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# Capacity Building Workshop on Urban Governance Improving City Governance through Enhancing Knowledge of Urban Local Bodies

March 17, 2023 | Ajmer



**75**  
AUSTRALIA  
CELEBRATES  
INDIA 1947-2022

With active collaboration of



## Background

Today, over half of the world's population lives in urbanised areas. India is urbanising at a rapid pace, with the urban population rising at a much faster rate than the 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 the 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 suitable reformation within the urban governance system to address these changes is India's most important political and intellectual challenge.

In the case of Rajasthan, Urban Local Bodies (ULBs) are heavily dependent on funds from the Central and State government. These local bodies have limited capacity to raise resources through their sources of revenue and taxes and are all working under severe financial constraints. The inability of ULBs to raise resources has limited the growth of municipal income.

## About the Project

CUTS is working towards improving urban governance in Rajasthan through its various interventions and has an MoU with the Department of Local Self-Government, Rajasthan, for capacity building of elected representatives and officials of ULBs since 2016.

CUTS strengthens urban local governments by providing capacity building on better financial management. It enlightens officials about instruments like municipal bonds that can come to their aid to raise resources for long-term financing projects, such as infrastructure development. Besides, it is vital to support them with training workshops and conferences related to urban issues like effective management of solid waste, sustainable transportation systems, and engaging communities including marginalised social and economic groups.

In this series of initiatives, CUTS is implementing a project titled "Improving City Governance through Enhancing Knowledge of Urban Local Bodies in Rajasthan" with the support of the Australian High Commission, New Delhi and active collaboration of the City Managers' Association of Rajasthan (CMAR).

The project's main objective is to promote knowledge, information, and capacity building on issues like solid waste management, sustainable transportation, wastewater, and financial instruments such as municipal bonds among Rajasthan's ULBs. Along with this objective,

CUTS tries to improve the understanding of critical themes related to urban government in chosen cities within the project state and to assure these bodies' effective functioning.

## Training Programme

The fourth training programme for municipal officials was organised at Hotel Crosslane, Ajmer on March 17, 2023, to sensitise the officials on the topics of municipal finance, solid waste management, sustainable transportation and community participation.

In the inaugural session of the training programme, **Amar Deep Singh**, Senior Programme Officer, CUTS greeted all guests and participants. He gave a brief overview of the event's objectives and presented a brief and detailed explanation of effective ways of working in urban government, including all accomplishments and obstacles. He also shared the details of project activities.



**Kamaldeep Sharma**, State Nodal Person, 15<sup>th</sup> Finance Commission said urban governance is a critical area of concern for the 15<sup>th</sup> Finance Commission, as the rapid urbanisation of India has brought new challenges related to urban development and management. The Commission recognises the need to strengthen urban governance by improving the financial, administrative, and institutional capabilities of local urban bodies. The 15<sup>th</sup> Finance Commission recognises the critical importance of strengthening urban governance to ensure that India's cities can meet the growing demands of urbanisation and provide their citizens with a high quality of life. He further suggested and described the methods for increasing the revenue of ULBs such as municipal bonds, corporate social responsibility projects, public-private partnerships (PPPs), advertisement taxes etc. However, there are several challenges. ULBs of Rajasthan are in deficit for the last several years. There is no policy for collecting advertisement taxes. Octroi is banned in the state since 1998.

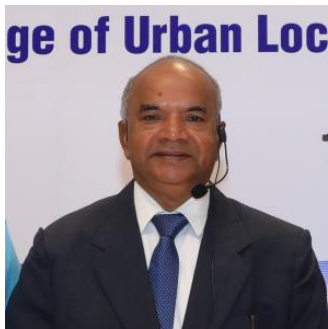
**Himani Tiwari**, City Managers' Association of Rajasthan (CMAR), Department of Local Self Government, Government of Rajasthan explained the relevant government schemes and programmes on urban governance. She discussed the following schemes in detail: Smart City Mission (Jaipur, Udaipur, Kota, and Ajmer), Deendayal Antyodaya National Urban Livelihood Mission (NULM), Atal Mission for Rejuvenation and Urban Transformation (AMRUT), Swachh Bharat Mission (SBM), Indira Rasoi Yojana Indira Credit Card Scheme Indira Shehri Rojgar Guarantee Yojana Rajasthan Smart City Scheme, Rajasthan Urban Infrastructure Development Programme (RUIDP) and Rajasthan



Urban Drinking Water and Sewerage Infrastructure Development Cooperation (RUDSICO) Solid Waste Management.

She emphasis on increasing the revenue of ULBs and said that now waste management has become a model for revenue generation.

## Sessions



**D Sudhakar Rao**, Expert Urban Management, Hyderabad as lead resource person delivered the main four topics, i.e municipal finance, solid waste management, sustainable transportation and community participation in the workshop. His sessions were mainly interactive and he discussed local issues with participants. A total of 36 officials from ULBs who come under the Ajmer division participated in the workshop. Certificates of participation have been awarded to all participants.

### Topic 1: Municipal Finance

Urbanisation is a major trend in India, with a rapidly growing population and economic development leading to the growth of cities and urban areas. This has brought about many challenges and opportunities for India's urban areas, as well as for the country as a whole.

India is experiencing rapid urbanisation, with the urban population growing at a faster rate than the rural population. According to the 2011 census, about 31 percent of India's population lived in urban areas, and this is expected to reach 40 percent by 2050. Many of India's urban areas are facing overcrowding, with high population densities and a shortage of affordable housing. This has led to the development of informal settlements, such as slums, which often lack basic services and infrastructure.

The urban scenario in India is complex and dynamic, reflecting the country's rapid growth and development, as well as the many challenges and opportunities that come with urbanisation. To address these challenges and make the most of the opportunities, India will need to focus on developing innovative and sustainable solutions for its urban areas, including investments in infrastructure, education, and innovation.

The following topics were discussed in detail: property tax (assessment and collection, vacant lands), advertisement tax, water charges, sewerage charges, trade license fee, and PPP, (corporate social responsibility and municipal bond).

## Topic 2: Solid Waste Management

Solid waste management refers to the processes and strategies involved in the collection, transportation, treatment, and disposal of solid waste, which includes garbage, refuse, and other discarded materials generated by households, businesses, and industries. Effective solid waste management is important for public health, environmental sustainability, and resource conservation. Some common methods of solid waste management include landfilling, incineration, composting, and recycling.

Solid waste management in India is a major challenge due to rapid urbanisation, increasing population, and changing consumption patterns. The management of solid waste in India is primarily the responsibility of local bodies, such as municipal corporations, which are often understaffed and under-resourced. As a result, much of the waste ends up in open dumps or landfills, causing environmental pollution and health hazards.

However, the Indian government has taken various initiatives to address this issue, including the Swachh Bharat Abhiyan (Clean India Mission), which aims to improve solid waste management practices and increase awareness about cleanliness and hygiene. The mission has led to the construction of new sanitary landfills, the installation of waste-to-energy plants, and the promotion of composting and recycling.

Additionally, several private companies have entered the waste management sector, introducing new technologies and practices. Despite these efforts, solid waste management remains a significant challenge in India, and further investment and collaboration among stakeholders are necessary to address the issue effectively.

During the session, the following topics were discussed in detail: MSW Rules 2016, Solid Waste Management (Amendment) Rules, 2019, Solid Waste Management (Amendment) Rules, 2020, The 7Rs of Recycling, and Wastewater Management.

## Topic 3: Sustainable Transportation

Sustainable transportation refers to the movement of people and goods in a way that is environmentally, socially, and economically responsible, both in the short and long term. It involves reducing the negative impacts of transportation on the environment, such as greenhouse gas (GHG) emissions, air and noise pollution, and resource depletion. It also considers the social impacts of transportation, such as accessibility, equity, and safety, and the economic viability of transportation systems.

Sustainable transportation solutions include the use of low-emission vehicles, such as electric or hybrid cars, buses, and bicycles, and the promotion of alternative modes of transportation, such as walking, cycling, and public transport. Other approaches involve the optimisation of transportation systems to reduce congestion, improve efficiency, and minimise waste, as well

as the use of smart technology, such as real-time traffic management, to enhance mobility and safety. Sustainable transportation is a critical component of achieving global sustainability goals, such as the reduction of carbon emissions and the promotion of sustainable development.

Sustainable transportation in India is an urgent and significant challenge due to the country's rapidly growing population, urbanisation, and increasing motorisation. The transportation sector is a major contributor to GHG emissions and air pollution, which poses significant health and environmental challenges. However, several initiatives are being taken to promote sustainable transportation in India. The government is investing in the expansion of public transportation, such as metro rail and bus rapid transit systems, as well as the promotion of non-motorised transportation, such as cycling and walking. In addition, there is a growing trend of car-sharing and bike-sharing services being introduced in many cities.

Several cities in India have also implemented sustainable transportation initiatives, such as the Bangalore Metropolitan Transport Corporation's (BMTC) Intelligent Transport System (ITS) and Delhi's odd-even car scheme. Moreover, private sector initiatives, such as Ola Electric and Revolt Motors, promote the use of electric vehicles.

Despite these initiatives, significant challenges to promoting sustainable transportation in India remain, including inadequate infrastructure, high costs, and lack of public awareness. However, with continued efforts and investment, sustainable transportation can become a reality in India, leading to a healthier environment and better quality of life for its citizens.

During the session following topics were discussed in detail: Green Transportation – Cycle Track, Cycling Rules in India, various cycling tracks built across India, National Urban Transport Policy 2006.

#### **Topic 4: Community Participation**

The active participation of citizens in urban governance can improve the quality of urban life, increase accountability and transparency, and create a sense of ownership and responsibility for the development of their communities. Community participation can take various forms, such as public consultations, community meetings, participatory budgeting, and citizen advisory groups.

Many cities around the world have adopted community participation as an essential component of urban governance. In India, the government has introduced several policies and programs to encourage community participation in urban governance, such as the Atal Mission for Rejuvenation and Urban Transformation (AMRUT), which mandates the involvement of citizens and community groups in the planning and implementation of urban infrastructure projects.

During the session, the following topics were discussed in detail: Public Participation in SWM Systems, challenges of community participation, and theory and practice of community participation.

### Valedictory Session

**Sushil Kumar**, Commissioner (IAS), Ajmer Municipal Corporation stated that it is necessary to organise capacity-building workshops on time so that the officials of the local bodies can enhance their knowledge and develop their urban areas by making innovations. He said that the officials must visit other cities and local bodies for the capacity building programme so that after learning from the best efforts of other cities, they can be implemented in their cities as well.



**Alok Jain**, Divisional Deputy Director, Department of Local Self Government while addressing the participants in the programme said that for the improvement of the urban bodies, there is a need to pay attention to the behaviour change of the common people. There is a need for the cooperation of common people to solve serious problems like solid waste management, plastic waste management, sewerage water etc.

### Conclusion

The programme was well appreciated. Participants were enthusiastic to put what was learnt into practice. A total of 40 officials from ULBs who come under the Ajmer division participated in the workshop. Participants filled out the feedback forms. Certificates of participation have been awarded to them. Amar Deep Singh, CUTS proposed a vote of thanks to all the guest speakers, resource persons and participant officials for their active participation in the workshop.

# Capacity Building Workshop on Urban Governance

Hotel Cross Lane, Ajmer, Rajasthan

Friday, March 17, 2023

*Organised by*

CUTS International in partnership with The Australian High Commission, India  
with the active collaboration of the City Managers' Association of Rajasthan (CMAR)  
Department of Local Self Government, Government of Rajasthan

**Under the Project 'Improving City Governance through Enhancing  
Knowledge of Urban Local Bodies in Rajasthan'**

## Programme Schedule

10:00 -10:30 hrs	Registration & Welcome Tea
10:30-11:00 hrs	<b><i>Inaugural Session</i></b> <b>Welcome &amp; Opening Address:</b> <ul style="list-style-type: none"><li>• <b>Amar Deep Singh</b>, Senior Programme Officer, CUTS</li></ul> <b><i>Special Address:</i></b> <ul style="list-style-type: none"><li>• <b>Sh. Sushil Kumar</b>, Commissioner (IAS), Ajmer Municipal Corporation</li><li>• <b>Sh. Alok Jain</b>, Divisional Deputy Director (Ajmer), Dept. of LSG, GoR</li></ul>
11:00-11:30 hrs	Technical Session: <b><i>Topic 1: Municipal Finance</i></b> <ul style="list-style-type: none"><li>• <b>Kamal Deep Sharma</b>, State Nodal Officer, 15<sup>th</sup> Finance Commission, Department of Local Self Government, Government of Rajasthan</li></ul>
11:30 – 12:00 hrs	<b><i>Tea Break</i></b>
12:00- 12:20 hrs	<b><i>Topic 2: Flagship Schemes-GoR &amp; GoI</i></b> <ul style="list-style-type: none"><li>• <b>Himani Tiwari</b>, CMAR, Department of Local Self Government, Government of Rajasthan</li></ul>
12:20-13:30 hrs	<b><i>Topic 3: Solid Waste Management</i></b> <ul style="list-style-type: none"><li>• <b>Dachepally Sudhakar</b>, Lead Resource Person, Former Executive Engineer (Retd.), GHMC, Hyderabad</li></ul>
13:30 -14:30 hrs	<b><i>Lunch Break</i></b>
14:30 -16:00 hrs	<b>Topic 4 &amp; 5:</b> <ul style="list-style-type: none"><li>▪ <b><i>Sustainable Transportation</i></b></li><li>▪ <b><i>Community Participation</i></b></li><li>• <b>Dachepally Sudhakar</b>, Lead Resource Person</li></ul>
16:00 – 16:15	<b>Closing Session</b> <ul style="list-style-type: none"><li>• Certificates Distribution to Participants</li><li>• Summing up &amp; vote of thanks: <b>Amar Deep Singh</b>, Senior Programme Officer, CUTS</li></ul>
16:15 onwards	<b><i>Tea &amp; Departure</i></b>



## List of Participants

### Capacity Building Workshop, Ajmer

March 17, 2023

S.No.	Name	Designation and Organisation
1	Rajendra Kumar Gupta	ATP, MC, Bhilwara
2	Rajesh Kumar Gurjar	Sub Divisional Magistrate, Mandalgarh
3	Neeraj Kumar Gurjar	SBM MIS Engineer, Jahazpur
4	Dalip Singh Nirban	AGM, Nagar Parishad, Nagaur
5	Itishree Saxena	Sr. Draftsman, NP, BJNR
6	Sumit Kumar	MIS Eng., Degana (Nagaur)
7	Sanjay Sharma	Sr. Draftsman
8	Mahendra Thalor	Junior Engineer, Municipal Board, Kuchera (Nagaur)
9	Narpat	Junior Engineer, Municipal Board, Mvndwa (Nagaur)
10	Mahendra Jakhar	MIS Engineer, ULB, Parbatsar
11	Narendra Kumar	Junior Engineer
12	Panna Lal	Junior Engineer
13	Pooran Lal Gupta	Assistant Engineer, NP, Newai, Tonk
14	Bhavesh Kumar Milki	Junior Engineer, Toda & Malpura
15	Jitendra Kumar Meena	Junior Engineer, Bainsi Belima, Nagaur
16	Akshay Prajapati	Sub Divisional Magistrate, Kuchaman City
17	Kapil Gora	Junior Engineer, Nagar Palika, Kekri
18	Bhag Chand Bairwa	Assistant Accounts Officer, Grade- II
19	Gaurav Deep	Senior Assistant
20	Kamal Singh Shekhawat	Assistant Town Planner
21	Narendra Saraswat	Junior Engineer, Nagar Palika, Borawar
22	Rameshwar Jat	Junior Engineer, Ladnu
23	Manish Bijraniya	Assistant Engineer, Nagar Palika, Didwana
24	Sneha Saini	Assistant Town Planner
25	Vishnu Adaniya	Assistant Engineer, Nagar Palika, Pushkar
26	Rajmal Gurjar	Junior Engineer, Nagar Palika, Asind
27	Sumit Kumar Khorwal	Assistant Engineer, M.B., Deoli
28	Swati Swami	Assistant Coordinator, CMAR, Department of Local Self Government, Rajasthan

S.No.	Name	Designation and Organisation
29	Sarwan Kumar	Operator, NP, Asind
30	Gotam Rebari	Driver, NP, Asind
31	Ramlal Prajapat	Operator, NP, Gulabpura
32	Bundu Khan	Operator, NP, Didwana
33	Chetan Kumar	Ajmer
34	RaJunior Engineerdra	Fireman, Todaraisingh
35	Alok Jain	DDR, Ajmer
36	Sushil Kumar	Commissioner, Nagar Nigam, Ajmer
37	D Sudhakar	Former Executive Engineer (Retd.), GHMC, Hyderabad
38	Kamla	Hyderabad
39	Kamal Deep Sharma	State Nodal Officer, 15 <sup>th</sup> Finance Commission, Department of Local Self Government, Rajasthan
40	Dr. Himani Tiwari	Coordinator, CMAR cum State Nodal CB Officer, SBM, Department of Local Self Government, Rajasthan
41	Amar Deep Singh	CUTS International
42	Satyapal Singh	CUTS International

## Glimpses



## कट्स द्वारा शहरी निकायों की क्षमतावर्धन कार्यक्रम आयोजित

**ढोलामारू न्यूज़**  
अजमेर। 'कट्स' के द्वारा शहरी निकायों की क्षमतावर्धन कार्यक्रम राजस्थान स्वायत्त शासन विभाग तथा ऑस्ट्रेलियाई उच्चायोग नई दिल्ली के सहयोग से अजमेर में आयोजित किया गया। कार्यक्रम में सुशील कुमार आयुक्त नगर निगम अजमेर ने कहा कि समय पर कैपेसिटी बिल्डिंग वर्कशाप का आयोजन किया जाना आवश्यक है, ताकि स्थानीय निकायों के अधिकारीगण अपना ज्ञानवर्धन कर सकें और नए-नए नवाचार करके अपने शहरी क्षेत्रों का विकास कर सकें। उन्होंने कहा कि क्षमतावर्धन कार्यक्रम हेतु अधिकारियों को अन्य शहरों और स्थानीय

निकायों का भ्रमण भी करवाया जाना आवश्यक है ताकि अन्य शहरों के बेहतर प्रयासों से सीखकर उन्हें अपने शहरों में भी लागू किया जा सके। आलोक जैन, क्षेत्रीय उपायुक्त स्थानीय निकाय विभाग ने कार्यक्रम में प्रतिभागियों को सम्बोधित करते हुए कहा कि शहरी निकायों में सुधार के लिए हमें आम जनों के व्यवहार परिवर्तन पर भी ध्यान देना चाहिए। ठोस कचरे के प्रबन्धन प्लास्टिक वेस्ट मैनेजमेंट सीवरेज वाटर आदि गंभीर समस्याओं के निराकरण के लिए आम जनों के सहयोग की आवश्यकता है इसलिए व्यवहार परिवर्तन के प्रयास भी किए जाने की आवश्यकता है।

'कट्स' के अमर दीप सिंह वरिष्ठ कार्यक्रम अधिकारी ने बताया कि विगत एक दशक से शहरी सुशासन और शहरी निकायों के क्षमतावर्धन के लिए कट्स कार्य कर रहा है। कट्स स्वायत्त शासन विभाग के साथ एक सहमति पत्र के अन्तर्गत शहरी निकायों के क्षमतावर्धन हेतु विगत वर्षों से कार्य कर रहा है। इस गैर वित्तीय सहमति पत्र के अनुसार जनप्रतिनिधियों एवं अधिकारियों की क्षमतावर्धन हेतु कार्यक्रमों का आयोजन किया जाता है। जिसका मुख्य उद्देश्य शहरी निकायों के ज्ञानवर्धन के द्वारा आम नागरिकों की जीवन पैली में सुधार करना है।

## कट्स का शहरी निकायों का क्षमतावर्धन कार्यक्रम आयोजित

**ढोलामारू न्यूज़ / कोटा**  
'कट्स' द्वारा शहरी निकायों की क्षमतावर्धन कार्यक्रम राजस्थान स्वायत्त शासन विभाग तथा ऑस्ट्रेलियाई उच्चायोग नई दिल्ली के सहयोग से अजमेर में आयोजित किया गया। कार्यक्रम में सुशील कुमार आयुक्त नगर निगम अजमेर ने कहा कि समय पर कैपेसिटी बिल्डिंग वर्कशाप का आयोजन किया जाना आवश्यक है, ताकि स्थानीय निकायों के अधिकारीगण अपना ज्ञानवर्धन कर सकें और नए-नए नवाचार करके अपने शहरी क्षेत्रों का

विकास कर सकें। आलोक जैन, क्षेत्रीय उपायुक्त स्थानीय निकाय विभाग ने कार्यक्रम में प्रतिभागियों को सम्बोधित करते हुए कहा कि शहरी निकायों में सुधार के लिए हमें आम जनों के व्यवहार परिवर्तन पर भी ध्यान देना चाहिए। ठोस कचरे के प्रबन्धन प्लास्टिक वेस्ट मैनेजमेंट सीवरेज वाटर आदि गंभीर समस्याओं के निराकरण के लिए आम जनों के सहयोग की आवश्यकता है इसलिए व्यवहार परिवर्तन के प्रयास भी किए जाने की आवश्यकता है। कार्यक्रम में मुख्य रूप से निकाय के वित्तीय प्रबन्धन ठोस कचरे प्रबन्धन

सतत परिवहन एवं सामुदायिक भागीदारी विषयों पर प्रकाश डाला गया। कार्यक्रम में हैदराबाद प्रेटर यूनिवर्सल कॉरपोरेशन की विषय विशेषज्ञ डॉ. डी सुधानर मुख्य प्रशिक्षक के रूप में शामिल हुए। 'कट्स' के अमर दीप सिंह वरिष्ठ कार्यक्रम अधिकारी ने बताया कि विगत एक दशक से शहरी सुशासन और शहरी निकायों के क्षमतावर्धन के लिए कट्स कार्य कर रहा है। कट्स स्वायत्त शासन विभाग के साथ एक सहमति पत्र के अन्तर्गत शहरी निकायों के क्षमतावर्धन हेतु विगत वर्षों से कार्य कर रहा है। 15 वें वित्तीय आयोग के नोडल



अधिकारी कमलदोप शर्मा ने यूनिवर्सल फार्मिस विषय पर प्रतिभागियों को जानकारी दी। डा. हिमानें तिवरि स्वायत्त शासन विभाग जागरूक और से राज्य सरकार द्वारा निकायों हेतु चलाई जा रही विभिन्न योजनाओं पर प्रकाश डाला।