

## Transforming Urban Governance in Rajasthan

*– Through Capacity Building and Better Financial Management*

In accordance with the project mandate to guide all stakeholders in improving the efficiency and effectiveness of municipal corporations, this Position Paper provides a brief overview of the current policy frameworks related to urban governance in the state of Rajasthan and the lacuna that exists within the key priority areas.

It summarises essential background information on urban governance, municipal finance, waste management, and community participation. It concludes by highlighting the state's rising urbanisation opportunities and the need to address the shortcomings.

The paper is designed to enhance knowledge and improve communication with state policymakers, public representatives and programme managers of various urban local bodies of Rajasthan.

### Overview of the State

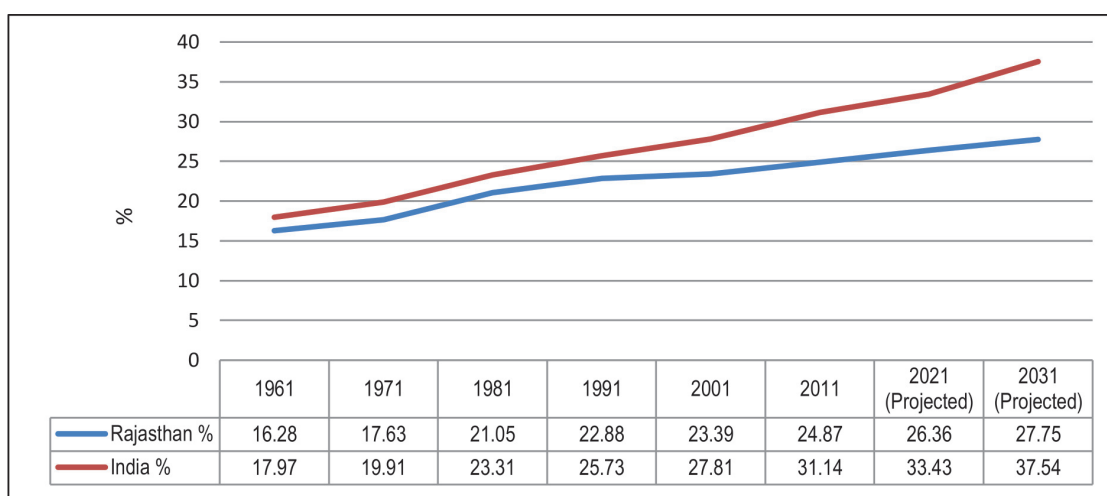
The State of Rajasthan has a geographical area of 3.42 lakh sq km and is one of the largest states in the country. According to the Unique Identification Authority of India (UIDAI), in 2020, Rajasthan's total population will be over 8 crores. Though as per Census 2011, its total population is 6.85 crore, with one of the lowest densities of population in the country. Regarding region-wise break-up, Rajasthan's urban population is 1.70 crore which is 24.9 percent of the total population.

In contrast, the rural population stands at 5.15 crore, 75.1 percent of the total population. The

percentage share of Rajasthan's urban population in its total population increased from 16.28 percent (1961) to 23.39 percent (2001) and later to 24.9 percent in 2011.<sup>1</sup>

In terms of the urban population in Rajasthan, districts including Kota (60.31 percent), Jaipur (52.40 percent), Ajmer (40.08 percent), Jodhpur (34.30 percent) and Bikaner (33.86 percent) are the most urbanised districts, whereas Jalore (8.30 percent), Pratapgarh (8.27 percent), Banswara (7.10 percent), Barmer (6.98 percent) and Dungarpur (6.39 percent) are the least urbanised.<sup>2</sup>

**Figure 1: Urbanisation Trends in Rajasthan**  
(urban population as % of the total population)



Source: Economic Review 2021-22, Directorate of Economics & Statistics, Government of Rajasthan

The State is a mineral-rich region with a diversified economy with agriculture, mining and tourism as its main engines of growth. The north-eastern urban districts Alwar, Jaipur and Ajmer, bordering Delhi and linked with National Highway - NH8, are the main drivers of industrial development. These districts have been transformed rapidly into bustling industrial zone.<sup>3</sup>

Jaipur has the highest percentage of pucca houses, the second-highest percentage of bank branches per 10,000 population, the second-highest percentage of households with electricity connection and the second-highest percentage of households with a landline.<sup>4</sup> The city, in the last few years, has witnessed the highest growth in the real estate sector across the county, and this has been mainly due to significant infrastructural developments and connectivity improvements.

The most important driver of economic activity in Rajasthan will be the Delhi-Mumbai Industrial Corridor which passes 39 percent of its total length through the State, and the Smart Cities Mission, wherein Jaipur, Udaipur, Kota, and Ajmer have been selected. Through such initiatives, the government makes cities citizen-friendly and sustainable, thereby adding

immense value to tourism. Due to such developmental activities happening within the State, a more rapid rate of urbanisation is expected to set soon.

## Local Governance Framework

India has three-tier planning and governance structure after the introduction of the 74<sup>th</sup> Constitutional Amendment in 1992, and the three levels are National, State and Local. The 74<sup>th</sup> CAA incorporates provisions for devolution of certain powers and functions to the third tier of governance structure, i.e., Urban Local Bodies (ULBs), to assure economic development and social justice.

The 12<sup>th</sup> schedule of the Constitution lists the specific 18 functions under physical, economic and social development that are best devolved to ULBs (Refer to Table 2). But the institutional structure is not uniform across states or metropolitan areas and is complicated with political and administrative problems. The state legislature decides the size and criteria of these ULBs as they are set up under an Act of the state legislature. For example, Rajasthan Municipal Act, 1959, latest amended in 2009, defines the role and responsibilities of all ULBs of State.

**Table 1: Urban Unit at a Glance in Rajasthan (Census 2011)**

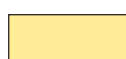
Administrative Units	2001	2011	Increase
No. of Districts	32	33	1
No. of Towns	222	297	75
No. of Statutory Towns	184	185	1
No. of Census Towns	38	112	74

Source: Population Facts and Figures Census Year 1961-2011, Directorate of Economics & Statistics, Government of Rajasthan.

**Table 2: Functions to be Devolved to ULBs as per the 12<sup>th</sup> Schedule of the Constitution**

ULBs Functions: Obligatory (O) / Discretionary (D)

1. Urban planning, including town planning (O)	2. Urban amenities and facilities such as parks (O)	3. Burials and burial grounds (O)
4. Regulation of land use and construction of buildings (O)	5. Cattle pounds; prevention of cruelty to animals (O)	6. Promotion of cultural, educational and aesthetic aspects (O)
7. Roads and bridges. (O)	8. Water supply for domestic, industrial and commercial purposes (O)	9. Registration of births and deaths. (O)
10. Public health, sanitation conservancy and solid waste management (O)	11. Street lighting, parking lots, bus stops and public conveniences (O)	12. Regulation of slaughter houses and tanneries (O)
13. Safeguarding the interests of weaker sections of the society (D)	14. Slum improvement and upgradation	15. Fire services (O)
16. Planning for economic and social development (O)	17. Urban poverty alleviation	18. Urban forestry (D)



Functions where ULB has complete jurisdiction



ULBs as mere implementing agencies



Functions with minimal role or having overlapping jurisdictions with state departments and/or parastatals



Function not devolved as core functions

**Table 3: Criteria for Defining ULBs in Rajasthan**

ULBs	Population Size	Population Density	Source of Revenue Per Person	% of the population involved in non-agriculture	Other
<b>Large Urban Area (Municipal Corporation)</b>	Equal or more than Five Lakhs or Divisional Headquarter	1000 People Per Square Kilometre or more	The source of revenue per person should be minimum ₹500	Minimum 50% of the population or more	Important place in term of economic and urban development
<b>Small Urban Area (Municipal Council)</b>	One Lakh - Five Lakhs or District Headquarter	500 People Per Square Kilometre or more	The source of revenue per person should be minimum ₹200	Minimum 25% percent of the population or more	Important place in terms of economic and urban development
<b>Transitional Urban Area (Nagar Palika or Urban Municipal Area)</b>	10 thousand or more	200 People Per Square Kilometre or more	The source of revenue per person should be minimum ₹10	Minimum 10 % of the population or more	Important place in terms of economic and urban development

Source: Government Order DLB20/351/19-02-2021, Department of Urban Development, Govt of Rajasthan. Accessed at <<https://urban.rajasthan.gov.in/content/dam/raj/udh/lsgs/lsg-jaipur/Order/order2021/Feb/351.pdf>>

State through separate Act empowers, in addition to the Municipality, development authorities to exercise powers and functions as it may think appropriate for the proper, rapid and planned development of an urban area. This empowers the State Government to take over the power of the Municipality to govern and develop an area directly and hand it over to a parallel development authority. Currently, several agencies are bestowed with such overlapping functions within the State that they are working to fulfil the assigned tasks within their defined roles.

The major urban development agencies working in Rajasthan are the Urban Development and Housing (UDH) Department, Development Authority (Jaipur, Jodhpur and Ajmer), Urban Improvement Trusts (UITs), Rajasthan State Industrial Development & Investment Corporation (RIICO), Rajasthan Housing Board (RHB), Town Planning Department, Special Purpose Vehicle (SPV)-Smart Cities, Public Works Department (PWD) Public Health and Engineering Department (PHED), Rajasthan Urban Sector Development Investment Programme (RUSDIP), Rajasthan Urban Drinking Water Sewerage & Infrastructure Corporation Limited (RUDSICO).

## Challenges of Urban Transformation

Rapid urbanisation brings along with it many challenges. This includes increased demand for affordable housing, well-connected and affordable transport systems and other local infrastructure and essential services, and jobs to ensure that the rising population is well-absorbed and integrated into the city. Besides, the pandemic's uncertainty and severity are challenging not only the public health infrastructure but also the economy and social fabric of the State.

Notably, ULBs cannot deliver their services efficiently and effectively due to insufficient resources and a lack of capacity/expertise. Demands for services are increasing with the growing population in urban areas, which ULBs cannot keep pace with. ULBs are facing a deficiency of resources due to a lack of adequate funds, financial autonomy, complexity and overlap in the delegation of powers. Most of the functions of MCs and development agencies intersect, and there is an absolute lack of clarity and coordination, resulting in poor efficiency of urban bodies.

Some of the ULBs are delivering services effectively by using innovative approaches and practices. These ULBs are offering a better quality of work within available resources. But there is no formal mechanism for sharing this learning among the ULBs. There is a dearth of responsible agencies to document and platforms to share these success stories/best practices.

### **Municipal Finance**

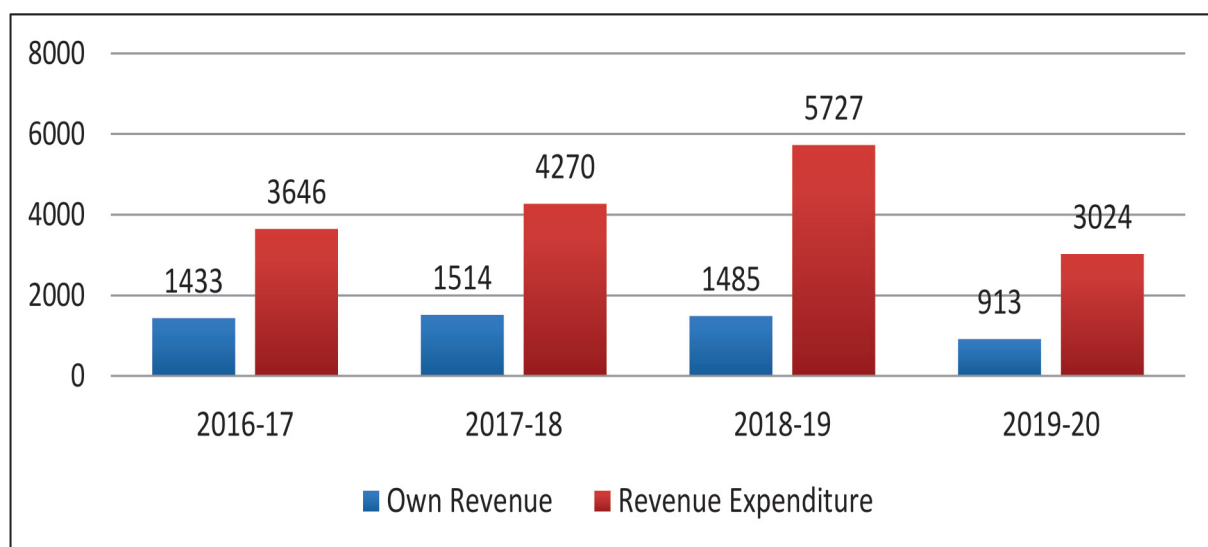
According to the 74th amendment Act, the state government is supposed to delegate all the powers. However, the Act does not provide revenue-raising powers to ULBs. From time to time, various studies have pointed out that the country's municipal finances are not in good shape. Municipal revenue continues to account for a small share of India's gross domestic product (GDP), and has remained stagnant at around one percent of GDP for the past many years. These local bodies also have limited capacity to raise resources through their sources of revenue and taxes and are all working under severe financial constraints. They are heavily dependent on funds from the Central and State Government.

In Rajasthan, the sources of funds for ULBs are Central and State Government grants and ULB revenue. As per Rajasthan Municipal Act, 2009, ULBs own revenue shall consist of its receipts from the following sources: Taxes; User charges for civic services; Fees and fines for the performance of regulatory and other statutory functions; Tax on professions, trades, and employments Tax on an advertisement on public places, etc.

Figure 2 indicates that ULBs are still largely dependent on Central/State grants and cannot generate revenue to be financially independent.

Every year during the budget presentation, the State Government announces several schemes and policies for uplifting and developing infrastructures in the urban sector. But often, the Audit report shows that most of these schemes are stuck midway due to a lack of adequate funding. For instance, some of the major project/policy initiatives relevant to urban sector development and the status of action taken on Budget Speech 2018-19 is summarised in Table 4.

**Figure 2: Resource-expenditure Gaps in Rajasthan's ULBs (₹ in crore)**



Source: Performance Audit on Efficacy of Implementation of 74th Constitutional Amendment Act, CAG India. Accessed at <[https://cag.gov.in/webroot/uploads/download\\_audit\\_report/2021/Full%20Report-English-74th%20CAA-0622b24e8505c47.07308141.pdf](https://cag.gov.in/webroot/uploads/download_audit_report/2021/Full%20Report-English-74th%20CAA-0622b24e8505c47.07308141.pdf)>

Traditional financial sources of ULBs may not be sufficient; therefore, the issuance of municipal bonds can be considered a viable option for financing public urban infrastructure. Though the current size of the municipal bond market is somewhat limited and distributed over a few strong municipalities of Ahmedabad, Nasik, Nagpur, etc., it can act as a robust supporting tool for ULBs if carefully planned and well approached.

Ahmedabad Municipal Corporation (AMC) was the first Municipality in Asia to have accessed the capital markets. The high demand for Ahmedabad's municipal bonds is a direct consequence of the municipal corporation receiving an AA+ rating from both a global (CRISIL) and an Indian (India Ratings) credit ratings agency in the 2018-2019 financial year.<sup>5</sup>

This indicated the AMC's capacity to pay interest and repay the principal amount. This has been made possible by AMC's sound financial management, which has resulted in a healthy revenue surplus in recent years.

Local governments with good credit ratings have the best chance of issuing bonds,

demonstrating good operational performance, financial health and strong governance. The various national and international rating agencies have developed the rating methodology, which describes any rating agency's approach to assessing the credit quality of the ULBs. The important parameters that are considered in the credit rating of municipal bodies may be broadly classified under the following heads:<sup>6</sup>

- Inter-Governmental Fiscal Relationships
- Economic Strength
- Operational Efficiency of the ULB
- Financial Strength of the ULB
- Project Pipeline and Execution Track Record
- Quality of Reporting, Monitoring and Reform Efforts
- State Government's Credit Quality

### **Solid Waste Management**

An effective and practical decentralised and integrated system of solid waste collection, treatment and disposal remain a challenge in almost all urban sectors. Like in other parts of the country, most cities in Rajasthan practice mere 'collect and dump' type model.

**Table 4: Major Project/Policy Initiatives Relevant to Urban Sector Development and the Status of Action**

Name of Department	Brief of announcements made in Budget Speech	Status of Follow Up action taken by the Department
<b>Transport</b>	State Level Road Safety Training Centre will be established at the cost of 10 crores for capacity building to reduce road accidents and fatalities.	No budget was allotted in 2018-19. Even land has also not been allotted so far (August 2019).
<b>Water Resources</b>	To increase the inward flow of water in the Bisalpur Dam Brahmani Banas, a project costing ₹6,000 crore was proposed. Jaipur, Ajmer and Tonk districts were to be benefitted from this project.	Department stated that Expression of Interest (EOI) for preparation of Detailed Project Report (DPR) is yet to be called for (July 2019) due to non-receipt of Administrative and Financial Sanction.
<b>Employment</b>	A provision of Rs 45 crore is being proposed to convert employment offices into Model Career Centre in 29 districts.	No Budget was allocated.

Source: CAG Audit Report 2020 - Finances of the State Government of Rajasthan.

In September 2018, the Comptroller and Auditor General (CAG) of India did a performance audit of 22 ULBs from 2012-13 to 2016-17 and trashed the efforts of ULBs in Rajasthan on waste disposal and said there were no adequate plans for reducing, reusing and recycling of the waste in most of the ULBs.

According to that report<sup>7</sup>, while the Rajasthan government had released INR 292.81 crore to ULBs in 2015-17 for solid waste management under the Swachh Bharat Mission, the ULBs could use only 20.69 percent of it. The report further points out that solid waste was neither segregated nor processed in any ULBs or *grama panchayats* (GPs) and is being dumped on open land.

The situation remains the same; nothing much has changed across the State. As per a recent press release<sup>8</sup> by the Ministry of Housing & Urban Affairs, across the State, over 4,800 metric tonnes (MT) of municipal solid waste are generated per day by the 198 ULBs. While the door-to-door waste collection covers 99 percent of its wards, only 28 percent of this waste is scientifically processed, while most of the unprocessed waste ends up in nearby dumpsites.

Despite exemplary work done by cities such as Dungarpur ('Cleanest City' in 25K-50K population category in Swachh Survekshan 2021), Rajasthan ranked 11th out of 14 States in the 'more than 100 ULBs' category in Swachh Survekshan 2021. Therefore, it is critical for the State to urgently take steps to segregate waste at its source, improve waste processing capacities, and begin the remediation of its legacy dumpsites.

Most efforts are currently directed at disposal strategies rather than reducing, reusing, and recycling waste. Further, in the absence of bye-laws and designated authorities to levy penalties, imposition of punishment for violation of waste rules has never happened. Monitoring the implementation of solid waste, plastic waste

and e-waste rules has always remained lax and ineffective. To make it even worse, the ULBs are now struggling to dispose of biomedical waste more safely during this pandemic effectively.<sup>9</sup>

Labour shortage also has added to the sanitation problem in most cities. Most civic bodies face difficulties in maintaining hygiene due to a shortage of workers.

### **Sanitation**

While some improvement is seen in sanitation infrastructures across the cities, much more progress must be made. After the successful implementation of the mission to construct toilets in various towns under the Swachh Bharat Mission (SBM), by 2022, Rajasthan will have a total of 8.12 million toilets.<sup>10</sup>

Almost 70 percent of urban households depended on underground containment systems such as Kuis, Pits, septic tanks, etc. Such toilet typologies are prone to overflow and involve periodic de-sludging. Urban sanitation projects, particularly sewerage projects, have benefited commercial and more affluent areas. Many communities and marginalised groups still lack access to safe sanitation facilities and services.

In places where sewerage services exist, challenges such as lack of proper maintenance etc. The awareness level of municipalities about technology choices and best practices is also low.

In respect of the existing sewage infrastructure, 1712 MLD of sewage (from urban settlements) is generated in the State and 966 MLD capacity of sewerage projects (STPs) exists (68 nos.). Against the existing capacity, only 43 percent of the capacity is being utilised to treat municipal sewage.

The rest of the existing capacity remains unutilised for various reasons, including lack of

availability of sewage conveyance to treatment plants, technology issues requiring up-gradation of plants, or dysfunctionality on various counts. This leaves a gap of 746 MLD in treatment capacity. Compared to most other states, such poor capacity utilisation by the State (43 percent) needs consideration and attention. The details of sewage generation, existing sewage treatment capacity, its utilisation and the gap thereof are presented in Table 5.

### Public Transportation

Cities like Jaipur and Udaipur have taken initiatives like city bus service, Bus Rapid Transit System (BRTS), metro system, and Public Bicycle Sharing (PBS) to improve the overall mobility scenario. Still, much more serious efforts must be taken to push things forward. As per reports, the state capital, with a population of 30 lakh has only 273 Jaipur City Transport Services Limited buses against a requirement of 2,000. Though there are 369 buses, around 100 are either defunct or have been condemned by the government.<sup>11</sup>

The ageing of buses further aggravates the situation as in 2018, around 215 buses had to be phased out. Similarly, the condition of low-floor buses plying in Jaipur is deplorable. Despite spending crores of rupees on maintenance, the poor condition of the buses, including repeated breakdown and fire incidents, have raised serious questions on maintenance work.

Likewise, despite walking being a major mode of movement, only 19 percent of the city roads have footpaths, which are mostly encroached.<sup>12</sup> Similar is the situation in other urban districts. Roadside parking increased private vehicle

ownership, inadequate public transport and terminals, undisciplined driving, and the lack of parking and non-motorised transport infrastructure have aggravated traffic woes in cities like Jodhpur.<sup>13</sup>

Even the much-hyped PBS system has failed to pick up as the city has been unable to provide dedicated and safe cycling tracks for its users. Jaipur Development Authority did pave bicycle tracks in a couple of locations. Still, these tracks are overtaken by other commuters or have become a parking lot for auto-rickshaws and cars.

The convenience, health benefits, and affordability of bicycles could provide a far more significant proportion of urban passenger transportation, helping reduce energy use and CO<sub>2</sub> emissions worldwide. It can therefore make a potential contribution to urban mobility as well as sustainability. Reports<sup>14</sup> show that a world with a dramatic increase in cycling could save society US\$24tn cumulatively between 2015 and 2050 and cut CO<sub>2</sub> emissions from urban passenger transport by nearly 11 percent in 2050 compared to a High Shift scenario without a strong cycling emphasis.

Urban transport governance is also a complicated affair. All planning and development within the transportation system at Jaipur remains majorly under seven different departments – Jaipur Development Authority, Jaipur Municipal Corporations, Public Works Department, Jaipur City Transport Service Limited, Jaipur Metro Rail Corporation Limited, Traffic Police and Transport Department and Unified Metro Transport Authority.<sup>15</sup>

**Table 5: Details of Existing Sewage Infrastructure in Rajasthan**

Sewage Generation (in MLD)	Existing STP (capacity in MLD and No.)	Capacity Utilisation (In MLD)	The gap in Treatment at present ( in MLD)
1712	966 (68STPs)	43%	746

Source: <https://nmcg.nic.in/writereaddata/fileupload/ngtmatters/NGT%20order%2022.02.2021.pdf>

Besides, the Government of Rajasthan has also set up a unified urban transport fund to support the transportation system. However, all of these departments have an overlap of authority and work independently with limited coordination and individual complex plans.

### ***Citizen Participation and Awareness***

There are seven principles of good urban governance which UN-Habitat gives. Civic engagement is a key principle that tells whether the government adequately engages the citizens in their policy and decision-making. It is also important to understand your people, your communities and groups so that you can plan for them, make strategies from them, develop their basic services, and improve their life. Therefore, citizen participation is the foundation of local urban governance.

Urban governance can be enhanced through a citizen awareness campaign to sensitise the local community on various aspects of service delivery, including maintenance of the facilities provided and other basics of urban governance. The lack of awareness initiatives within the State by ULBs has considerably affected their performance in the service delivery process. ULBs must consult the public about their needs and wants; awareness campaigns must be regularly carried out to maintain cordial relationships between ULBs and their people.

As highlighted by NITI Aayog,<sup>16</sup> the platforms for citizen participation and awareness of urban planning and development are limited across the country. There is a noticeable communication gap between planning agencies and the people who are the ultimate beneficiaries. It is essential to raise awareness amongst the citizens and administrators about the social and economic benefits of urban planning.

The Solid Waste Management Rules 2016 apply to all urban agglomerations. It is found that

people throw, burn, or bury the solid waste generated by them on the streets and in open public spaces outside their premises or in the drain or water bodies. The segregation of waste at the source has been mandated to channel waste into wealth by recovery, reuse and recycling. It would be necessary to mobilise the community and make them aware of the rudiments of handling waste and proper practices of storing it in their bins at the household, shop and establishment levels.

For effective waste management, community engagement is very much required, which is missing in most of the cities of Rajasthan, resulting in poor condition of sanitation. To ensure community engagement, ULBs need to develop and strengthen existing community platforms such as Self-Help Groups (SHGs), Community-Based Organisations (CBOs) and non-governmental organisations (NGOs). They can train and orient Resident Welfare Associations (RWAs), shopkeepers and market associations on the importance of solid waste management and its effective implementation.

But ULBs are facing problems in engaging with the community. Specific training and orientation are required for the ULBs to engage with CBOs and the community to ensure the effective implementation of solid waste management.

## **Rising Urbanisation Opportunities**

Urbanisation is essential for economic development and cities' role in reducing poverty has become increasingly prominent. As discussed earlier, the most important driver of economic activity in the State will be the Delhi-Mumbai Industrial Corridor that will largely pass-through Rajasthan. The project, conceived as a global manufacturing and trading hub, is expected to double employment potential, triple industrial output and quadruple regional exports.



Such development will also have the ability to take in the surplus labour from agriculture that will be caused due to higher levels of education and the use of mechanisation and technology on the farm. These labourers with adequate skill and training could be effectively utilised for the development and betterment of the city. Now that the concept of sustainable cities has become increasingly acceptable, there are opportunities to build environmentally and economically sound urban organic agriculture systems involving waste and water management.

Such effective leadership can be incorporated from the initial stage and make it an integral part of urban planning. This, to a considerable extent, can help address the health and well-being of the urban consumers, address nutritional food scarcity among the urban population and even help effectively manage the city's waste by utilising it for organic fertilisers and creating jobs.

Besides, in most cities, the promotion of urban tourism has contributed to quality infrastructure development in the town to meet

the requirements of tourists. Given that the State thrives on this sector, any further push for urban tourism by the ULBs will act as a source of employment for many more resulting in increased revenue and foreign earnings as the pandemic subsidies.

For instance, in Bharatpur city, the Keoladeo National Park, earlier known as Bharatpur Bird Sanctuary, is a famous bird site that attracts tourists and bird lovers to the place. But it would attract even more tourists if ULB could work to improve the facilities around the park. Since the city falls between the famous Ranthambore National Park of Sawai Madhopur and Sariska Tiger Reserve, Alwar, a tourism corridor can be developed, which will help the city to improve its revenue and employment.

But if not well planned, such initiatives can also put massive pressure on the resources of the already crowded cities. There is a need to encourage and promote investments in the tourism industry in a more sustainable manner that will increase livelihood opportunities and protect the natural environment.

## Way Forward

Given that the growing urbanisation is likely to reach its maximum and cities will become home to a majority of citizens, it would be a shortfall if the State does not begin to prepare for that eventuality. Effective collaboration and cooperation among various departments and ULBs are vital for successfully implementing

developmental activities. The Central and State government should recognise that ULBs are the backbone of urban governance.

It should never be ignored but be empowered with adequate power, financial support and independence, and skill enhancement as it would otherwise result in stifling the state's and nation's growth and economy.

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## Endnotes

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## About the Project

Today, over half of the world's population lives in urbanised areas. India is urbanising rapidly, with the urban population rising much faster than its total population. The level of urbanisation has increased from 17 percent in 1951 to 31 percent in 2011. The urban population in India, which was nearly 377 million in 2011, is poised to grow to 600 million by 2031. Urban areas contribute 62-63 percent of India's gross domestic product (GDP), estimated to reach 75 percent by 2030.

Such a rise in urban population implies increased demand for goods and services and efficient urban planning, management, and governance systems. Therefore, addressing urban development and transformation, urban inequalities and bringing in suitable reformation within the urban governance system to address these changes is undoubtedly India's most important political and intellectual challenge.

Urban Local Bodies (ULBs) in Rajasthan also heavily depend on Central and State Government funds. These local bodies also have limited capacity to raise resources through their sources of revenue and taxes and are all working under severe financial constraints. Every year during the budget presentation, the state government announces several schemes and policies for uplifting and developing infrastructures in the urban sector. But often, the Audit report shows that most of these schemes are stuck midway due to a lack of adequate funding. (Refer to CAG Report No.3 of 2020 - State Finances, Government of Rajasthan) The inability of ULBs to raise resources has limited the growth of municipal income.

Strengthening urban local governments through capacity building and better financial management and enlightening the officials of instruments like municipal bonds that can come to their aid to raise resources for long-term financing projects such as infrastructure development is a must. Supporting them with training workshops and conferences related to urban issues like effective management of water supply, solid waste management, public transportation systems, and marginalised social and economic groups are vital.

CUTS is working towards improving urban governance in Rajasthan through various interventions such as MyCity for citizen engagement, Rajasthan City Mayors Learning Platform (RCMLP) for Mayors' sharing and learning, and Knowledge Enhancement workshops for City Managers' training and various studies across the state on urban governance. CUTS also has an MoU with the Department of Local Self-Government, Rajasthan, for capacity building of elected representatives and officials of ULBs since 2016.

In this series of initiatives, CUTS is implementing a project '**Improving City Governance through Enhancing Knowledge of Urban Local Bodies in Rajasthan**,' supported by the Australian High Commission, New Delhi. Under the project, capacity-building workshops will be conducted in four selected municipal corporations on various topics in consultation with relevant departments.

### Objective

- The directional objective of the project is to "foster knowledge, information and capacity building about issues like solid waste management, urban public transportation system, water supply and financial instruments within ULBs in Rajasthan".
- The development objective is to "enhance a knowledge about vital topics related to urban governance in selected cities within the project State and to ensure effective functioning of these bodies".