2013, Hotel Jaipur Palace

Background

'Consumer Unity & Trust Society' a Jaipur based consumer organization is implementing a project called '*Improving Service Delivery by Urban Local Government in the City of Jaipur through Enhanced Civic Engagement*' nick named as 'MyCity' for last one year starting from July 2012 in collaboration with Asia Foundation, with an objective to improve the service delivery of urban local government in the Jaipur city through enhanced civic engagement. Eight wards were selected from (One from each zone) JMC. With the support of concern ward councillor, several activities were conducted in these selected wards to improve the civic engagement in local governance. CRC and PSI have been prepared for assessing the conditions of basic services of JMC. Dissemination cum Advocacy Meeting was organised on July 19, 2013 to disseminate the findings and advocate the emerged out issues during the project implementation to the policy makers and state level service providers to take the correcting and reformative actions in the services for the effectiveness and betterment.

Objectives of the Meeting

The objective of the meeting was to disseminate the findings came out of CRC and PSI, among the key stakeholders for betterment in the service delivery system through enhance civic engagement.

Participation

In the meeting partner CSOs along with CAG members from all the eight wards, JMC officials, representatives from other CSOs working in Jaipur, media representatives from both print and electronic. About 85 participants including M.L Mehta, former



Chief Secretary, government of Rajasthan, Manish Pareek, Deputy Mayor Jaipur Municipal Corporation; Shomikho Raha, Senior Adviser Asia Foundation; Rajendra Bora, Chairperson State Resource Centre and senior journalist were the delegates, present in the meeting and accepted the findings and given their opinion on the issues and findings emerged out during the meeting.

Proceedings

Welcome & Introductory Remarks

Arti Pandey Tiwari, Project Officer CUTS welcomed the participants and briefly mentioned about background of MyCity project, activities and the objective of meeting.

George Cheriyan, Director, CUTS International also joined in welcoming again of the dignitaries at dais and all the participants again and talked about the CUTS partnership with Asia Foundation which came in to being for Improving Service Delivery by Urban Local Government in the City of Jaipur through Enhanced Civic Engagement. Starting with the historic background of Jaipur, he added that that from the time of its establishment the picture of the city has totally changed, with multifold increase in population, demand of services is increasing day by day, and Jaipur Municipal Corporation with its limited resources had failed in giving proper services.

Further he talked about the 74th Constitutional Amendment act, one such landmark initiative, which recognised urban local bodies (ULBs) as the third tier of urban government by assigning them specific civic functions. He added that the civic engagement was the main essence of this act, which is completely eloped in practice, due to negligible devolution of power to the ULBs poor people participation and absence of ward committees. He also mentioned that even while drafting vision 2025 the people participation was totally absent, which focusing on the major findings he illustrated that only one percent of the people say that the conditions of road are good, 52 percent people through garbage in the open. Nearly 34 percent of the people does not have access to safe and sufficient amount of drinking water.

Project overview, Survey findings & Advocacy Issues

Om Prakash Arya, Senior Project Coordinator briefly presented project over view, beginning with the objective of the intervention he told everyone about the project activities basically focusing on the key findings. After giving the overview of the activities done, Citizen Report Card and Public Service Index findings were discussed.

Findings of Citizen Report Card (CRC)

Amar Deep Singh, Senior Project Officer CUTS, shared the process and methodology of CRC findings with the guests and participants, he said that as per the feedback received from eight wards it is evident that nearly 45 percent of the people say the condition of roads is either bad or there are no roads, 36 percent of the people say that they walk in dark due to absence of street lights, 34 percent of the people complaint about the insufficient supply of water and 14 percent people reported about bad quality. The major concern which has brought JMC into the news that is of garbage collection, 52 percent people dispose their garbage in open, due to absence of depots, and more than 80 percent of the people are harassed by the stray animals. Further he added that at majority of the places there were no community hall and parks.

Findings of Public Service Index (PSI)

Om Prakash Arya again joined the presentation and shared the findings of PSI. Explaining all about the PSI, he said that Public Service Index is a scientific tool used for assessing various services on ground of certain parameters, then he gave the reference of some benchmark figures and actual status of Jaipur City. Presenting the Public Service Index matrix he gave the colourful representation of each ward condition, on the basis of score obtained in various services like street roads, sewerage facility, solid garbage collection, water supply, street lights, parks and community centers. Putting the scores he illustrated that the scoring of some of the services like Solid waste collection -4.61, Community hall- 0.4, parks-1.66 and street roads-5.67 with average score and rest having very poor score even below the average. Further he added that with the strength of near about 8000 staff and expenditure of Rs 19 crore every month on sanitation JMC is not able to cope up with the problem, the reason for the same is weak status of ULBs because of their poor participation in urban planning. He urged that need for the hour is to strengthen the ULBs and ward committees.

Key Responses

M. L. Mehta, former Chief Secretary, Government of Rajasthan in his remarks said that CUTS should be appreciated for taking up such a task, further commenting on the system he said the root cause of all the problems is the lack of foresightedness in the planning body, the planning mechanism is very weak here, for the poor people there is no column reserved in the policy. He added that as there is no industrial development so the economic base is very weak which has given rise to lots of problems. In his opinion the people sitting at the influential positions do not have any obligation for the people, also pointing on the lack of manpower he said that from many years there is no recruitment process of new staff, for getting good services the capacity of the staff should be enhanced and there should be tactful planning for optimum utilization of budget allocated. He also quoted the Gadgil formula for assessing economic growth.

Dr. Shomikho Raha, Senior Adviser Asia Foundation in his remarks mentioned that CUTS has done a remarkable work by pointing out the ethos of the people and addressing the key issues, though some of the factors could not be covered, because of limited time. Further giving his opinion about the findings that we can't say that the system had failed in delivering the services as it is evident that some of the services are either good or working average, so we should point out what is working well in the government, we should talk more about that, he added that there is always room for improvement, as people are benefitting from resident welfare society, then it should be strengthened, the improvement can be brought through establishing linkage between vertical and horizontal accountability institutions.

Rajendra Bora, Chairperson State Resource Centre and Senior Journalist said that the mirror has been shown through these findings and we need to face it for improving our face. He further said that there is a dire need of developing ownership among citizens and other stakeholders towards the Jaipur city.

Manish Pareek, Deputy Mayor, JMC pointed out various challenges in the proper delivery of various services by JMC. He said that the mandatory provisions made under constitution are being violated by administrative authorities; giving example he said that as per Municipal act the regular meetings are mandatory, in case of violation of the same penalty of Rs.10,000 will be posed, in spite of that not even a single meeting was conducted by the department and penalty is paid out of the public money, so in presence of such irresponsible officers the thought of development is impossible.



Sharing of Experience by project partners

B. R. Sharma of *Hardev Sikshan Evam Jan Kalyan Sansthan* shared that under this project they were able to achieve various small but very significant changes in their ward. People

are benefited by the constant interface between them and service providers. Service providers and councillor got opportunities to visit different place of the ward and see the conditions of areas as well as they also got a platform to share the difficulties they are facing to deliver the services.

Seema Joshi of *Maulik* Foundation thanked CUTS to initiate such intervention in Jaipur city where it was needed. Project helped them in increasing the awareness in general public about their role in making their city clean and healthy. People of their ward were always blaming their service providers for poor service delivery, but now they themselves are using the helpline numbers to register the complaints and taking part in the awareness campaign which is running in the ward for keep streets clean.

Kavita Mishra and Sunita Mawar, Councilors of Ward Number 75 and 52 respectively shared their experience. Both mentioned about the difficulties they are facing in delivering better service to the people. Each wards of Jaipur city has different



conditions according to size of ward, available facilities, public amenities, green area geographical conditions etc. Some wards were already in good conditions. Some are newly added in JMC jurisdiction. Newly added wards are very large in size but facilities are less as per requirement. Still the government is not allocating extra funds to these wards. Budget allocations are not equal. But requirements are more. There are many unapproved colonies, *kachchi bastis*, land encroachments problems and many more issues in some of the wards. There are also lack to man power and resource in JMC. These wards need extra budget allocations. Few other participants also shared their views about the interventions and expressed their concern towards the improving urban governance.

Vote of Thanks

Madhu Sudan Sharma, Project Coordinator, CUTS summarised the discussion of the meeting and thanked all participants and delegates for taking active part in the advocacy event.

Annexure IV: CRC Questionnaire



प्रश्नावली

'माई सिटी' परियोजना

(दि एशिया काउन्सिल के सहयोग से 'कट्स' द्वारा संचालित)

घाट नं.:

फॉर्म नं.:

उत्तरदाता का विवरण:

नाम:

लिंग: पुरुष महिला आयु:

पता:

सबत पते पर रहने की अवधि: सम्पर्क नं.:

साक्षात्कार की दिनांक:

उत्तरदाता की जागरूकता का स्तर:

1. आपका घाट नंबर क्या है? नहीं जानते

2. आपके घाट के पार्षद का क्या नाम है? नहीं जानते

3. क्या आपके पार्षद का कोई कार्यालय है?
1. हाँ 2. नहीं 3. नहीं जानते

3.1 यदि हाँ, तो कहां पर है?

सेवा आपूर्ति का स्तर

4. आपकी कॉलोनी/मोहल्ले में सड़कों की क्या स्थिति है?
1. अच्छी 2. खराब 3. औसत 4. सड़क नहीं है 5. नहीं जानते

4.1 जब सड़क खराब हो जाती है, तो परम्पत
1. समय पर होती है 2. थिलथिल से 3. अत्यधिक थिलथिल से
4. नहीं होती है 5. नहीं जानते

4.2 सड़क बनाये जाने पर गुणवत्ता कैसी होती है?
1. अच्छी 2. खराब 3. बहुत खराब 4. औसत 5. नहीं जानते

5. आपकी कॉलोनी/मोहल्ले में रोड़ लाईट की स्थिति कैसी है?
1. ठीक काम करती है
 2. काम नहीं करती है
 3. उपलब्ध ही नहीं है
 4. पता नहीं
- 5.1 यदि रोड़ लाईट की सुविधा नहीं है, क्या आपने कभी इसकी मांग की है?
1. हाँ
 2. नहीं
 3. आवश्यकता नहीं
- 5.1.1 क्या मांग करने पर रोड़ लाईट लगी?
1. हाँ
 2. नहीं
 3. पता नहीं
- 5.2 क्या रोड़ लाईट आवश्यकतानुसार उपलब्ध है?
1. हाँ
 2. नहीं
 3. पता नहीं
6. पानी की आपूर्ति की स्रोत क्या है?
1. सरकारी सप्लाई
 2. प्राइवेट सप्लाई
 3. सार्वजनिक जल स्रोत
 4. स्वयं का दयुवधेल
 5. अन्य
- 6.1 आपकी आवश्यकतानुसार क्या पानी की आपूर्ति पर्याप्त मात्रा में होती है?
1. हाँ
 2. नहीं
 3. पता नहीं
- 6.2 आपके विचार में पानी की गुणवत्ता कैसी है?
1. अच्छी
 2. खराब
 3. संतोषजनक
 4. पता नहीं
7. आपके यहाँ कचरा संग्रहण की क्या व्यवस्था है?
1. घर से इकट्ठा किया जाता है
 2. खुद जाकर कचरा पत्र में डालते हैं
 3. खाली जगह फेंकते हैं
 4. अन्य
- 7.1 यदि कचरा संग्रहण घर से होता है, तो इसकी आवधि क्या है?
1. रोजाना
 2. दो दिन में एक बार
 3. सप्ताह में एक बार
 4. नहीं जानते
- 7.1.1 कचरा संग्रहण की व्यवस्था किसके द्वारा होती है?
1. जयपुर नगर निगम
 2. जयपुर विकास प्राधिकरण
 3. सोसायटी
 4. अन्य संस्था.....
 5. पता नहीं
- 7.2 यदि कचरा पत्र में डाला जाता है, तो इसकी सफाई की आवधि क्या है?
1. रोजाना
 2. दो दिन में एक बार
 3. सप्ताह में एक बार
 4. नहीं जानते
- 7.3 आपकी गली/मोहल्ले में सफाई व्यवस्था कैसी है?
1. अच्छी
 2. खराब
 3. संतोषजनक
 4. पता नहीं
8. क्या आपके यहाँ सिवर व्यवस्था है?
1. हाँ
 2. नहीं
 3. पता नहीं

8.1 सिफर की स्थिति कौसी है?

1. कोई दिक्कत नहीं 2. अक्सर जाप रहती है
3. कभी कभी समस्या होती है 4. पता नहीं

8.2 क्या आपकी कॉलोनी/मोहल्ले में नाली से सम्बन्धित समस्या है?

1. हाँ 2. नहीं 3. पता नहीं

9. क्या आपके निवास के पास कोई सार्वजनिक छद्दान या पार्क है?

1. हाँ 2. नहीं 3. पता नहीं

9.1 यदि हाँ, तो यह किस स्थिति में रहता है?

1. अच्छा 2. खराब 3. संतोषजनक 4. पता नहीं

10. क्या आपकी कॉलोनी में बच्चों के लिए खेल का मैदान है?

1. हाँ 2. नहीं 3. पता नहीं

10.1 यदि हाँ, तो यह किस स्थिति में रहता है?

1. अच्छा 2. खराब 3. संतोषजनक

11. क्या आपके क्षेत्र में कोई सामुदायिक केंद्र है?

1. हाँ 2. नहीं 3. नहीं जानते

11.1 यदि हाँ, तो इसका रखरखाव किसके द्वारा होता है?

1. जयपुर नगर निगम 2. जयपुर विकास प्राधिकरण
3. सोसायटी 4. अन्य संस्था 5. पता नहीं

11.2 सामुदायिक केंद्र किस स्थिति में है?

1. अच्छा 2. खराब 3. संतोषजनक

12. क्या आपकी कॉलोनी/मोहल्ले में जायारा पशुओं की समस्या है?

1. हाँ 2. नहीं 3. पता नहीं

13. क्या आपके यहां पार्किंग की समस्या है?

1. हाँ 2. नहीं 3. पता नहीं

शिकायत सम्बन्धित प्रश्न

14. उपर उल्लेख की गई सेवाओं से सम्बन्धित समस्या होने पर आप क्या करते हैं?

1. शिकायत करते हैं 2. कुछ नहीं करते हैं 3. पता नहीं

14.1 यदि शिकायत करते हैं, तो कहाँ करते हैं?

1. नार्ड 2. सोसायटी 3. नगर निगम 4. अन्य

14.2 शिकायत करने पर समाधान होता है?

1. हमेशा समय से 2. हमेशा विलम्ब से
3. बार-बार शिकायत करने पर 4. कोई समाधान नहीं

नागरिक सहभागिता

15. क्या आपकी कॉलोनी में कोई रजिस्टर्ड वेलफेयर सोसायटी अथवा विकास समिति है?

1. हाँ 2. नहीं 3. नहीं जानते

15.1 यदि हाँ, तो क्या आप इसके सदस्य हैं?

1. हाँ 2. नहीं

15.2 क्या अबत सोसायटी कॉलोनी की समस्याओं को हल करने में मदद करती है?

1. हाँ 2. नहीं 3. नहीं जानते

16. क्या आप पार्टी समिति के बारे में जानते हैं?

1. हाँ 2. नहीं

16.1 यदि हाँ, तो क्या आपने समिति की बैठक में कभी भाग लिया है?

1. हाँ 2. नहीं

17. क्या आपके पार्षद ने कभी समस्याओं के बारे में कोई बैठक आयोजित की है?

1. हाँ 2. नहीं 3. पता नहीं

सर्वेकर्ता द्वारा अन्य कोई टिप्पणी?

.....
.....
.....
.....

सर्वेकर्ता का नाम:

संस्था का नाम:

दिनांक: सर्वे प्रारम्भ का समय: सर्वे समाप्ति का समय:

Annexure V: PSI Instrument

Public Service Index (PSI)

Instrument for data collection

Ward:

Colo

ny:

Date

:

Water Supply			Score									
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1
1.	Coverage of water supply connections	100 percent										
2.	Availability of water	1 hours a day										
3.	Quality of water	No problem in colour, smell, texture etc.										
4.	Timeliness of supply	Daily during a fixed time period										

Sewerage Facility			Score									
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1
1.	Coverage of Sewerage Facility	100 percent										
2.	Functioning of Sewerage Facility	No problem throughout the year										

Solid waste collection services			Score									
S.	Proposed	Benchmark	10	9	8	7	6	5	4	3	2	1

No	Indicator												
1.	Coverage of Solid waste collection services	100 percent											
2.	Frequency of Solid waste collection services	Once in a day											
3.	Cleanliness of roads	No litter, cow-dung, water-logging, Open hole etc.											

Street roads			Score										
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1	
1.	Coverage of street roads	100 percent											
2.	Quality of road surface	Without any pits, trenches on road, plane surface, No encroachment											
3.	Frequency of maintenance of street roads	Once in a year											

Street lights			Score										
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1	
1.	Coverage of street lights	100 percent											
2.	Functioning of street lights	All lights functional											
3.	Adequacy of street lights	Distance between 2 pillars should not be more than 100 meters											

Parks <i>(Put Zero if no park)</i>			Score										
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1	0

1.	Adequacy of the Park	One per colony															
2.	Development of Park (Walls, entrance gates, plantation, lights etc.)	Presence of boundary, gate, railing, walkway, children equipment, lawn, trees															
3.	Cleanliness of park	No litter, garbage, entrance of stray animals, clean sidewalk etc.															
4.	Maintenance of Park	Person comes at least twice in a week to maintain															

Community Hall <i>(Put Zero if no hall)</i>		Score											
S. No	Proposed Indicator	Benchmark	10	9	8	7	6	5	4	3	2	1	0
1.	Adequacy of Community Hall	At least one in each colony											
2.	Condition of Community hall*	All in order											
3.	Availability of community hall for the residents	Easily available for all if vacant, first come, first serve basis											
4.	Cleanliness of the community hall	Clean toilets, lawn, hall-paint, without seepage											

*Boundary wall, Building, water, Meeting facilities, Toilet & Bathroom with water, lawn with grass, etc. present

Annexure VII: Sustainability & Advocacy Meet

Report

Sustainability & Advocacy Meet

**Hotel Vesta International, Jaipur
July 30, 2013**

Before formal concluding of the project MyCity, a meeting was organised partner CSOs on July 30, 2013 at Hotel Vesta International, Jaipur. Meeting was attended by the representatives of all partner organisations and CUTS team which was organised to share the experience of all project partners and to discuss the sustainability aspect of the project.

Amar Deep Singh welcomed the participants in the meeting. George Cheriyan, Director CUTS congratulated partner CSOs for successfully completion of all the activities under the project. He mentioned that all the partners have shown enthusiasm in effectively implementing the



project. Though the project is formally concluding, but the momentum created by the project should not stop here. All partner CSOs should take their local issues. Each partner organisations shared their experience of during implementation.

Representatives of partner CSOs took active part in the discussion and shared their experiences views about sustainability. Few suggestions provided by the partners are as mentioned below:

- Capacity of selected CSOs enhanced on urban governance, which should be utilise for implementing the next phase of intervention. There is need to continue the intervention in the same wards.
- Increased awareness in general public was a positive aspect of the project and also helpful in improving the conditions of services. Partner should focus on increasing it more in their respective area.
- JMC officials are more sensitised about the citizen involvement in the urban local governance by the constant interaction of CSOs. It will be helpful in taking



up local issues for improvement.

- CAG members have key role in the intervention. CAG will continue to take up the issues of local governance with the help of partner CSOs.
- Partner CSOs should try to continue engage community service provider which will help in further improving their relationship.

CUTS team members responded on the suggestions given by partners and assured to consider these discussion points emerged out from meeting for the future strategy.

Presentation of key findings to Chief Executive Officer (CEO) of Jaipur Municipal Corporation (JMC)

An exclusive presentation of key findings emerged out from MyCity project was made for Jagroop Singh Yadav, Chief Executive Officer (CEO) of JMC on July 30, 2013 in continuation of partner meet. The purpose was to advocate the issues and recommendations with key officials for appropriate decisions to ameliorate the situation of services deliveries at JMC.

George Cheriyan gave a warm welcome to the CEO and briefly informed about project activities and some of the important issues to address. Further, Om Prakash Arya presented the key findings of the CRC findings and said that as per the feedback received from citizens of

eight selected wards it found that 45 percent of roads are either bad or there are no roads, 36 percent of the people say that they walk in dark due to absence of street lights, 34 percent of



the people complaint about the insufficient supply of water and 14 percent people reported about bad quality. The major concern which has brought JMC into the news that is of garbage collection, 52 percent people dispose their garbage in open, due to absence of depots, and more than 80 percent of the people are harassed by the stray animals. In majority of the places there are no community hall and parks. While presenting the findings of PSI, which is a scientific tool used for assessing selected JMC services based on some parameters. Putting the scores he illustrated that the scoring of some of the services like Solid waste collection 4.61, Community hall 0.4, parks 1.66 and street roads 5.67 with average score and rest having very poor score even below the average. Further he added that with the strength of near about 8000 staff and expenditure of 19 crore rupees every month on sanitation, JMC is not able to cope up

with the problem, the reason for the same is weak status of ULBs and their poor participation in urban planning. There is a need of the hour to strengthen ULBs and ward committees.



After listing the presentation, Jagroop Singh Yadav responded and mentioned that JMC is in the process of arrangements to collect the garbage from all the 77 wards of Jaipur city and it will be started within two months. Responding to the problem of stray animals, Yadav mentioned that the number of cages has been increased and serious efforts are being taken to provide relief to the citizens of Jaipur city from the problem of stray animals. He also informed about the appointment for 2877 new positions in JMC for which process has begun. This will further help in improving the quality of services, he said. Mentioning about the current situation he said that the number of employees in JMC is five per two thousand which should be ideally four per thousand.

He said that it is mistaken perception among citizens that the employees of JMC do not work. He appreciated the effort of CUTS for engaging citizens and officials and provided them platform for interactions and requested CUTS to do the similar studies and provide feedback of citizens from other wards also those were not considered for the study this time. Finally he quoted that 'no one gets a better governance than he or she deserves' and made an appeal from people that the citizens should cooperate and act like a representative of JMC in order to make the efforts of JMC a success. Amar Deep Singh gave thanks to CEO to take for attending the presentation and making comments on it.

Annexure VII: Media Coverage



Grey Areas in Pink City

Mahim Pratap Singh, The Hindu, August 24, 2013

Jaipur's rapid growth and over-population has already taken a toll on its residents' access to basic urban amenities, finds a new study



PUBLIC SERVICE INDEX	
SERVICES	OVERALL SCORE
Water Supply	7.95
Sewerage	6.53
Solid Waste Collection	4.61
Street roads	5.67
Street lights	7.87
Parks	1.66
Community Hall	0.4

Source: The data is based on eight municipal wards of Jaipur Municipal Corporation

Poor delivery of urban services: A waterlogged road in Jaipur

The civic maturity of any city is manifested most visibly in its residents' quality of life and their access to basic urban amenities.

According to the UN-HABITAT's State of The World's Cities 2012-13, Jaipur will be the 10th most populated Indian city by 2025. The city's annual average growth rate is 5.3 per cent, twice the national rate of urban growth. During a span of 10 years (2001-2011), Jaipur witnessed an increase in population from 2.3 million to 3.1 million.

Further, the Union Urban Development Ministry ranks Jaipur 230th on a list of 423 Class-I cities in terms of sanitation conditions. While the challenges faced by the Jaipur Municipal Corporation (JMC) are monumental, the existing state of civic amenities in the city raises concerns about whether the JMC is prepared to meet these challenges.

Consumer Unity & Trust Society (CUTS), a non-profit outfit working in the areas of consumer rights and urban governance, recently undertook an initiative 'My City', in partnership with The Asia Foundation, and came up with some interesting numbers on the Pink City's urban life.

The study found, among other things, that 52 per cent residents of Jaipur were forced to dump their garbage in the open while 34 per cent faced insufficient water supply.

"The initiative was taken to improve the services of the Jaipur Municipal Corporation by emphasising the importance of local government and strengthen the roots of local self-

governance by taking power to the people in the spirit of 74th constitutional amendment,” says George Cheriyan, Director of CUTS.

After surveying eight municipal wards of the city, CUTS came up with a ‘Citizen’s Report Card’ and a ‘Public Service Index’, both offering valuable insights in how the city residents rate the amenities provided to them by local bodies.

According to the Citizen’s Report Card, only one per cent people were satisfied with the condition of roads in their areas while a staggering 29 per cent of the surveyed population continued to live in areas with no road connectivity.

Thirty-six per cent respondents complained of poor or no road lights, while only 21 per cent had a park in their neighbourhood. About three-fourth of the people surveyed admitted to facing constant problems with stray animals while over half of them grappled with vehicle parking problems every day.

Resident Welfare Committees (RWCs), which have emerged as crucial platforms for the advocacy of resident rights, were found to be active only in 30 per cent areas. The importance of RWCs can be gauged from the fact that wherever these were active, 80 per cent respondents claimed to have benefitted from these.

The Public Service Index evaluated all eight wards on certain key indicators such as roads, sewerage, solid waste disposal, water supply and other amenities like parks and playgrounds, and ranked them accordingly.

Mr. Cheriyan points out three reasons for the continued poor delivery of urban services — negligible devolution of power to the urban local bodies, poor participation of citizens and absence of ward committees.

Manish Parik, Deputy Mayor, JMC, says administrative inefficiency is a major hindrance in the proper delivery of services by the corporation. “Provisions mandated by the 74th constitutional amendments are constantly violated by administrative authorities,” he rues.

Even former bureaucrats agree that the city’s infrastructure is crumbling under massive pressure from an ever growing population. “Urbanisation is required for development, but in Jaipur’s case rapid growth has caused huge problems as the city’s economic base is weak. It is unfortunate that the common man and the taxpayer feel that their monetary contributions in the form of taxes fail to bring about any visible results,” says M.L. Mehta, former Chief Secretary of Rajasthan.

JAIPUR'S 'DIRTY PICTURE'

50% people dump garbage in open

Shabdita Pareek/Jigyasu Joshi
htraj@hindustantimes.com

JAIPUR: The government is trying to sell Jaipur as a world class city but the ground reality is pathetic. A survey conducted by an NGO reveals that 52% of the people in Jaipur dump their garbage in open spaces.

Consumer Unity and Trust Society (CUTS), an NGO working for a consumer protection in Jaipur, conducted the survey of 600 residents in eight selected wards of the city. The residents had to fill in a questionnaire asking whether they were satisfied with the key services such as roads, sewerage, solid garbage, water supply, and amenities such as parks and playgrounds in the city.

Apart from problem of solid waste dumping, people complained about lack of parking space. The survey revealed that 50% people face parking problem in their areas.

Geogre Cherian, director, CUTS International, said that residents pointed out that while

SURVEY HIGHLIGHTS



■ The survey also finds that Jaipur does not have enough playgrounds for children. HT FILE PHOTO

"34% of the people are facing problem of water scarcity in Jaipur."

Services	Overall Score
Water Supply	7.95
Sewerage	6.53
Solid Waste Collection	4.61
Street roads	5.67
Street lights	7.87
Parks	1.66
Community Hall	0.4

SOURCE: CUTS SURVEY

cars had mushroomed in the city there was no adequate parking space either in commercial or in residential areas.

The survey found that 34% of the people are facing problem of water scarcity as the supply of water in some of the wards is very poor and the quality of the water too is suspect.

The study indicates that condition of roads and street lights is bad in Jaipur city. 36% of those surveyed complained

of dysfunctional or unavailable street lights whereas only 1% of the people were satisfied with condition of roads in the city.

Shrinking green spaces are also a concern. Only 21% of the people have park in their area.

About 74% of the people said stray animals are a menace in the city. Moreover, the strong union of sanitation workers has proved a major hurdle in getting sanitation works through private players

for garbage collection in the city.

Cherian said "Negligible devolution of power to the Urban Local Bodies, poor participation of citizens and absence of ward committees are the root causes of poor service delivery."

The study points out that the JMC has a staff of 8,000 and spends R19 crore on sanitation per month but has still been unable to get its act together.

20.07.2013

JAIPUR, SATURDAY

dnaindia.com

facebook.com/dnaindia twitter.com/dna

CITIZENS' SURVEY | Report released by CUTS, an NGO, says 80% residents don't have parks; 50% complain their colony has no roads

Jaipur residents have-nots when it comes to facilities

dna correspondent • Jaipur

The result did not have anything new to reveal. But, what surprised the surveyors from CUTS, an NGO, was the magnitude of the people who consider themselves as have-nots when it is about getting access to basic facilities in city.

In the state's capital, the biggest problem is the lack of roads or their bad condition. In the survey, 45 per cent people admitted the road conditions are very bad or there were no roads at all in the colony where they resided. Only one percent of the residents said that roads are good in their locality.

Another major problem came to the



Huge ditches like this dot the roads in the city and pose a threat to the lives of commuters.

For the record

80 per cent of respondents said there are no parks and marriage grounds

52 per cent people said that they are dumping waste in open

45 per cent people admitted that their locality either did not have any roads or they were in bad condition

notice of the surveyors of sanitation in city. Half the people interviewed were disappointed with sanitation arrangements. Quite surprising when JMC claims

that 8,000 employees are keeping the city clean at a daily cost of Rs19 crore.

More than 80 per cent of the respondents said there are no parks for recrea-

The councillors are helpless; they neither have powers, nor do they get funds to do anything in their wards. They all depend on CEO of JMC or other civic officials. —Manish Pareek, dy mayor

tion and marriage grounds in their area. One in every three residents said they have not seen streetlights lighting up the access road to their residence. The survey was conducted by CUTS with The Asia Foundation. The sample size was 600 people; 75 people were interviewed from each ward.

जन जागरण से होगा सेवाओं का उपयोग



नक्स जयपुर

मौलिक फाउंडेशन की ओर से नागरिकों के लिए जन जागरण कार्यक्रम का आयोजन किया। जिसमें उप महापौर मनीष पारीक ने कहा कि जन जागरण से ही सफाई, लाइट, सड़क, पानी और कानून व्यवस्थाओं जैसी सेवाओं का पूरा उपयोग किया जा सकता है। साथ ही निगम के मुख्य आयुक्त जगरूप सिंह यादव ने भी अपने विचार व्यक्त किए। इस मौके पर फाउंडेशन के सचिव डॉ. सीमा जोशी ने बताया कि जन जागरण कार्यक्रम में लोगों की समस्याओं पर विचार विमर्श किया गया और उन्हें समाधान के उपाय बताए। इस अवसर पर फाउंडेशन की ओर जारी जागरण पत्रक का भी विमोचन किया गया। कार्यक्रम के अंत में अरूण जोशी ने सभी आगन्तुकों का धन्यवाद ज्ञापित किया।

वार्ड की समस्याओं पर चर्चा



राजापार्क स्थित प्रेम मंदिर संस्थान में कट्स संस्था के संयुक्त तत्वाधान में माई सिटी के तहत वार्ड से संबंधित समस्याओं को लेकर बैठक का आयोजन हुई। जिसमें वार्ड पार्षद, सदस्य व आमजन ने क्षेत्र की समस्याओं के बारे में चर्चा की व सुझाव दिए। वार्ड पार्षद लेखराज जेसवानी ने वार्ड की समस्याओं के निराकरण करवाने का आश्वासन दिया। पार्षद ने बताया कि इस संस्थान में आयोजित होने वाली प्रत्येक माह होने वाली इस बैठक के माध्यम से आमजन की समस्याओं को सुनेगे व उनकी समस्या का समाधान करवाने का प्रयास करेंगे। प्रेम मंदिर संस्थान की सचिव रंजु जैन ने बताया कि संस्थान में हर माह होने वाली बैठक में पार्षद के समक्ष वार्ड की समस्याओं को अवगत कराया जाएगा। क्षेत्र में सफाई व्यवस्था, पानी, सड़क आवरा जानवरों से सुरक्षा का समाधान करवाया जाएगा।

इंद्रजीत महरड़ा, वार्ड 50

उपमहापौर ने सुनी समस्याएं

जयपुर। मौलिक फाउंडेशन और कट्स के माई सिटी परियोजना की

ओर से शुक्रवार को उपमहापौर मनीष पारीक के पुरानी बस्ती स्थित कार्यालय में बैठक आयोजित हुई। इस मौके पर पारीक ने कहा कि बैठक में आई समस्याओं को जल्द निवारण किया जाएगा। बैठक में फाउंडेशन सचिव डॉ. सीमा जोशी, देशबंधु



माई सिटी परियोजना के तहत बैठक

जयपुर (कासं)। सहारा शिक्षा समिति के तत्वावधान में "माई सिटी परियोजना" के अन्तर्गत बैठक की गई। यह बैठक वार्ड 75 के कमाण्डर सुभाष सैकण्डरी स्कूल न्यू इन्द्रा कॉलोनी जलमहल रोड जयपुर में "कट्स इंटरनेशनल" के निर्देशानुसार वार्ड स्तर पर की गई। जिसके अन्तर्गत परियोजना परिचय व गतिविधियों की जानकारी वार्ड स्तर पर की गई तथा इस बैठक का उद्देश्य स्थानीय समस्याओं पर चर्चा कर उनके निराकरण हेतु सेवा प्रदाताओं से संभावित निराकरण के उपायों पर चर्चा करना था। ताकि स्थानीय निकाय की सेवा वितरण प्रणाली में गुणवत्ता के साथ सुधार हो सेवाओं का बेहतर क्रियान्वयन हो सके। आयोजक संस्था के सचिव जागृति सहारा ने बताया कि इस बैठक में वार्ड पार्षद कविता मिश्रा, दौलत त्रिलोकानी समाज सेवी, स्थानीय नागरिक एवं सीएजी सदस्य कट्स के प्रतिनिधि अरमद्वीप सिंह, धमेन्द्र चतुर्वेदी आदि ने भागीदारी की। पार्षद ने समस्याएं सुनी और समाधान का आश्वासन दिया।

लोगों की भागीदारी है जरूरी

माई सिटी परियोजना की बैठक शुक्रवार को पांच्यावाला गिरधर पब्लिक सी. सै. स्कूल, हरदेव शिक्षण एवं जनकल्याण शिक्षण संस्थान के सांविध्य में आयोजित की गई। मुख्य अतिथि उपमहापौर मनीष पारीक, अध्यक्ष क्षेत्रीय पार्षद नीता यादव व विशिष्ट अतिथि परियोजना अधिकारी अमरदीप सिंह थे। बैठक में यशपाल आसिवाल, इंद्रसिंह, भूपराम शर्मा आदि लोग मौजूद थे। उपमहापौर ने कहा कि स्थानीय निकायों की सेवाओं में सुधार लाने हेतु कट्स की ओर से वार्डों में संचालित परियोजना से विकास संभव है। इसमें लोगों की भागीदारी भी जरूरी है।



श्रीलंकाई दल ने माई सिटी परियोजना का लिया जायजा



वार्ड 64 में चल रही सेवा प्रदाताओं, आमजन, जनप्रतिनिधियों के बीच समन्वय से विकास की अद्यतनता का जायजा लेने मंगलवार को श्रीलंकाई दल पहुंचा। दल ने माई

प्रशासन एवं जन सहभागिता से समस्याओं का समाधान : पारीक

कट्स इंटरनेशनल तथा हरदेव शिक्षण एवं जन कल्याण संस्थान के सहयोग से वार्ड 11 में माई सिटी परियोजना के तहत गिरधर सीनियर सैकंडरी स्कूल पांच्यावाला में द्विपक्षीय बैठक हुई। अध्यक्षता पार्षद नीता यादव ने की। मुख्य अतिथि उप महापौर मनीष पारीक ने कहा कि प्रशासन एवं जनसहभागिता से ही समस्याओं का समाधान हो सकता है। हमें कार्यों को सूचीबद्ध करके वरीयता के क्रम में पार्षद, विधायक एवं सांसद से मिलकर समस्याओं का समाधान निकालना चाहिए। कट्स से आए वरिष्ठ परियोजना अधिकारी अमरदीप सिंह, पार्षद नीता यादव ने भी विचार व्यक्त किए।

Annexure VIII: Schedule of Community Meetings

Consolidated Schedule Community Meetings organised by Partner CSOs

Sr. No.	Ward No. & Zone	Partner Organisation	Date of Meetings
1	Ward No. 75, Amer Zone	Sahara Siksha Samiti, Amer Road, Jaipur	27/02/2013 19/03/2013 19/06/2013 27/06/2013 10/07/2013 16/07/2013
2	Ward No. 56, Hawamahal (East) Zone	Akhil Rajasthan Jati-Janjati Prachar-Prasar Sansthan (ARJPS), Jaipur	25/02/2013 19/03/2013 25/06/2013 02/07/2013 15/07/2013 16/07/2013
3	Ward No. 50, Moti Dungri Zone	Prem Mandir Sansthan Jawahar Nagar, Jaipur	27/02/2013 20/03/2013 25/05/2013 26/06/2013 06/07/2013 08/07/2013
4	Ward No. 36, Sanganer Zone	Vision Youth Action Society Sanganer, Jaipur	28/02/2013 21/03/2013 25/06/2013 02/07/2013 15/07/2013 16/07/2013
5	Ward No. 64, Hawamahal (West) Zone	Maulik Foundation Society, Chandpole Bazar, Jaipur	28/02/2013 22/03/2013 26/05/2013 13/06/2013 06/07/2013 12/07/2013
6	Ward No. 68, Vidhaydhar Nagar Zone,	Labour Education & Development Society, Shastri Nagar, Jaipur	28/02/2013 23/03/2013 20/06/2013 03/07/2013 05/07/2013 10/07/2013

7	Ward No. 23, Mansrovar Zone	Society for Social Development & Human Rights (SDHR), Jaipur	25/02/2013 23/03/2013 30/06/2013 13/07/2013 14/07/2013 14/07/2013
8	Ward No. 11, Civil Lines Zone	Hardev Sikshan Evam Jan Kalyan Sansthan, Vaishali Marg, Jaipur	25/02/2013 23/03/2013 17/06/2013 29/06/2013 12/07/2013 15/07/2013

Annexure IX: Schedule of Interface Meetings

Schedule of Interface Meetings

Sr.	Ward No. & Zone	Partner Organisation	1 st Round	2 nd Round
1	Ward No. 68, Vidhaydhar Nagar Zone	Labour Education & Development Society	29/04/2013	23/07/13
2	Ward No. 75, Amer Zone	Sahara Siksha Samiti,	22/04/2013	24/07/13
3	Ward No. 11, Civil Lines Zone	Hardev Sikshan Evam Jan Kalyan Sansthan,	26/04/2013	24/07/13
4	Ward No. 36, Sanganer Zone	Vision Youth Action Society	29/04/2013	26/07/13
5	Ward No. 23, Mansrovar Zone	Society for Social Development & Human Rights (SDHR)	02/05/2013	26/07/13
6	Ward No. 56, Hawamahal (East) Zone	Akhil Rajasthan Jati-Janjati Prachar- Prasar Sansthan (ARJPS)	30/04/2013	29/07/201 3
7	Ward No. 50, Moti Dungri Zone	Prem Mandir Sansthan	24/04/2013	29/07/13
8	Ward No. 64, Hawamahal (West) Zone	Maulik Foundation Society	20/04/2013	29/07/13