About CUTS

Consumer Unity & Trust Society (CUTS) is a non-profit, non-governmental organisation working on public interest issues. In 1983, CUTS began its journey with a rural development communication initiative; a wall newspaper entitled *Gram Gadar* (Village Revolution). From consumer protection work in India, it has expanded its scope and interventions to subjects, such as good governance and social accountability, trade and development, economic and business regulations including competition, investment and corporate governance issues, and human development.

In 1984, it was registered as a Society under the Rajasthan Societies Registration Act, 1958. The organisation’s Vision is ‘Consumer Sovereignty’ and Mission is ‘Consumer Sovereignty in the Framework of Social Justice, Economic Equality and Environmental Balance, Within and Across Borders’. CUTS represent consumers on several policy-making bodies.

With its headquarters and three programme centres in Jaipur, India; one in Chittorgarh, India; a liaison office in New Delhi, India and resource centres in Calcutta, India; Lusaka, Zambia; Nairobi, Kenya; Accra, Ghana; Hanoi, Vietnam and in Geneva, Switzerland the organisation has established its relevance and impact in the policy-making circles and among the larger development community in the developing world and at the international level. For more information, please visit our website at: www.cuts-international.org

CUTS CART

Established in 1996, CUTS Centre for Consumer Action, Research & Training (CUTS CART) is a research and advocacy Centre. This programme centre was created as a result of diversification of CUTS in order to move ahead with its inherited agenda: consumer protection and education, and to create a more responsible society. Continuous pioneering work in the area of consumer protection found CART at the forefront of the consumer movement in India and beyond.

For more information please visit: www.cuts-international.org/CART/index.htm
MyCity
Civic Engagement: Enhancing Quality of Urban Services
MyCity
Civic Engagement: Enhancing Quality of Urban Services

Published by:

CUTS Centre for Consumer Action, Research & Training (CUTS CART)
D-217, Bhaskar Marg, Bani Park, Jaipur 302 016
Ph: +91.141.2282821/5133259; Fax: +91.141.2282485/4015395
Email: cart@cuts.org
Web: http://www.cuts-international.org/CART/MyCity

Supported by:

The Asia Foundation

Prepared by:
Amar Deep Singh*, Vipin Chawla**, Amrat Singh*** and George Cheriyan****

Printed by:
M S Printer, Jaipur


© CUTS, 2014

Citation: CUTS, 2014, MyCity Civic Engagement: Enhancing Quality of Urban Services

* Project Coordinator, CUTS
** Project Officer, CUTS
*** Assistant Director, CUTS
**** Director, CUTS

The material in this publication may be reproduced in whole or in part and in any form for education or non-profit uses, without special permission from the copyright holders, provided acknowledgment of the source is made. The publishers would appreciate receiving a copy of any publication, which uses this publication as a source. No use of this publication may be made for resale or other commercial purposes without prior written permission of CUTS.

#1417
Contents

Preface .......................................................................................................................... i

Background and Context ............................................................................................ 1

Project Design and Processes .................................................................................... 5
  Geographical Coverage ............................................................................................. 8

Key Findings ................................................................................................................ 9
  Findings of CRC ........................................................................................................ 11
  PSI Findings (Score of Wards) ................................................................................ 12

Case Studies ............................................................................................................... 15

The Way Forward ........................................................................................................ 19
  Comparison of Status of Services in Old Wards ....................................................... 20
  Triggering Effects ..................................................................................................... 20
  Challenges ................................................................................................................ 21
  Recommendations for Stakeholders ......................................................................... 22
  Outcome and the Way Forward ................................................................................. 23

Glimpses from the Project .......................................................................................... 25

Media Clippings .......................................................................................................... 35
Preface

Urbanisation is an indicator of economic development. The roots of the present patterns of urbanisation can be traced back to the British period when development of some selective major cities, such as Calcutta, Madras and Bombay was initiated.

Undivided India contained nearly 25 million urban people at the turn of 20th century and their share in the total population was close to 11 percent only and annual growth rate was very low at one percent. After so many years, India has crossed 300 million mark and its share in the total population has reached close to 28 percent. Since Independence, there has been a tremendous increase in the number of urban areas as well as concentration of population in such urban areas.

Migration from rural to urban areas occurs for several reasons, mainly in the search of better lifestyle and standard of living, better infrastructure and more employment opportunities. An estimate by the United Nations stated that the degree of urbanisation in India increased from 17.3 in 1951 to 27.8 in 2001. There has been a steady increase of million plus cities from 5 in 1951 to 35 in 2001 and to 53 in 2011. Number of Urban Agglomerations is increased from 384 in 2001 to 475 in 2011 (as per census 2001 and 2011). In present context, urbanisation is no longer a conscious process but a natural one. This is perhaps why India is expected to have a large number of urban cities and high growth in the near future.

Due to rapid increase in urban population, big cities are under severe strain particularly in terms of making access to infrastructure services to citizens. An urban dweller in the country have low access to infrastructure services such as water supply, sanitation, power supply and solid waste disposal. The availability of, at least minimum level of
these services is considered necessary for a conducive human settlement and habitat. Infrastructure inadequacies and inequitable distribution are accompanied by the absence of efficient and effective management. It is realised that citizen’s involvement is necessary in order to improve services.

The 74th Constitution Amendment Act (CAA) recommended major structural change in local governance, to ensure functioning of municipalities as democratic units and greater participation of people at grassroots in the decision making process. Governance at the local level is decentralised because it understands the concern of local residents, eliminates the confusion of jurisdiction and makes the decision making process more practical as the decision is taken in collaboration with the residents for whom the services are intended. This amendment also provided for constitution of ward committees. Unfortunately the visualised decentralisation has not materialised and the ward committees, as per the CAA, never came to existence in any of the cities in India.

Jaipur, the capital of Rajasthan, is one of the fast growing cities in India and will soon join the club of top ten most populated cities of urban agglomerations in the country. A report published by the UN-HABITAT on the ‘State of The World’s Cities 2012-13’ suggests that the average population increase of Jaipur urban agglomeration from 1990-95 to 2020-25 will be 26.3 percent. In 1990, Jaipur was the 13th populated city in the country with a population of 1.4 million. However, the report projected that the urban sprawl of Pink City will stand at 4.2 million in 2025, making it the 10th populated city in the country. Proper planning is necessary to provide for the additional strain that a growing population will have on city’s resources.

Master Development Plan, known as Vision-2025, is to position 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. However, the dream to become a world class city is faced with several problems.

In order to create a space for citizen’s engagement, as visualised in the 74th CAA, and improve the quality of delivery of urban services and measure extent of progress of Jaipur to become a world class city, CUTS initiated an intervention entitled ‘Improving Service Delivery by Local Urban Government in the City of Jaipur through Enhanced Civic Engagement’ (MyCity), in Jaipur city in August 2012 in partnership with The Asia Foundation. In two years the project covered a total of 16 wards (8 wards each in Phase I and II respectively). Community and Interface meetings, Citizen Report Card (CRC), Public Service Index (PSI), stakeholder consultations and advocacy meetings were activities to engage citizens in improving the service delivery in eight wards which were covered in Phase II. Apart from that, several meetings were conducted with
Jaipur Municipal Corporation (JMC) officials for ensuring their support and participation in interface meetings.

These interventions created an enabling environment, crafted space for citizen engagement and resulted in changes on the ground in the selected wards, triggered a debate and contributed towards improving the overall quality of services in the city of Jaipur. Today, MyCity is well recognized by all stakeholders as a platform for civic engagement in the city of Jaipur. This publication is an attempt to capture the two year intervention and the impact on the ground.

I take this opportunity to thank The Asia Foundation (India) for the valuable partnership, especially to Mandakini Devasher Surie (Senior Programme Officer), Sagar Prasai (Country Representative), and Nick Langton (former Country Representative) for their valuable support and guidance for this initiative.

We are also are thankful to all the civil society partners in each of the target wards, who implemented this project on the ground. We thank Jyoti Khandelwal, Mayor; Manish Pareek, Deputy Mayor; and all other concerned/zonal officials of JMC for their active involvement in the project activities. We also thank other agencies, such as State Commission on Urbanisation and CSOs working on urban governance issues for their assistance.

I acknowledge and thank the valuable guidance of Pradeep S. Mehta (Secretary General, CUTS International).

Last but not the least I sincerely thank my colleagues at CUTS, Amar Deep Singh (Project Coordinator), Dharmendra Chaturvedi and Vipin Chawla (Project Officers) who worked directly under the MyCity project, and successfully completed both the phases of activities. I also thank other governance team members – Amrat Singh (Assistant Director, & Deputy Head); Madhu Sudan Sharma (Senior Project Coordinator); Jai Shree Rathore and Varidhi Singh (Project Officers) and other colleagues at CART, for their support and involvement in this project.

I also acknowledge the contribution of Madhuri Vasnani in editing and that of Mukesh Tyagi and Rajkumar Trivedi in the layout of this publication and IT team for their support in the development of web page and updating.

I also express our sincere gratitude to all, without whom, the anchoring of MyCity would not have been possible.

November 11, 2014

George Cheriyan
Director, CUTS International
1

Background and 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 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 of the city.

Urban governments have not been able 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. 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 interlinkages among these institutions are too complex to understand for a common citizen.
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 the decision-making process. There is increasing recognition worldwide that citizens’ involvement is critical for enhancing democratic governance and improving service delivery. The Government of India has also recognised the potential of civic engagement and introduced provisions in this regard in several flagship schemes.

A path breaking Amendment in Constitution (74th Amendment) came into force on June 01, 1993, 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 for 18 subjects mentioned in the twelfth schedule. The authority to take decisions on these subjects was to be transferred by state governments to municipalities. But the letters of this Amendment could never be converted into the spirit and the divide continues to exist.

The Amendment also 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 initiated the intervention ‘MyCity’ during August 2012. The second phase was implemented during September 2013-September 2014.
2
Project Design and Processes
The project attempts to improve governance and service delivery through enhanced civic engagement in the city of Jaipur by using social accountability tools. The objectives of the project were to assess the status and quality of service delivery by urban local government by engaging stakeholders; create an index of selected wards based on delivery against key services; and advocate with various levels of urban local bodies (ULBs) for improving quality of service delivery.

The second phase was implemented in eight wards of the JMC with the support of civil society organisations (CSOs). The project commenced with three rounds of consultation meetings, one each with CSOs, officials of JMC and councillors in order to gather information for creating a strategic intervention.

Social Accountability tools were used in the project including PSI and CRC.

PSI was used to generate ward-level report cards of urban services provided
by the JMC in selected wards. For each of the selected wards, certain key services 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.

**CRC** was 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 services.

The sample size for CRC was 800 (100 per ward) 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. To find out the changes happened and improvements in JMC during last phase, repeat CRC was conducted in eight old wards. Total 400 samples (50 from each ward) were collected from old wards. The data collected were cleaned, consolidated and analysed for generating information.

**Consultation meetings** were organised – one each with CSOs, officials of JMC and councillors in order to gather information for creating a strategic intervention. Thereafter, **scoping visits** were carried out to each of the identified wards to meet with local citizens, councillors, and other stakeholders to build rapport and take them on board. Through this scoping exercise, local CSOs were identified in each zone of the JMC to provide support in coordinating ward level activities.

**Inception Meeting** was organised to inform stakeholders about the goal, objectives, and activities of the project, and also to bring key policymakers, JMC officials, local authorities and officials on board. Eight wards were chosen from 77 wards of the JMC based on the enabling environment for successful intervention.

As part of regular interaction, **community meetings** were organised in selected wards where councillors of concerned ward, community members, representatives of RWAs, members of citizen action group (CAG) participated to discuss local issues and possible solutions. These meetings were helpful in generating awareness among citizens about the civic responsibilities and their role in improving services. Issues were noted down by partner CSOs for further follow up.

**Interface meetings** between community and service providers including councillors, officials from JMC and line

---

**Cuts International**

*MyCity Civic Engagement: Enhancing Quality of Urban Services* / 7

---

**PSI was used to generate ward-level report cards of urban services provided by the JMC in selected wards.**
Community meetings were helpful in generating awareness among citizens about the civic responsibilities and their role in improving services.

Departments were conducted in all new wards. The first round of interface meetings was conducted after an analysis of the data gathered from CRC. The objectives of meetings were to inform participants about ward-specific data of CRC and to generate discussion upon emerging issues also to discuss possible measures to improve the situation. It was helpful in establishing a line of communication between the community and service providers at the ward-level. The feedback and comments were incorporated in the research findings. The second round of interface meetings was conducted after the final Dissemination and Advocacy Meeting.

Final dissemination cum advocacy meeting was organised to share the key findings of the project including CRC & PSI. Participants including ward councillors, officials, representatives of partner organisations and their CAG groups, other CSOs and media were present in the meeting. Two newsletters covering activities of the MyCity project were also published.

Citizens Action Groups (CAGs) were created in each ward 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. There were minimum eight members in this group in each ward selected by the partner organisation as per the active role in local issues.

Geographical Coverage

Geographical area of JMC is divided into 77 wards and eight administrative zones. During second phase of the project, total 16 wards (two ward from each zone) were chosen out of 77 wards of the JMC. A list of wards taken up has been provided in the table.

<table>
<thead>
<tr>
<th>Sr.</th>
<th>Zone</th>
<th>Ward No. (Phase I)</th>
<th>Ward No. (Phase II)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Vidhaydhar Nagar</td>
<td>68</td>
<td>10</td>
</tr>
<tr>
<td>2</td>
<td>Civil Lines</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>3</td>
<td>Sanganer Zone</td>
<td>36</td>
<td>32</td>
</tr>
<tr>
<td>4</td>
<td>Moti Dungri</td>
<td>50</td>
<td>48</td>
</tr>
<tr>
<td>5</td>
<td>Hawa Mahal (W)</td>
<td>64</td>
<td>70</td>
</tr>
<tr>
<td>6</td>
<td>Hawa Mahal (E)</td>
<td>56</td>
<td>54</td>
</tr>
<tr>
<td>7</td>
<td>Mansarover</td>
<td>23</td>
<td>28</td>
</tr>
<tr>
<td>8</td>
<td>Amber</td>
<td>75</td>
<td>74</td>
</tr>
</tbody>
</table>
3
Key Findings
- 27 percent of the surveyed population is living in areas with very poor road connectivity. Only 31 percent are satisfied with the condition of existing roads.
- 36 percent of people have to walk in dark streets, as they reported non-availability and non-functioning of street lights.
- 48 percent respondents expressed satisfaction with the supply of water. Out of these 87 percent were found satisfied with the quality of water.
- Only 28 percent admitted having proper functioning of sewerage, while 56 percent people face problems out of which 13 percent reported frequent problems.
- 49 percent of population throws garbage in the open land, while 38 percent avail garbage collection facility provided by resident welfare associations (RWAs). Only 13 percent reported using garbage depot facility.
- 58 percent revealed not having parks in their locality while only 24 percent reported the availability of community halls.
- 75 percent people face problems due to stray animals.
- RWAs have been found to be active only in 26 percent areas; 86 percent of people are benefited by these.
- 58 percent population do not have playgrounds for children – an essential service for their all-round development.
- 50 percent people do not get any effective solution of complaints made by them. 90 percent reported that they have never been asked for any feedback by JMC.
Findings of CRC

Condition of street roads
31 percent of the surveyed population is satisfied with the condition of existing roads, while 39 percent found the condition of road average in their area. 27 percent of the surveyed population is living in areas with no road connectivity or very poor connectivity.

Street Lights
The condition of street lights received a comparative positive response from the respondents. 10 percent respondents reported no availability, while 26 percent reported non-functioning of street lights.

Water
48 percent respondents expressed satisfaction with the supply of water. Out of these 87 percent of respondents were found satisfied with the quality of water.

Solid waste collection
49 percent of population is throwing garbage in the open land, while 38 percent is using facility provided by RWAs. Only 13 percent people reported using garbage depot facility.

Sewerage
Only 28 percent respondents expressed having proper functioning of sewerage, while 56 percent people face problems out of which 13 percent expressed having frequent problems.

Parks
Parks are an important requirement of any colony; but 58 percent respondents reported not having parks in their locality.

Community Hall
Only 24 percent people reported availability of community halls. The predicament of the community hall is in
all wards. In five wards out of eight, more than 90 percent of the people report the absence of community hall.

**Stray Animals**
Stray animals are a nuisance for the entire community. 75 percent people admit that they face problems of stray animals. It is a problem faced equally by all wards.

**Resident welfare committees**
Resident welfare committees have been found to be active only in 26 percent areas. But out of these, 86 percent of the people have been benefited by these committees and their problems are addressed.

**Complaints & Feedback**
50 percent people do not get any effective solution of complaints made by them. 90 percent of respondents reported that they have never been asked for any feedback by JMC.

**PSI Findings (Score of Wards)**

**Water supply**
The condition of water supply is found good in all the wards. Minimum score was 7.1 for water supply in ward 32. In the case of ward 10, 28 & 54 scores are more than 9 and worst in case of ward 32 with the score of 7.1.

**Sewerage facility**
Ward 48 is lagging much behind all wards in case of sewerage facility and has got nil score which requires immediate attention of the decision makers. It is evident that ward number 48 all over Jaipur is very poor in sewerage facility. Second lowest score is 6.6 of ward 70 which is far better than ward number 48.

**Solid waste collection**
One of the primary works of JMC is waste management. The condition of whole of Jaipur city is pathetic. Ward 48 has scored
zero again and all other wards are severely lag behind in case of cleanliness. Ward number 32 has scored second lowest score of 3.8.

Status of street lights
Status of street light is comparatively better in all wards than other services. Ward number 32 and 72 have got lowest score of 7.2 and ward 10 scored highest of 9.2 scores. All 8 wards have scored more than 7 and hence it can be said that service of street light is good in Jaipur city.

Status of parks
The status of parks is worrisome in the city. Except ward number 28, the scores secured by most of the wards are very low and several wards have scored even zero. 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 in the place of parks.

Status of Community halls
The status of community halls is again worrisome in the city. Highest score is 2.5 for ward 70 and second highest 2.1 score of ward 74. Four wards scored zero and two wards are less than one score. The scarcity of community centres is severely felt and lot of private marriage gardens have mushroomed in the city those charge huge sum of money for the community functions.

Overall Ranking of Wards
Based on the final score obtained by each ward, ranking of wards was done. It was found that the wards 48 and 54 are having less than 5 scores. None of the ward could get score of 7 or more. It indicates overall status of services and amenities is not good in the city. It is evident from the map of JMC that the poor performing wards are comparatively bigger in size. The smaller wards have comparatively better scores.
4 Case Studies
Case 1: Open Garbage Depot was Removed by the Local Shopkeeper

The old city of Jaipur (walled city) is 300 years old. Now this area is having high density of population and condition of basic amenities is very poor and sanitation of the city is in pathetic condition. Due to lack of space, garbage depots are not placed in most of the places and garbage is dumped in the open. *Bariyon ka Bad* at Chandpole Bajar of Ward-64 was a location where the main street was blocked by garbage. Shopkeepers and local residents were disturbed with this situation since a long time. Sanitation workers were dumping garbage of nearby area at this place, since it was an open depot.

Birj Kishore Sharma, owner of JB Electronic Shop was very disturbed by the open depot outside of his shop at *Bariyon Ka Bad*. He was unable to sit due to bed smell of garbage and customers were also avoiding visiting his shop after seeing dirtiness. His business was very much affected due to the dirtiness and he was going into loss day by day.

‘Maulik Foundation’ was implementing MyCity project in Ward-64 as a partner CSO since last two years. Using the platform created under MyCity, citizens were mobilised for taking part in the project activities. Several meetings were organised at local level, where citizens raise their problems in front of service providers and elected representatives. Other than this, citizens were also orientated about their civic responsibilities and motivated to take initiatives in order to make their nearby area clean.

Seema Joshi, Secretary, Maulik Foundation said that once Brij Kishore shared this concern in a community meeting organised under MyCity. They decided to take some action and met with some nearby shopkeepers and residents. They convinced them not to dump garbage in the open. They also met councillor of the ward to ensure the lifting of garbage in time on daily basis. Councillor supported him and instructed workers to lift the garbage two times a day. The vehicle started coming two times in a day. Sanitation workers and residents of nearby area started dumping garbage before 10 am, not after that.

Now situation of the location has changed and it remains clean whole day. Brij Kishore is happily running his shop and sit there without any problem. Customers have also started coming to his shop and his business is back on track.
Case 2: Citizens Joined Hands to Fight Poor Services and Formed Federation

Ward-11 of Jaipur (now after delimitation divided into ward 16, 17 & 18) was biggest ward of the city as per geographical area and population of about 90,000 people. The resources allocated for the ward fall very short of the requirement and had a negative impact on the development.

There are a number of colonies which suffer from the non-availability of basic amenities, such as government water supply, sewerage facility, solid waste collection, roads, park or a community hall. The water is supplied through private boring, is of a poor quality and is supplied at no fixed time and for no fixed duration. These empty lands are also used by residents to dump garbage. In most of the places, street lights are neither available nor functional.

Since last two years ‘Hardev Sikshan Evan Jan Kalyan Sansthan’ is implementing MyCity project in Ward-11 as partner CSO. Using the platform created under the project, active citizens were gathered and formed a Citizen Action Group (CAG) and interacted with service providers. CAG members were mainly representatives of Resident Welfare Associations (RWAs). Active role of the citizen resulted in various positive developments happening on the ground. People were also benefitted by the immediate action taken by the service provider to address the local issues.

But there were several other larger issues, which were not addressed by service providers. Success and the sustainability of the intervention motivated the group to continue to have some initiative and formed a bigger group where more active will take part.

Active people of the area came together and formed a federation named ‘Nagrik Vikas Samitti Mahasangh’ (Federation of Resident Welfare Associations) in September 2014. Chairperson of the Federation, Bhoopram Sharma said that as of now 14 RWAs are part of the Federation which represents 40 colonies of the area. Gradually this number is
increasing. Representatives of the Federation are visiting offices of ULBs, meeting with elected representatives and communicating their issues on regular basis. Their problems are being resolved faster than earlier.

All RWAs are organising regular cleanliness walk in their colonies and making people aware of cleanliness. They are also planning to raise the demand for new government hospital in their ward, improving facility in nearby railway station, electrification of some colonies, constructing news roads and repairing, sewage lines and government water supply.
5
The Way Forward
Comparison of Status of Services in Old Wards

In the second year while eight new wards were selected from each of the zones, some of the follow up activities were conducted in the old wards (taken up in Phase I) as well.

A comparative status of services in these wards is provided in figure.

![Comparison Chart for Old Wards]

Triggering Effects

My City project intervention has contributed in triggering similar interventions and initiatives taken up by several other agencies. These interventions were in the form of interactive discussions, forums, ground reporting etc. In the programmes, ward-level issues and concerns are raised with involvement of various stakeholders. These interventions included:

- ‘Rubaru’ (Face to face) by ‘Dainik Bhaskar’. ‘Khabar Mohalle Ki’ by ZEE Marudhara (TV Channel)
- First India News Channel
- Rajasthan Patrika
- DNA (Daily News and Analysis)
- Initiatives taken up by some of the councillors
- Daily News (Hindi Newspaper)
Challenges

- 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 of these committees.
- There were frequent transfers of higher officials of JMC during the last two years.
- There are challenges in finding out local CSOs who have experience and interest in working for urban governance issues and are willing to collaborate in the project.
- There is very less awareness in citizens about civic responsibilities. There are no effective methods for generating awareness in general public about the civic responsibilities. Also, no efforts from the side of government are seen in this regard.
- Senior officials are very less sensitive about the people's participation as well as CSOs intervention in urban governance. Response from the official is less encouraging.
- Geographical spread of the Jaipur city is huge which is divided into 77 wards and eight administrative zones of the JMC. It was felt difficult to take representation of whole city and its issues with selected wards.
- Media is also interested in covering stories of confrontation of Mayor, CEO and opposition party. Sometimes, covers stories of bigger issues related to poor garbage collection, roads, lights etc. but not sensitive about the citizen engagement in services.
Recommendations for Stakeholders

For Policymakers

- Accountability framework of ULBs and civic agencies should be strengthened and people should be made part of it.
- Actions should be taken to transfer powers to ULBs to generate revenue through taxes; they severely lack funds and depend on government allocation.
- Fund allocation to wards should be made logical depending on development needs and geographical area.
- Budget allocation process should be open and transparent so that citizens and CSOs can judge the value for their money.
- Fund should be allocated for generating awareness on developments works done.

For Service Providers

- Garbage depot should be immediately established in each locality and regular collection must be ensured.
- Preventive measures, such as fogging should be done regularly to avoid spread of diseases.
- Create platforms for citizens’ engagement and utilise it like RWAs. Ward committees should also be constituted.
- Take corrective measures to resolve complaints made by citizens on priority basis. There should be strict action against people breaking rules, such as littering, throwing garbage etc.
- Strict enforcement is required to prevent encroachment activities in the city. Feedback or information can be taken from the RWAs in this matter.
For RWAs/CSOs

- To continuously watch the delivery of services and raising collective voice in case of absence or improper delivery.
- To make campaigns to enhance civic sense and make people aware about clean and healthy environment.
- RWAs should take actions against encroachments, covering roads, fencing, high ramps, construction materials etc. by putting social pressure.
- RSWs should build cooperation with the policymakers/service providers for betterment of services and help service providers.

For Citizens

- Citizens should be sensitive about maintaining a healthy environment in their area and support service providers.
- Citizens should avoid all those activities which spoil the efforts of service providers.
- Citizens should make themselves aware of various arrangements made by service providers/policymakers, take their benefits and also raise awareness in their areas.
- As responsible citizens, they should follow the rules which make the locality convenient to live.

Outcome and the Way Forward

- Triggering effect in the form of other agencies coming forward to raise voice on urban governance issues.
- Engagement of the community members, especially members of CAG (8 CAGs are in place) to sustain the process of citizen’s engagement and monitoring of service delivery beyond the intervention period.
- The local partner community-based organisations to continue advocating with officials, mobilise citizens, and keep on activating the CAG. The changes brought in the service delivery will also motivate citizens to engage and demand for better service delivery.
- Strengthened strategy for advocacy with a credible index on basic services/amenities based on standard benchmarks set by the government. Valuable information/data is available to urban planners and decision makers.
- The Project will be entering in the third phase with some additional components to further strengthen.
Glimpses of the Project
Strengthening Roots of Local Self Governance

In order to engage citizens and other relevant stakeholders and strengthen the roots of local self-governance according to the spirit of 74 Constitutional Amendment, Consumer Unity & Trust Society (CUTS) in partnership with The Asia Foundation launched second phase of the successful initiative ‘My City’ replicating similar activities in other eight wards of Jaipur city. The inception meeting was organised at Jaipur on December 19, 2013. This was an emphatic effort towards making the city of Jaipur convenient and prosperous.

More than 70 key stakeholders of urban governance including councillors, officials of JMC, CSOs, RWAs, media and others participated actively and shared their insights. Jyoti Khandelwal, Mayor, Jaipur emphasised on severe lack of synchronisation among various departments, such as JMC, Jaipur Development Authority, Public Health Engineering Department, Public Works Department and others which are responsible for delivery of public services.

She said that there is no lack of resources with these departments but the efficient use of resources is a major problem. She also stated that Jaipur is very live city and Jaipurites always provide adequate support to any intervention with good intention.

Justice V S Dave, Chairman of the Supreme Court Empowered Committee spoke about the deteriorating situation of the Jaipur city due to lack of accountability of the responsible elected representatives and public officials. He laid stress on the need of educating next generation people, especially school children on the duties mentioned in Article 51 of the Constitution to develop real citizens.

George Cheriyan, Director, CUTS International raised concern on the need of improving governance and expanding urban service delivery for citizens by strengthening local governance through engagement of citizens and service providers. He said that Jaipur is one of the
fastest growing cities and it will attain the status of 10 most populated city in India by the year 2025.

Manish Pareek, Deputy Mayor of Jaipur pointed out the poor performances of JMC. He opined that the work of JMC has been transferred to the JDA and the elected representatives who are a direct connect between citizens and JMC have not been given any power.

Reecha Upadhyay, Programme officer, The Asia Foundation congratulated on the successful implementation of activities in the phase I of the project and hoped best for the phase II. Ashish Rao Ghorpade, Senior Executive Manager, ICLEI – Local Governments for Sustainability also made his remarks on liveable city.

**Implementing Future Strategies**

A consultation of CSOs working on issues related to the urban local governance in the city of Jaipur and outside was organised under the second phase of project on December 10, 2013. More than 30 representatives from various organisations participated and provided valuable insights in the consultation. A K Ojha, Centre for Development Communication; Anshu Singh, Project Manager, Participatory Research in Asia; and P N Mendola, Lok Sampatti Sanrakshan Samiti were key speakers in the consultation. They put forth their viewpoints on the subject ‘Improving Municipal Services: Way Forward in Current Context’.

The main objective of this consultation was to discuss with stakeholders how to deal with issues related to the city, challenges faced during the implementation of the project and future strategies for improving the situation.
Creating a Platform for Knowledge Exchanging and Sharing

During second phase of the project, activities are being replicated in eight additional wards of the city. In the wards considered during the first phase of the project, few activities will be continued for civic engagement and a repeat citizen report card will be implemented to know the change in level of satisfaction among citizens. The project has collaborated with several new community based organisations (CBOs) in the second phase of the project.

A partners’ meet was organised for all new as well as old partners in the project. The main objective of the meeting was to inform partners about the proposed activities and plan of their execution in the second phase of the project. This meet also helped creating a platform of knowledge exchanging and sharing of experiences among partners. The challenges faced while implementing the first phase of the project and possible future strategies was discussed among partners and project implementing team.

Role of Civic Engagement in Enhancing Quality of Services

49 percent of people are throwing garbage in the open; 75 percent admit that they face problems due to stray animals; 50 percent do not get redressal of their complaints. These were some of the key findings presented in the ‘Dissemination cum Advocacy Meeting’ organised by CUTS in Jaipur on August 28, 2014 under project entitled MyCity supported by The Asia Foundation, New Delhi.

To measure the status of services delivered by JMC and know the level of citizen’s satisfaction, social accountability (Sac) tools, such as CRC and PSI were used. Findings from CRC and PSI were shared through a presentation wherein the status of services in different wards was shared.
As chief guest of the programme, Jyoti Khandelwal, Mayor of Jaipur City said that as development is a continuous process, problems also keep emerging; hence efforts should be made continuously. She said that ward committees should be formed and even there is a provision in the Municipal Corporation Act for the same. She said that as we keep our houses clean, we should also consider the city as our own and keep it clean. She also stated that we also need to look into other aspects of service delivery, such as issues of sanitation workers and should also go deeper in the roots of problems.

Ratna Jain, Mayor, Kota City through a presentation, briefed on the interventions made by her through use of technology, especially the mobile application where any citizen cannot only go through the required information but also can file complaints. She said that there is confusion among citizens prevailing due to multiple agencies and lack of awareness with regard to the scope of work.

She also emphasised on the lack of financial resources to carry out the desired interventions. Jain said that there is a need for convergence and citizen monitoring of implementation of schemes. She also expressed that chief executives of municipalities should be senior IAS officers, so that functions can be carried out effectively.

George Cheriyan, Director, CUTS in opening remarks opined that Jaipur is a fast growing city having population of 33.5 lakhs in 2014. He pointed out that 73 Amendment of the Constitution is functioning well in rural areas, however there is no progress on implementation of 74 Amendment, such as formation of ward sabhas in urban bodies.

Sagar Parsai, Country Representative, The Asia Foundation briefed that there can be a debate on findings presented, however the perceptions on lapses need to be addressed. Hence, it is important to get feedback of citizens for improving quality in delivery of services.
Rao Rajendra Singh, MLA, Rajasthan while delivering his address said that as citizens we should fulfill our fundamental duties and make efforts towards conservation of human capital. He emphasised on the need of developing civic sense for a better future. He also said that there should be a dialogue among leaders across political parties for better outputs.

Manish Pareek, Deputy Mayor of Jaipur City raised that the required devolution of powers to elected representatives in urban local bodies has not happened due to various reasons which is resulting in poor service delivery.

Amar Deep Singh, Project Coordinator, CUTS through a power point presentation shared the findings of study with status of Jaipur city in terms of selected services of JMC. He also presented specific recommendation to policymakers, concerned departments and other relevant stakeholders. He shared findings which showed the impact created by MyCity intervention and improved services, as the study showcases.

More than 100 participants attended the meeting, including representatives of Jaipur-based CSOs, resident welfare societies, councillors of various wards, officials from JMC and other line departments as well as media.

**Enhancing Civic Responsibility among Citizens**

To maintain regular interaction with members of the community, meetings were organised by partner CSOs in their respective wards. Councillors of concerned wards, community members, representatives of resident welfare societies, members of citizen action group participated in these meetings to discuss local issues and possible solutions at the ward-level. These meetings proved helpful in generating awareness among citizens about civic responsibilities and their roles in improving services. Issues were noted down by the partner CSOs for further follow up.
Interface between Citizens and Service Providers

Interface meetings between community members and service providers including councillors, officials from JMC and other line departments were conducted in all new wards by the partner CSOs. The first round of interface meetings were conducted after an analysis of the data gathered from CRC.

The objectives of the meeting were to inform participants about ward-specific data of CRC; generate discussion on emerging issues; and discuss possible measures to improve the situation. It was helpful in establishing a line of communication between the community and service providers at the ward-level. The feedback and comments gathered from interface meetings were incorporated in the findings of the research. The second round of interface meetings were conducted after the final Dissemination and Advocacy Meeting.

Consultation on Urban Services

Three consultation meetings were organised to involve targeted stakeholders in interventions. CSOs, Councillors and Officials of JMC were mainly identified for the consultation.

After having consultation with city-based CSOs, a Councillors’ Consultation meeting was organised on February 17, 2014 to build the rapport with JMC councillors as well as to take their feedback about MyCity. Manish Pareek and nine councillors of JMC took active part in the consultation and shared their views.
Representatives of partner CSOs also participated to interact with councillors. All councillors assured to provide necessary support for project activities. Another consultation meeting was organised with JMC officials in Jaipur on April 09, 2014.

Officials including zone commissioners, health officers, revenue officers, executive engineers, sanitation inspectors etc. participated in the meeting. The meeting was aimed to share objectives of the project and build rapport with officials for effective implementation. This consultation was also helpful in understanding problems, shortcoming in services by JMC officials. MyCity team members facilitated the discussions and visited all zone offices as part of the scoping of targeted areas.

**Dialogues on Urban Governance**

Mandakini Surie, Senior Programme Officer, The Asia Foundation India along with George Cheriyan, Director and Amar Deep Singh, Project Coordinator of CUTFS met with Jyoti Khandelwal, Jaipur City Mayor on April 24, 2014 and discussed issues of local self-governance and MyCity project. Mayor appreciated efforts made under MyCity to engage citizens in the urban area. She also raised various issues related to the civic sense and mentioned that MyCity approach in selected wards of Jaipur city is helping raising general awareness about civic issues in public.

Barbara Smith, Senior Director, Governance and Law; John Taylor, Urban Governance Consultant, The Asia Foundation, USA; Mandakini Surie along with MyCity team had a meeting with K K Bhatnagar, Chairman, State Commission on Urbanisation, Government of Rajasthan on September 17, 2014 to discuss ‘Urban Governance Issues and Challenges in India, with Special Reference
to Rajasthan’. The discussion was fruitful and Bhatnagar applauded efforts made under MyCity to engage citizens in the urban area.

**Strategic Planning for Sustainability**

All partner CSOs of MyCity gathered on September 24, 2014 to share their experiences and discuss challenges faced while implementing activities and sustainability of the intervention beyond project period. Partners raised various issues, such as difficulties in dealing with JMC officials and councillors, mobilising the targeted number of citizens etc. CSOs along with members of citizen action group will meet on regular basis to raise local urban issues.
गर्बंग & स्वाद जीवन के दृष्टि से एक नुकसान: अध्ययन

जयपुर, (काम्स) - जयपुर में भरी दृष्टि से गर्बंग और स्वाद जीवन के दृष्टि से एक नुकसान है। यह एक ऐसा घटना है कि गर्बंग और स्वाद जीवन के दृष्टि से एक नुकसान है। जयपुर की भरी दृष्टि से गर्बंग और स्वाद जीवन के दृष्टि से एक नुकसान है। यह एक ऐसा घटना है कि गर्बंग और स्वाद जीवन के दृष्टि से एक नुकसान है।
जनपतीदारी से ही निम्न की सेवाओं में सुधार संभव: महापौर

जनता के सहवाग से दूर होने वाली समस्याएं नीलामी परिजनों की वारसी कैसे सुलझाए? नीलामी की सुनहारी जगह कैसे सुनिश्चित किया जाए?

माई रिपोर्ट परिजनाओं की बैठक में जनता ने बताई समस्याएं

निगम नहीं लेता फीडबैक

सामाजिक और जनता के बीच समानता से ही विकास

माई रिपोर्ट परिजनों की बैठक में जनता ने बताई समस्याएं

सामाजिक और जनता के बीच समानता से ही विकास

जनता के सहवाग से दूर होने वाली समस्याएं

उपमुख्यमंत्री से संबंधित प्रश्न पर संवाद

कांग्रेस की बैठक आयोजित

जन मार्गदर्शक के संबंध में समाचार का समाधान संभव: गौड़ीयों के

समस्याओं से पुरुष के लिए परिवार

उपमुख्यमंत्री से संबंधित प्रश्न पर संवाद
About Project

CUTS International in partnership with The Asia Foundation (TAF) implemented ‘MyCity’ project in Jaipur city to improve governance and service delivery through enhanced civic engagement by using social accountability (SAc) tools. In September 2014, the project completed two years of operation. At the end of two years’ time it becomes imperative to look back and take a stock of the activities and outcomes before moving ahead.

This document is an attempt to capture, in brief, the interventions taken up during these two years and the outcome thereof. It also reflects on the process by which the project strived to achieve these outcomes. Public Service Index (PSI) was used to generate ward-level report cards of urban services provided by the Jaipur Municipal Corporation (JMC) in eight selected wards of Jaipur city. A tool of Citizen Report Card (CRC) was also utilised to 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 deliveries.