

Foundational Sessions

Session 02

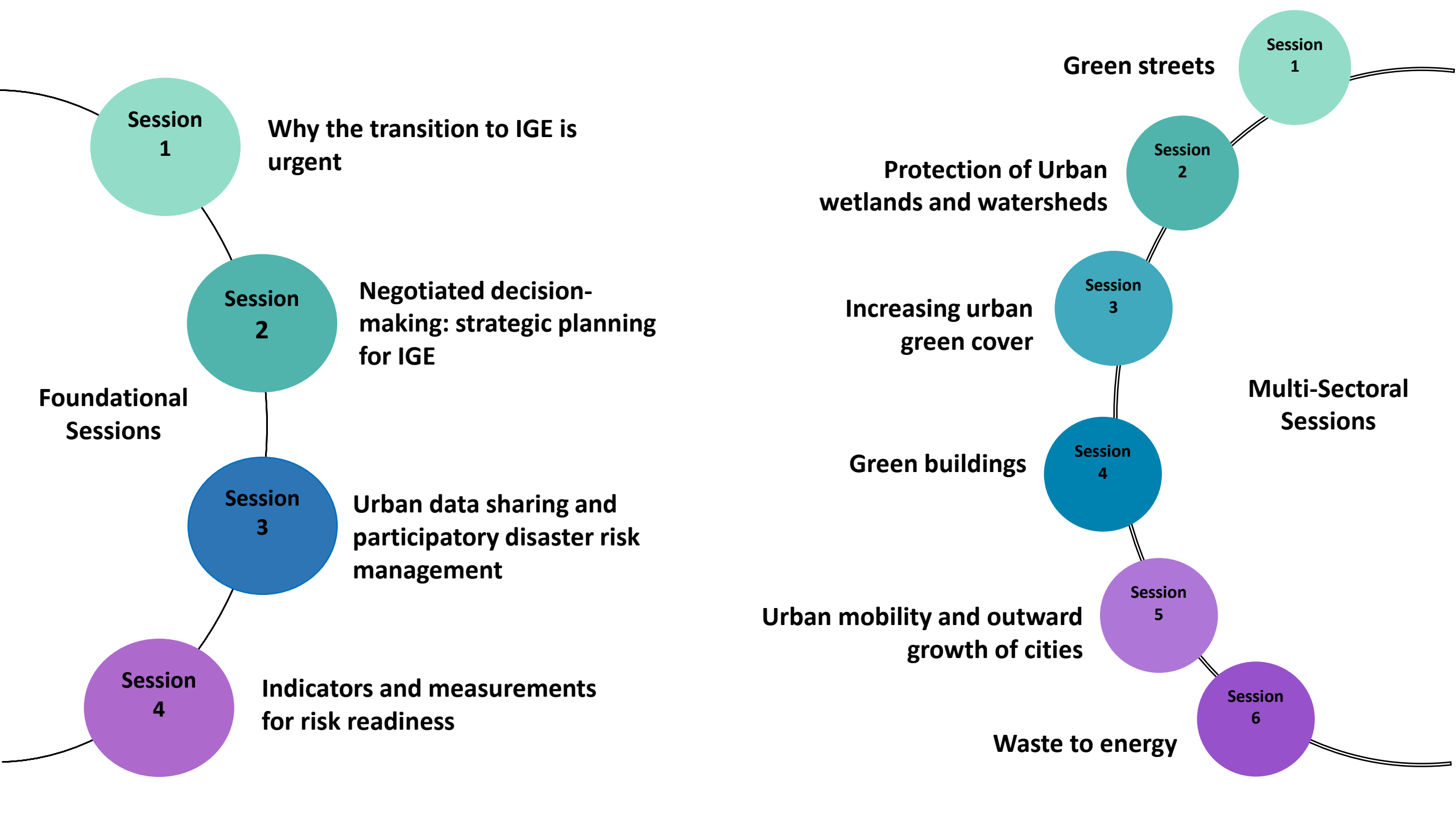
Negotiated decision making: Strategic planning for IGE

Dr. Champaka Rajagopal and Aditi Jain



11 APRIL 2023

DRAFT 01 NOT FOR CIRCULATION



Overview of sessions

Module A: Foundational sessions

Session A.1: Introduction: Why the transition to IGE is urgent

Session A.2: Strategic planning and finance for IGE

Session A.3: Data sharing for IGE

Session A.4: City resilience and indicators for mapping strength and weaknesses of cities

Module B: Multi-sectoral sessions

Session B.1: Green streets

Session B.2: Protection of urban wetlands and watersheds

Session B.3: Increasing urban green cover

Session B.4: Green buildings

Session B.5: Urban mobility and outward growth of cities

Session B.6: Waste to energy cycle: Governance gaps and solutions

This session

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Session B.1: Green streets

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Session B.5: Urban mobility and outward growth of cities

Session B.6: Waste to energy cycle: Governance gaps and solutions

Which of these problems are entangled in your city?

Increase in natural disasters	<input type="checkbox"/>
Extinction of plant and animal species	<input type="checkbox"/>
Loss of jobs	<input type="checkbox"/>
Climate driven migration	<input type="checkbox"/>
Air pollution	<input type="checkbox"/>
Effects on public health	<input type="checkbox"/>
Increased erosion of the shoreline	<input type="checkbox"/>

Diminished water supply	<input type="checkbox"/>
Forest fires	<input type="checkbox"/>
Decreased crop yield/food insecurity	<input type="checkbox"/>
More frequent, severe floods	<input type="checkbox"/>
Unsafe drinking water	<input type="checkbox"/>
More severe droughts/ heatwaves	<input type="checkbox"/>
Land and forest degradation	<input type="checkbox"/>

Content

1. Historical context
2. Definitions: Circular economy, Capital Investment Planning
3. International/ national norms/ processes: CIP for IGE
4. Case studies
 - Asia: Ulaanbataar, Mongolia
 - Global South, Johannesburg, South Africa
 - The JnNURM, India
5. Activities/ discussions

1

Historical context

Provisions of the 74th Constitutional Amendment for integrating economic growth, social-environmental justice and spatial development

Article 243 W in the Constitution of India

243W. Powers, authority and responsibilities of Municipalities, etc Subject to the provisions of this Constitution, the Legislature of a State may, by law, endow

(a) the Municipalities with such powers and authority as may be necessary to enable them to function as institutions of self government and such law may contain provisions for the devolution of powers and responsibilities upon Municipalities, subject to such conditions as may be specified therein, with respect to

(i) the preparation of plans for economic development and social justice;

(ii) the performance of functions and the implementation of schemes as may be entrusted to them including those in relation to the matters listed in the Twelfth Schedule;

(b) the Committees with such powers and authority as may be necessary to enable them to carry out the responsibilities conferred upon them including those in relation to the matters listed in the Twelfth Schedule

12th Schedule of the Constitution of India

Obligatory functions of the three types of urban local governments in Indian cities, including Municipal Corporations

1. *Urban planning including town planning.*
2. *Planning of land- use and construction of buildings.*
3. *Planning for economic and social development.*
4. *Roads and bridges.*
5. *Water supply for domestic, industrial and commercial purposes.*
6. *Public health, sanitation conservancy and solid waste management.*
7. *Fire services.*
8. *Urban forestry, protection of the environment and promotion of ecological aspects.*
9. *Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded.*
10. *Slum improvement and upgradation.*
11. *Urban poverty alleviation.*
12. *Provision of urban amenities and facilities such as parks, gardens, playgrounds.*
13. *Promotion of cultural, educational and aesthetic aspects.*
14. *Burials and burial grounds; cremations, cremation grounds and electric crematoriums.*
15. *Cattle pounds; prevention of cruelty to animals.*
16. *Vital statistics including registration of births and deaths.*
17. *Public amenities including street lighting, parking lots, bus stops and public conveniences.*
18. *Regulation of slaughter houses and tanneries.*

Discussion

Which of the 18 functions in the 12th Schedule are within your city's mandates?

Possible questions for discussion (not necessarily in this order)

- What components listed in the 12th Schedule is your Municipal Corporation in charge of and to what extent?
- Presently, what is the planning process? To what extent does it incorporate principles of circular economy? Please share examples.
- Are these practices driven by systemic policies and procedures or by individual initiative?
- Does your annual budget preparation process allow you to have medium to long term vision of economic growth supported by infrastructure development and improvements in the city? If yes or no, please share how.
- Competing demands of diverse places and people are often dealt with in our cities through informal solutions. Could you please share any systemic/ policy/ process innovations through which your city has addressed divergent and competing demands of stakeholders?

12th Schedule of the Constitution of India

What components listed in the 12th Schedule is your Municipal Corporation in charge of and to what extent?

Anticipated responses

1. *Urban planning including town planning.*

2. *Planning of land- use and construction of buildings.*

3. *Planning for economic and social development.*

4. *Roads and bridges.*

5. *Water supply for domestic, industrial and commercial purposes.*

6. *Public health, sanitation conservancy and solid waste management.*

7. *Fire services.*

8. *Urban forestry, protection of the environment and promotion of ecological aspects.*

9. *Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded.*

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Are these practices driven by systemic policies and procedures or by individual initiative?

Does your annual budget preparation process allow you to have medium to long term vision of economic growth supported by infrastructure development and improvements in the city? If yes or no, please share how.

Anticipated responses

Prescriptions in the Municipal Corporation Acts

Planning

- Provisions for spatial planning is through Town Planning Scheme
- Provisions for spatial planning, such as the town planning Scheme, not integrated with national/ state level economic, infrastructure and social development vision

Statutory planning

- No powers to prepare statutory master plans for the city
- Statutory planning mainly vested with Directorate of Town and Country Planning at the State government level or Development Authorities

Economic, social development and environmental protection

- No powers for economic development vision, vested at the state level
- Provision for urban forestry, protection of the environment and ecological aspects is included under Clause “67. Matters which may be provided for by Corporation at its discretion.-”, making environmental protection an optional/ discretionary function
- Reservation of land for public purpose in statutory master plans is generally entrusted with the Development Authorities

Annual Budgets

Municipal corporations are empowered to prepare their Annual Budgets for urban management functions

Participants provide examples of projects, programmes, initiatives at the operational level which show innovations in cross sectoral synergies

12th Schedule of the Constitution of India

Competing demands of diverse places and people are often dealt with in our cities through informal solutions. Could you please share any systemic/ policy/ process innovations through which your city has addressed divergent and competing demands of stakeholders through circular economy principles?

In what ways have these solutions fostered IGE principles?

Anticipated responses

Anticipated examples from participants.....

- Waste segregation and recycling
- Development of parks – are these linked with environmental networks of the city?
- Others...

Questions for discussion (suggested)

Which aspects of municipal and urban governance do you think that are fundamental to IGE are missing in the 12th Schedule

Anticipated responses

- Mobility and public transport
- Municipal finance, budget preparation and financial planning
- Explicit mention of mandates to resolve public problems, public risks through plans and policy instruments
- Others...

Linking functions of municipal corporations to achieve IGE

Some obligatory functions need to be administered in inter-sectoral ways to deal with climate change impact

Specific parameters of one sector may need to be tied with specific parameters of other sectors, to address climate change priorities of cities

Mechanisms must be used, designed modified to enable these cross sectoral synergies

2

Definitions

Circular economy

The circular economy is a systems solution framework that tackles global challenges like climate change, biodiversity loss, waste, and pollution.

Source: Ellen MacArthur Foundation

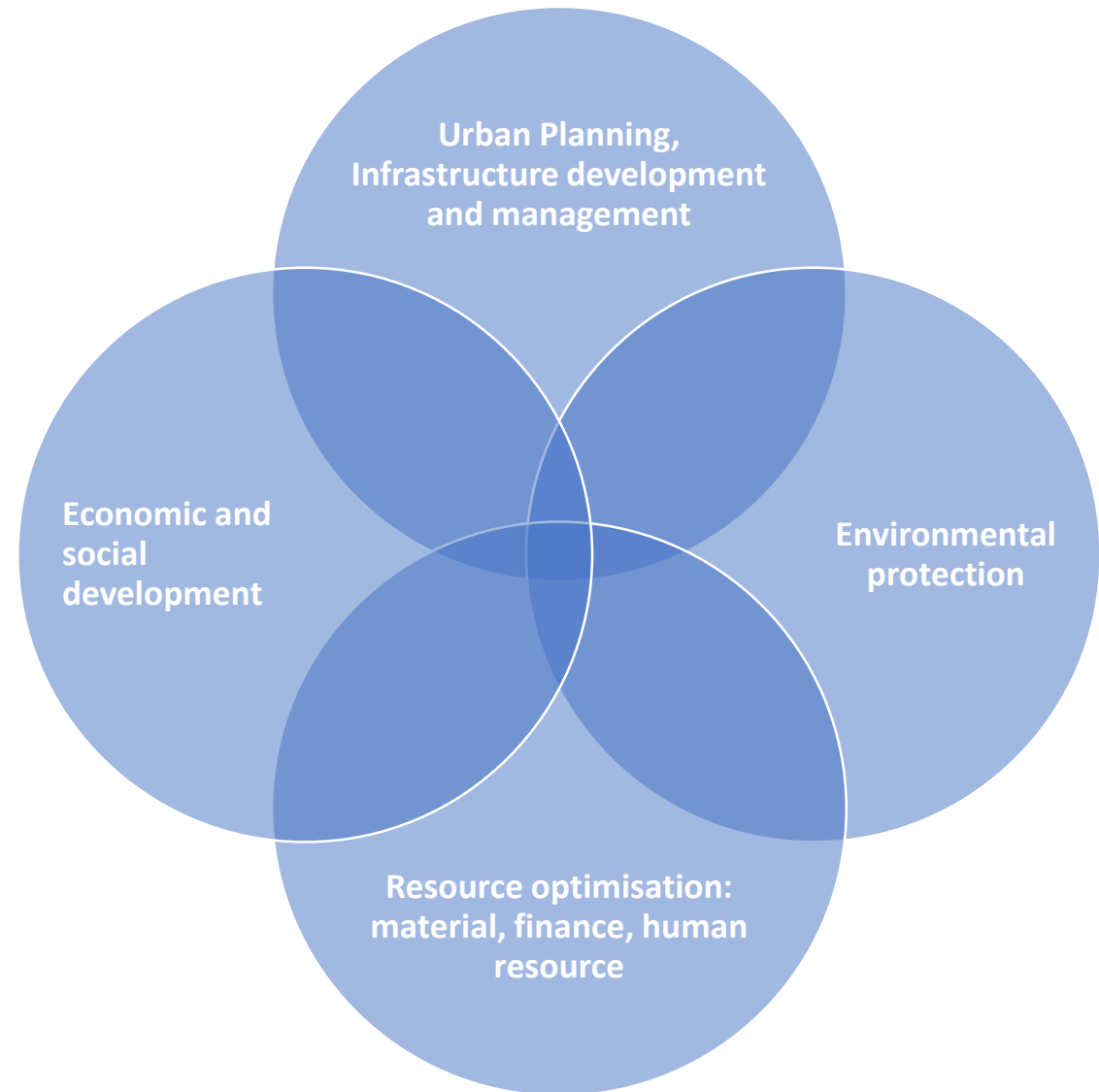
Reduce, Reuse, Recycle, Recover

An economy in which waste and pollution do not exist by design, products and materials are kept in use, and natural systems are regenerated.

Source: https://www.un.org/en/ga/second/73/jm_conceptnote.pdf;

Circular economy for SGDs: From concept to practice

Municipal governance



3

International/ national norms

Weakly coordinated urban governance and planning in India

Spatial development
(residential, commercial, office, industry, recreation, old city areas, heritage, public amenities and infrastructure)

+

Economic and social development
(manufacturing, services, agriculture, technology, informal sector)

+

Environment protection
(energy, forests, bio-diversity, wetlands, watersheds, watercourses/ tanks/ lakes/ rivers, marine ecology...)

+

Resources
(labour, natural material, manufactured commodities, finance, technology, assets...)

Statutory development plans
Infrastructure development projects

National and State government Schemes
State level policies/ programmes
Land use plans: reservation of land for public purpose

Laws, policies, land governance, land use regulation

Laws, policies, standards, day to day practices, national, state and municipal annual budgets

Solutions explored

The Capital Investment Planning approach has been experimented with but may or may not work for our cities.

This session explores the concept of the CIP approach in order to think of other similar mechanisms which could be designed by cities, based on their internal growth dynamics and needs

The Typical Capital Investment Planning Process

- First, there is a transparent and systematic process that evaluates the competing needs of various municipal services. In the face of limited financial resources available to a city government for capital projects, a process should be established to allocate the limited resources to the city government's priority areas;
- Second, a local financial policy that outlines the priority areas for capital investment and sources of financing is formulated and enacted;
- Third, CIP is a multiyear approach, which involves planning for the medium term, based on the city development agenda and forecasted capital repairs;
- Fourth, capital investment decisions are considered within the frameworks of life cycle costing. This framework considers not only the capital cost, but all costs during the useful life of an asset, particularly annual operations and maintenance (O&M) costs. The cornerstone of modern CIP is a recognition that capital investment – whether it is in new construction, acquisitions, or in capital repair – is intrinsically linked with the O&M costs that this asset will incur during its useful life.
- Lastly, the CIP process and its results are *inclusive of* and *transparent to* all relevant stakeholders, including city-affiliated departments and agencies, the local legislative body (e.g. City Council), the business community, and the public.

The Typical Capital Investment Planning Process

A two-tier process (participatory planning)

- Strategic development framework focused on circular economy
- Strategic action framework
 - Public workshops involving diverse stakeholders to concur on green outcomes
 - Listing action plans to address green outcomes (Climate Action Plan/ Heat Action Plan/ Flood Proofing Action Plan)
 - Listing and spatially mapping project and programmes to accomplish green outcomes

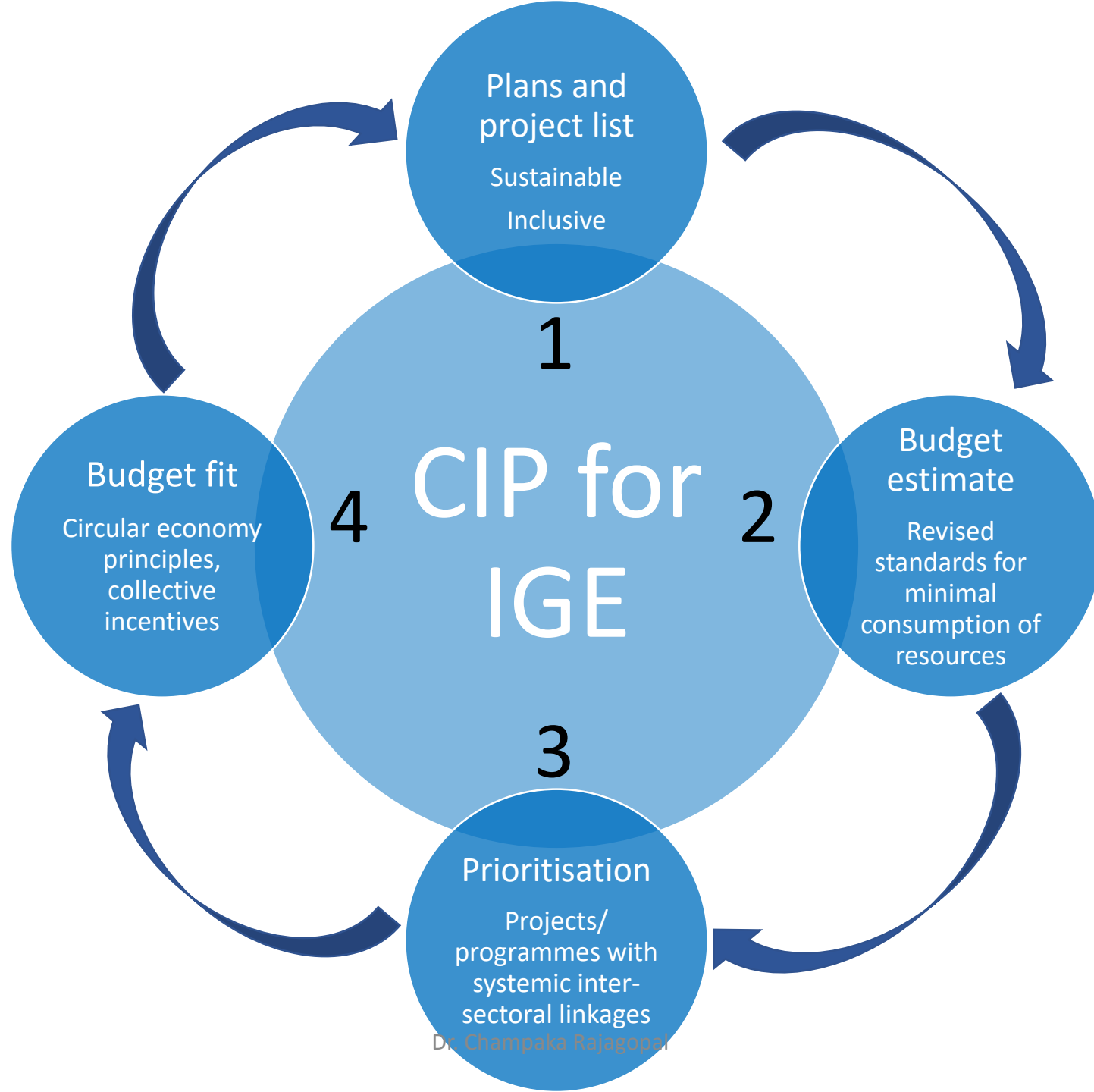
Negotiations for prioritization of initiatives to meet competing demands on competition and environmental protection

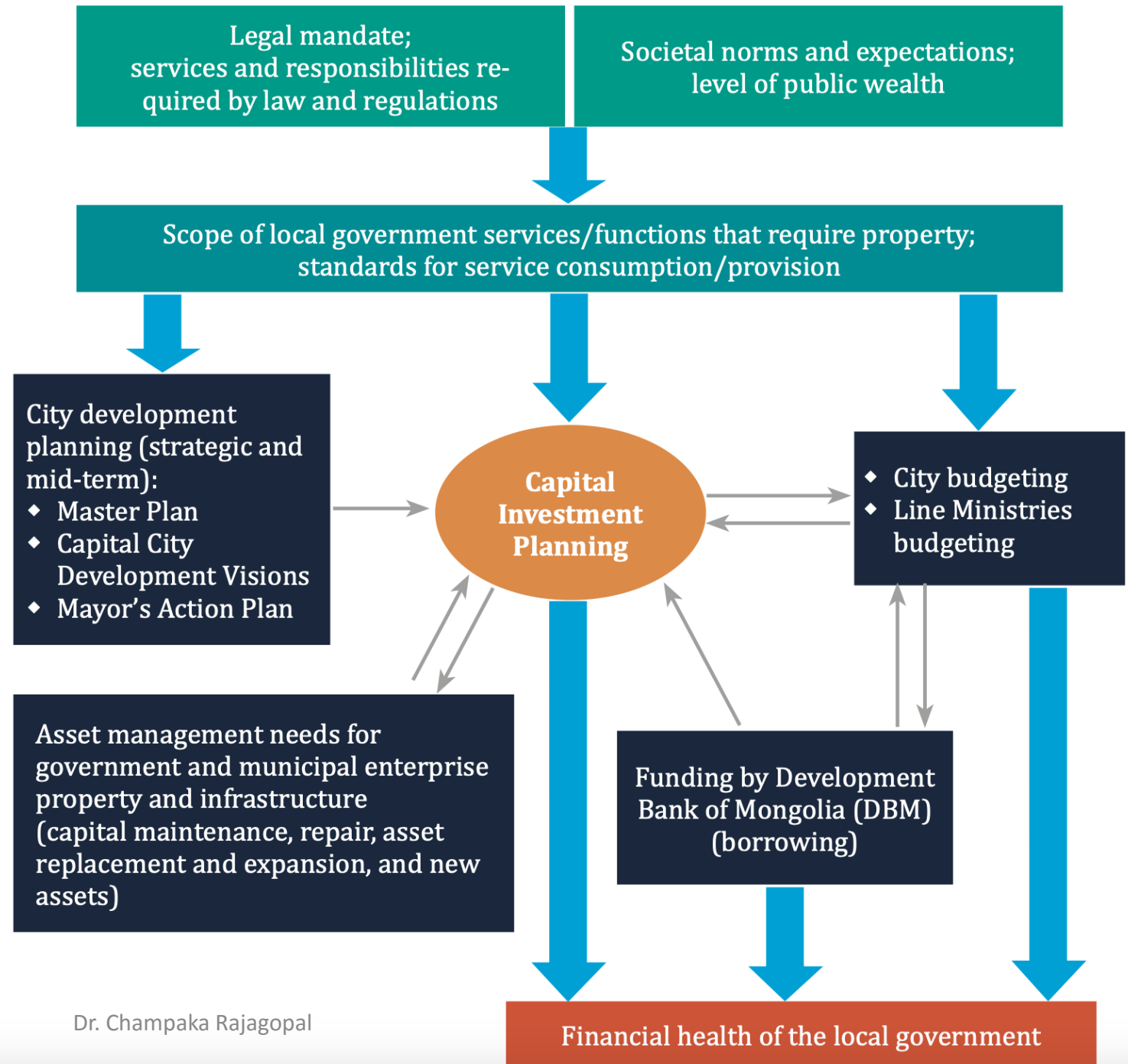
Budgeting all action plans, projects and programmes (including new specifications, norms, standards for green interventions)

Budget fit (with municipal revenue income)

Financial management to meet deficits: national and state government grants, philanthropic funds, private sector investment, asset management through an inclusionary approach

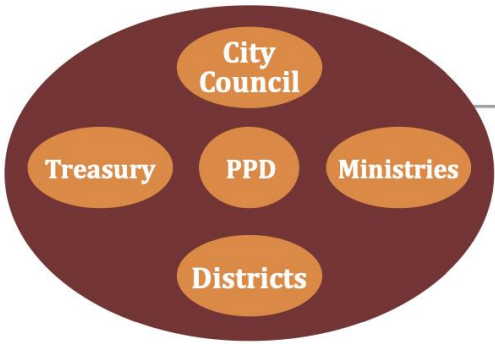
Monitoring and evaluation of implementation and accomplishment of outcomes





STEP 1

Develop a plan for communication with key stakeholders in the CIP process



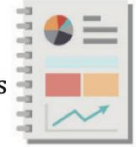
STEP 2

Review/modify policies on capital investment planning



STEP 3

Establish project scoring criteria and prioritization process



STEP 4

Modify calendar, forms and instructions



STEP 5

Prepare Project Requests



STEP 6

Review project requests, sort them out into line ministries and city portfolios



STEP 7

Prioritize project requests



STEP 9

Draft city capital program and budget documents and adopt them



STEP 8

Send prioritized requests to line ministries and match city's projects to available funding



Implement and monitor investment projects



STEP 6

Requests collected from entities

Requests reviewed and disqualified ones eliminated

List 1 - for line ministries

List 1a: on-going projects, by sector

List 1b: new projects, by sector

List 2 - for city funding

List 2a: on-going projects, by category

List 2b: new projects, by category

STEP 7

List 1b: new projects, by sector

Scored/prioritized within each sector

PPP screening

THREE SUB-LISTS

- Ongoing
- Potential PPP in the order of prioritization
- All other new (by sector, scored and prioritized within each sector)

List 2b: new projects, by category

Scored/prioritized within each category

PPP screening

PPP-POTENTIAL

The list prioritized projects are sent to IDIA for PPP appraisal

NOT PPP-POTENTIAL

Scored and prioritized within each category to be matched for available funding

STEP 8

Draft list for CIP ready for review and approval

Funding allocated first to on-going projects (List 2a)

• Available funding identified

• Allocated by category

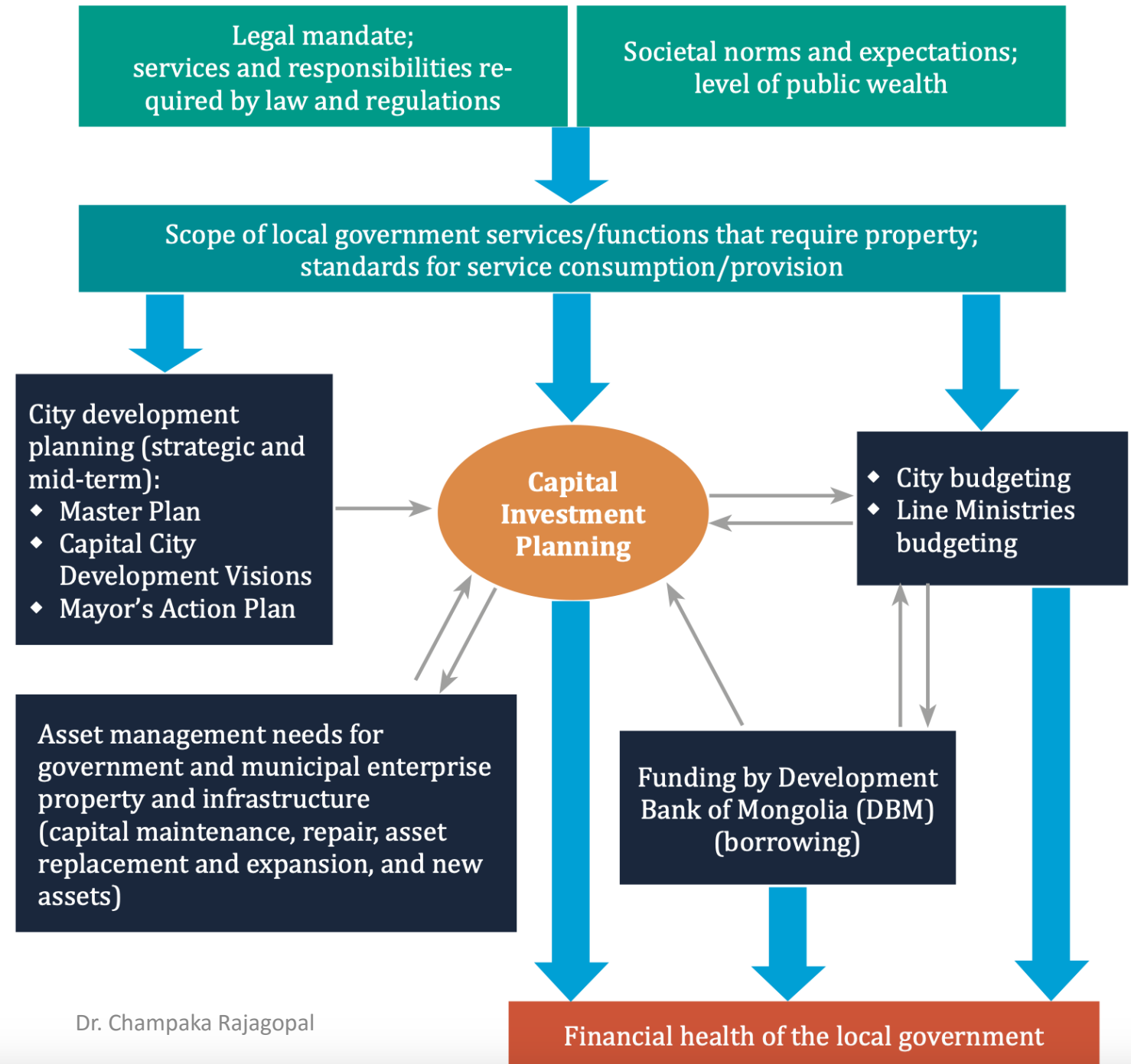
Remaining funding matched to prioritized List 2a, within each category, starting from the top, until funding exhausted

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Figure 5. Key Actions under Steps 6, 7 and 8

Discussion/ Activity

How would you like to adapt the CIP process to your own municipal processes?

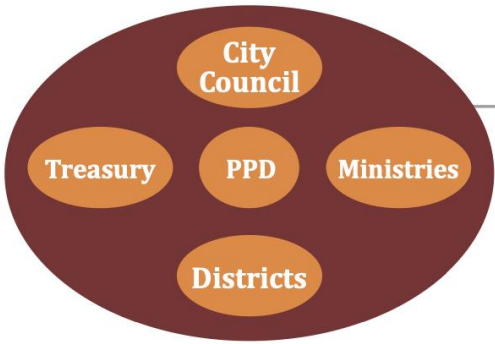


In the CIP process flowchart below, where would you like to integrate aspects related to IGE, namely:

- a) Pre-requisites for design without waste,
- b) Optimization of resources,
- c) Recycling, reuse
- d) Environmental protection

STEP 1

Develop a plan for communication with key stakeholders in the CIP process



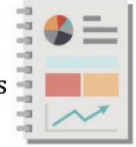
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Figure 5. Key Actions under Steps 6, 7 and 8



Please share any process innovations similar to the CIP among cities in your State and the extent to which circular economy is part of the conception

4

Case studies:
JnNURM, Ulaanbataar, Johannesburg

JnNURM, India

Multi-year municipal budgets 02
बातचीत के जरिए निर्णय लेना: समावेशी हरित
अर्थव्यवस्था (IGE) के लिए रणनीतिक योजना
municipal budgets but not IGE

Tied grants: Mandatory reforms

Mandatory Reforms at the Level of States

- (a) Implementation of decentralisation measures as envisaged in 74th Constitutional Amendment Act. The State should ensure meaningful association and engagement of ULBs in planning the function of parastatal agencies as well as the delivery of services to the citizens.
- (b) *Repeal of ULCRA.
- (c) *Reform of Rent Control Laws balancing the interests of landlords and tenants.
- (d) Rationalisation of Stamp Duty to bring it down to no more than 5 per cent within next seven years.
- (e) Enactment of the Public Disclosure Law to ensure preparation of medium-term fiscal plan of ULBs and parastatal agencies and release of quarterly performance information to all stakeholders.
- (f) Enactment of the Community Participation Law to institutionalise citizen's participation and introduce the concept of the Area Sabha in urban areas.
- (g) Assigning or associating elected ULBs with “city planning function”. Over a period of seven years, transferring all special agencies that deliver civic services in urban areas to ULBs and creating accountability platforms for all urban civic service providers in transition.**

Tied grants: Optional reforms

Mandatory Reforms at the Level of ULBs, and Parastatal Agencies

- a) **Adoption of modern accrual-based double entry system of accounting in ULBs and parastatal agencies.**
- b) Introduction of a system of e-governance using IT applications, such GIS and MIS for various services provided by ULBs and parastatal agencies.
- c) Reform of property tax with GIS. It becomes a major source of revenue for ULBs and arrangements for its effective implementation so that collection efficiency reaches at least 85 per cent within next seven years.
- d) Levy of reasonable user charges by ULBs and Parastatals with the objective that the full cost of O&M or recurring cost is collected within the next seven years. However, cities and towns in the North East and other special category States may recover only 50 per cent of O&M charges initially. These cities and towns should graduate to full O&M cost recovery in a phased manner.
- e) Internal earmarking within local bodies, budgets for basic services to the urban poor.
- f) Provision of basic services to the urban poor including security of tenure at affordable prices, improved housing, water supply and sanitation. Delivery of other existing universal services of the government for education, health and social security is ensured.

Transitioning to a Multi-year Budget: Lucknow as a case in point

TABLE 7-20: SECTOR WISE ESTIMATED COST (IN INR/LAKHS)

Sector	Estimated cost					
	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	for 5 years
Housing	19,922	50,271	87,909	39,792	11,819	209,714
Water Supply	1,079	2,781	4,031	1,936	914	10,742
Sanitation	2,795	6,985	8,938	3,836	1,744	24,298
Solid Waste Management	32	91	166	103	46	438
Roads	585	1,706	1,957	807	630	5,685
Street Lighting	220	82	141	14	13	469
Education	27	90	222	135	37	512
Social development	1,045	1,045	1,045	1,045	1,045	5,224
O & M	3,712	9,335	15,515	6,985	2,277	37,825
Total	29,417	72,386	1,19,924	54,653	18,525	2,94,907

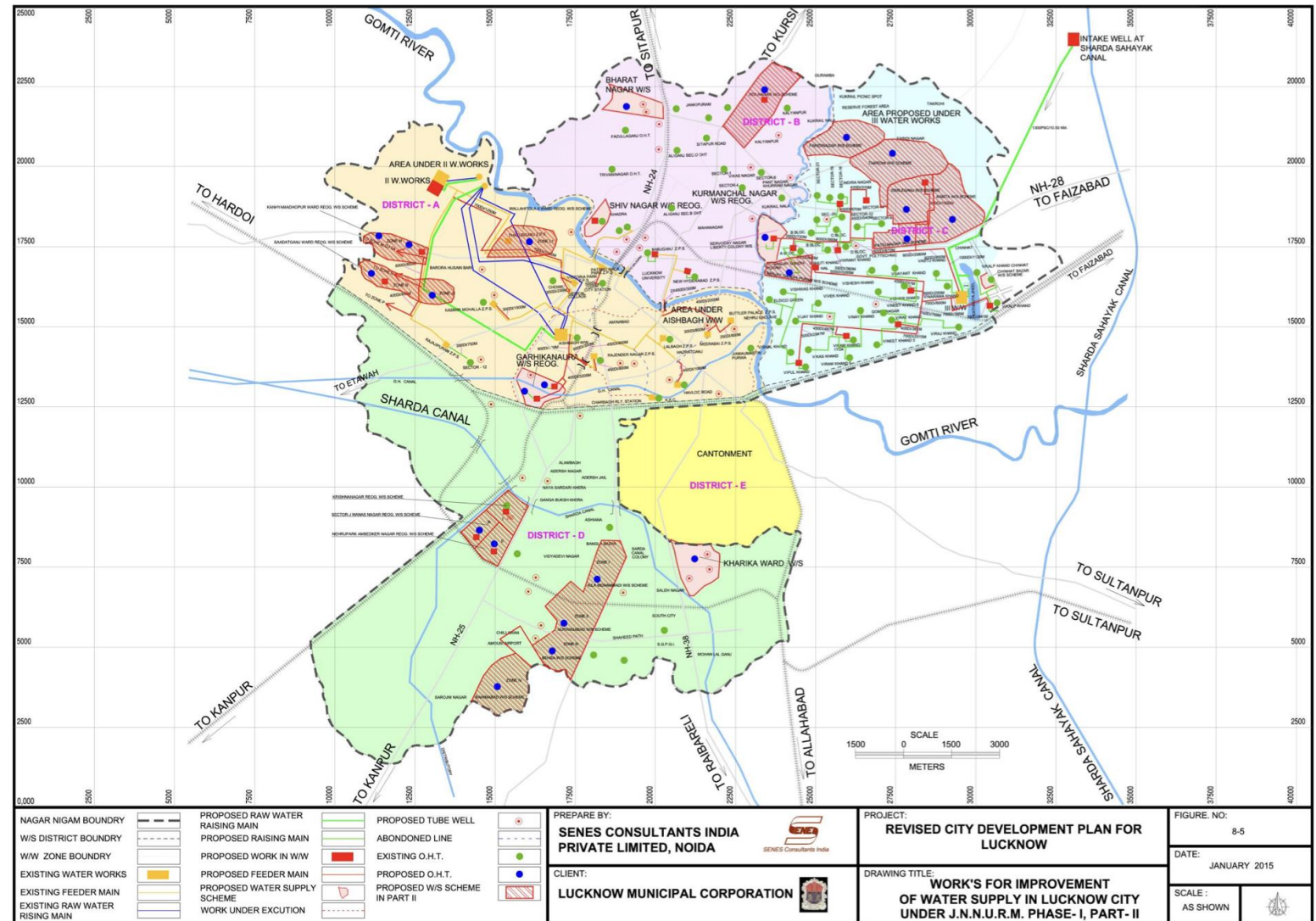
Source: RAY Report for Lucknow

As shown in the above table, the total cost projected for 5 years is Rs. 2949.10 Crores. In which 71% is allocated for housing with top priority; 14% for physical infrastructure and 2% for social infrastructure. Among physical infrastructure elements, due priority is given for sanitation for the next 5 years followed by water supply.

Sectorally mapped projects: Water sector proposals

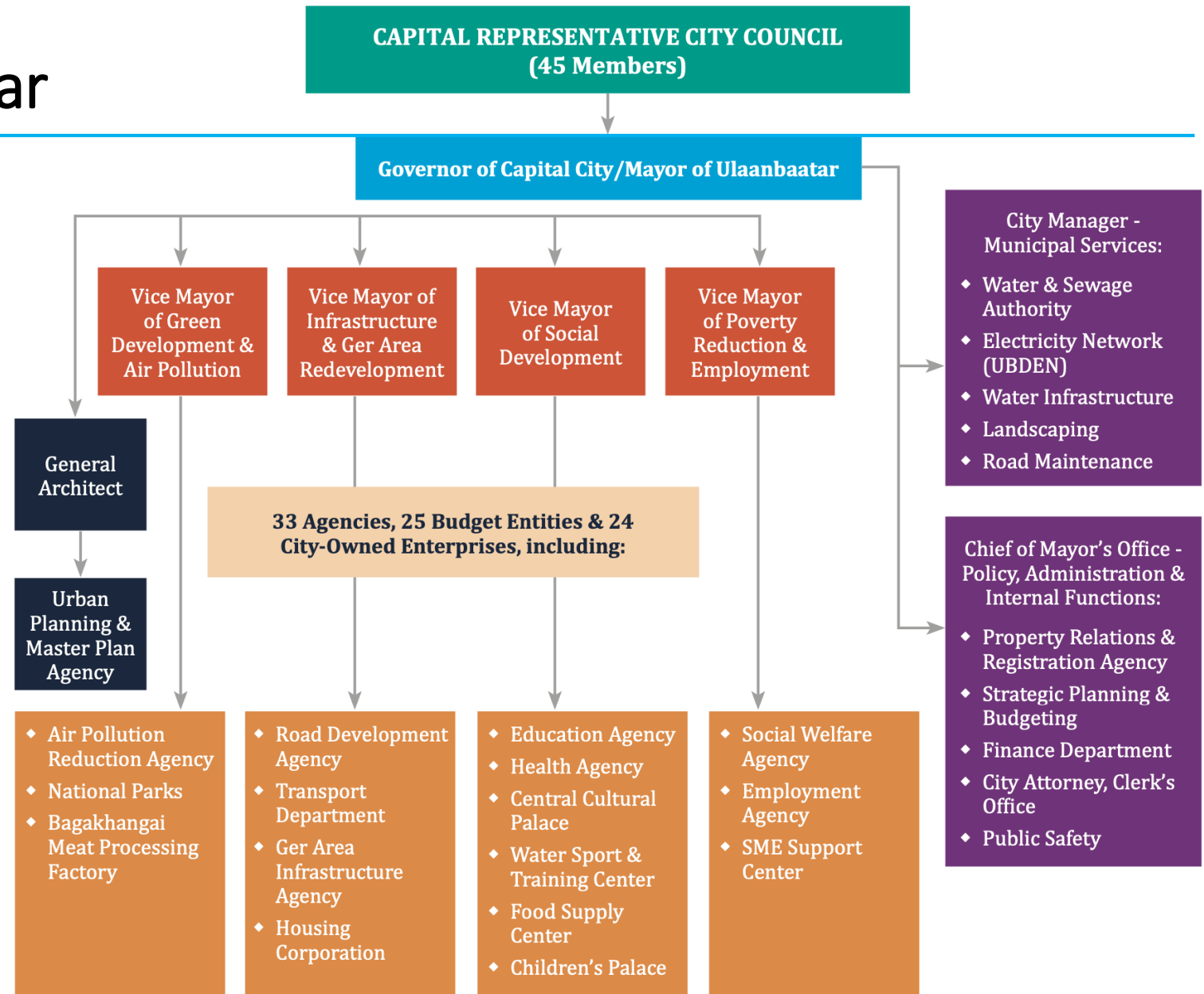
Launched in 2005:
Therefore, not
cognizant of IGE/ SDGs

FIGURE 8-5: WORKS FOR WATER SUPPLY INFRASTRUCTURE UNDER JNNURM PHASE I



Ulaanbataar, Mongolia

CIP adapted to Ulaanbataar

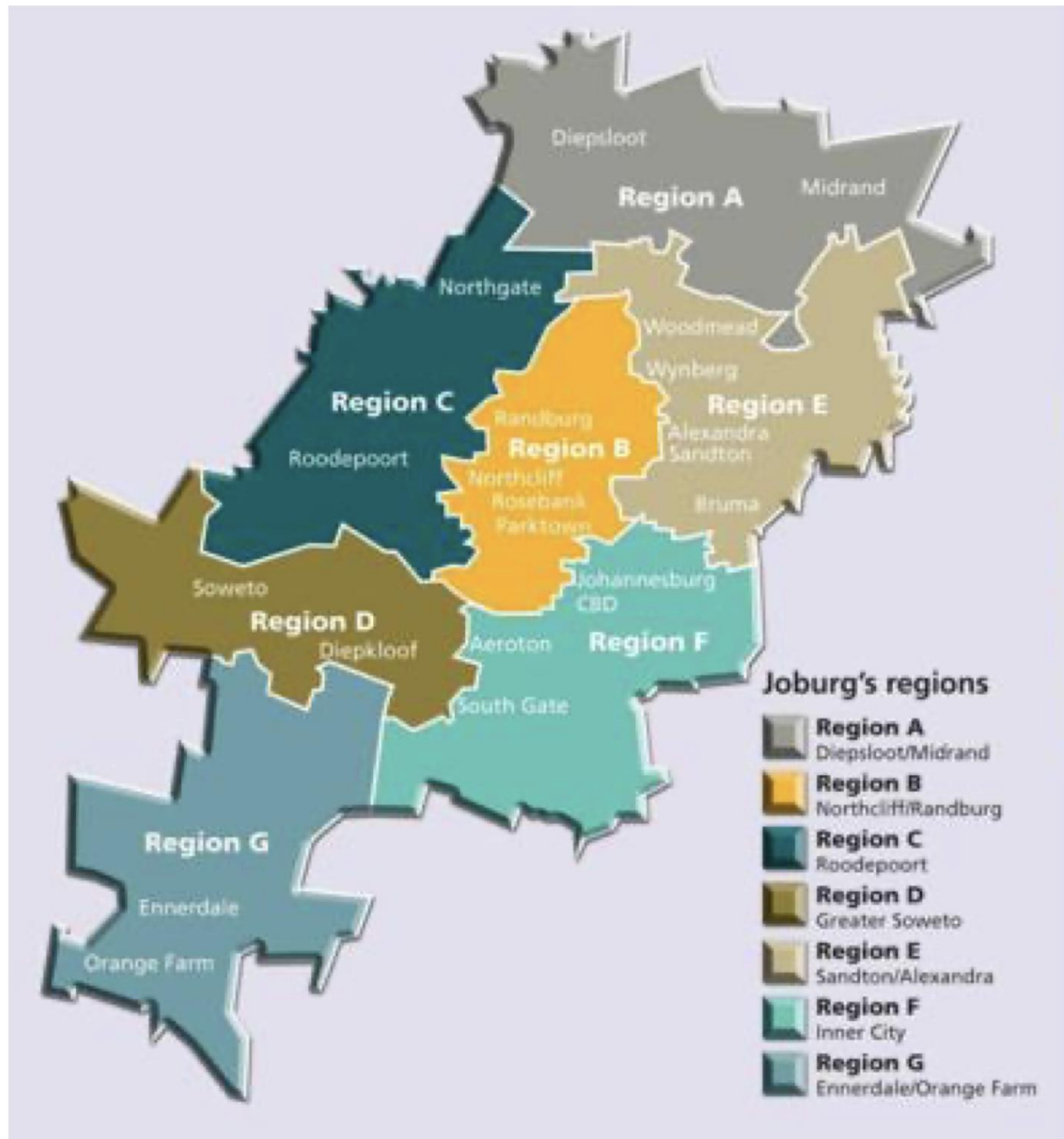


Source: authors' compilation

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Figure 2. Organogram of Ulaanbaatar City Administration, as of August 2018

Johannesburg, South Africa



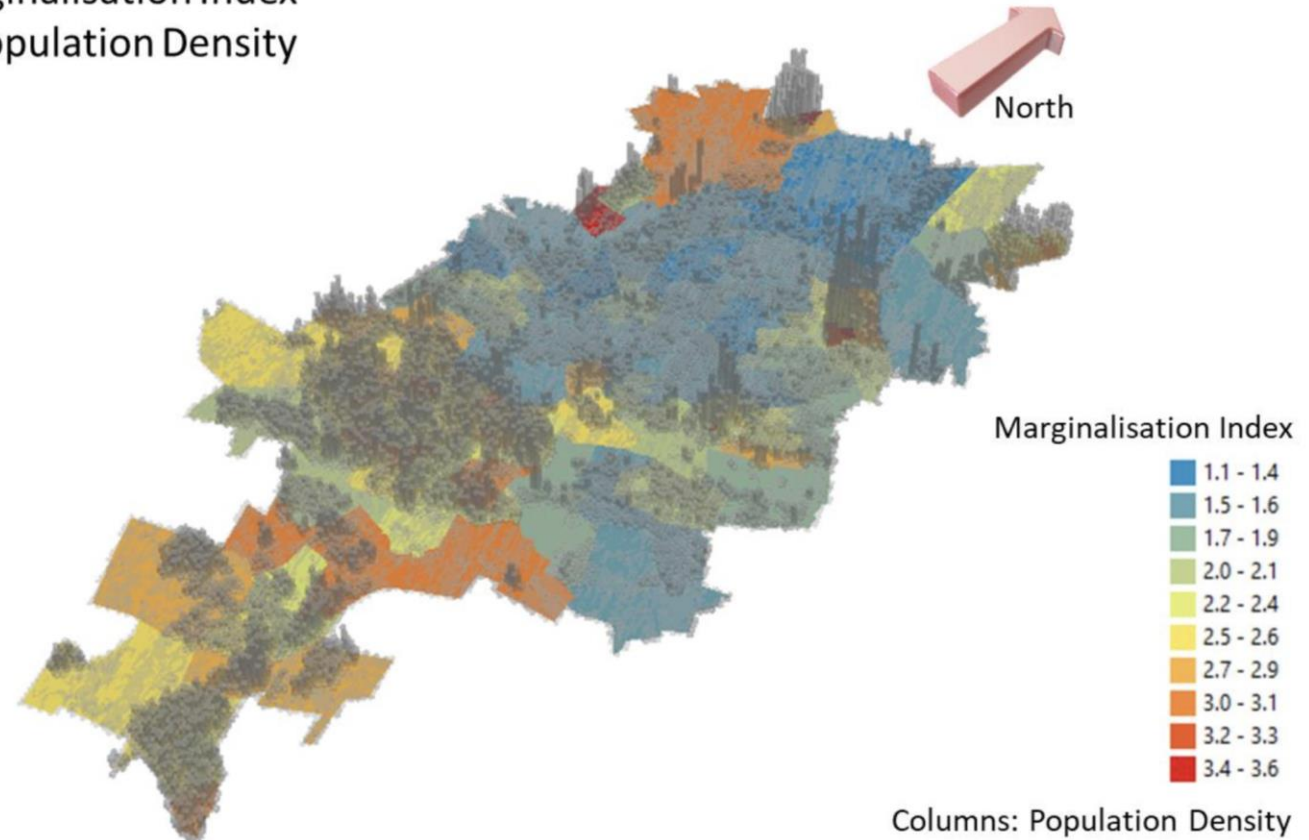
<i>Region</i>	Share of JHB's 2013 economic output
Region A	12%
Region B	13%
Region C	12%
Region D	8%
Region E	27%
Region F	23%
Region G	4%

Figure 15: Administrative regions in the City of Johannesburg and their share of economic output

Marginalisation index, a synthetic index of multiple social indices



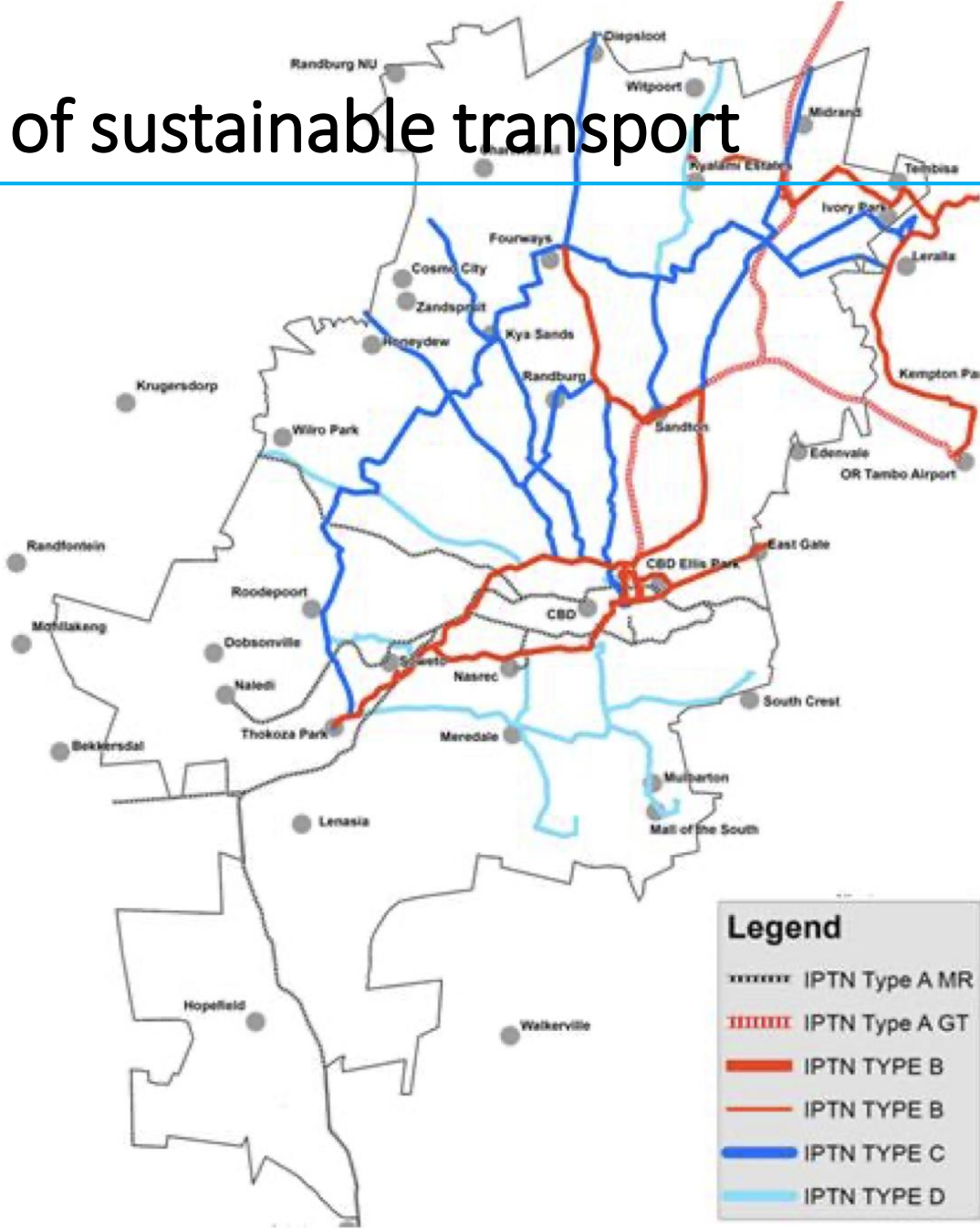
Marginalisation Index vs Population Density



Data: Marginalisation Index from the Gauteng City Region Observatory Quality of Life Survey 2018
Population Density from GeoTerraImage (GTI) Population estimates 2020 (at 400m hexagon scale)

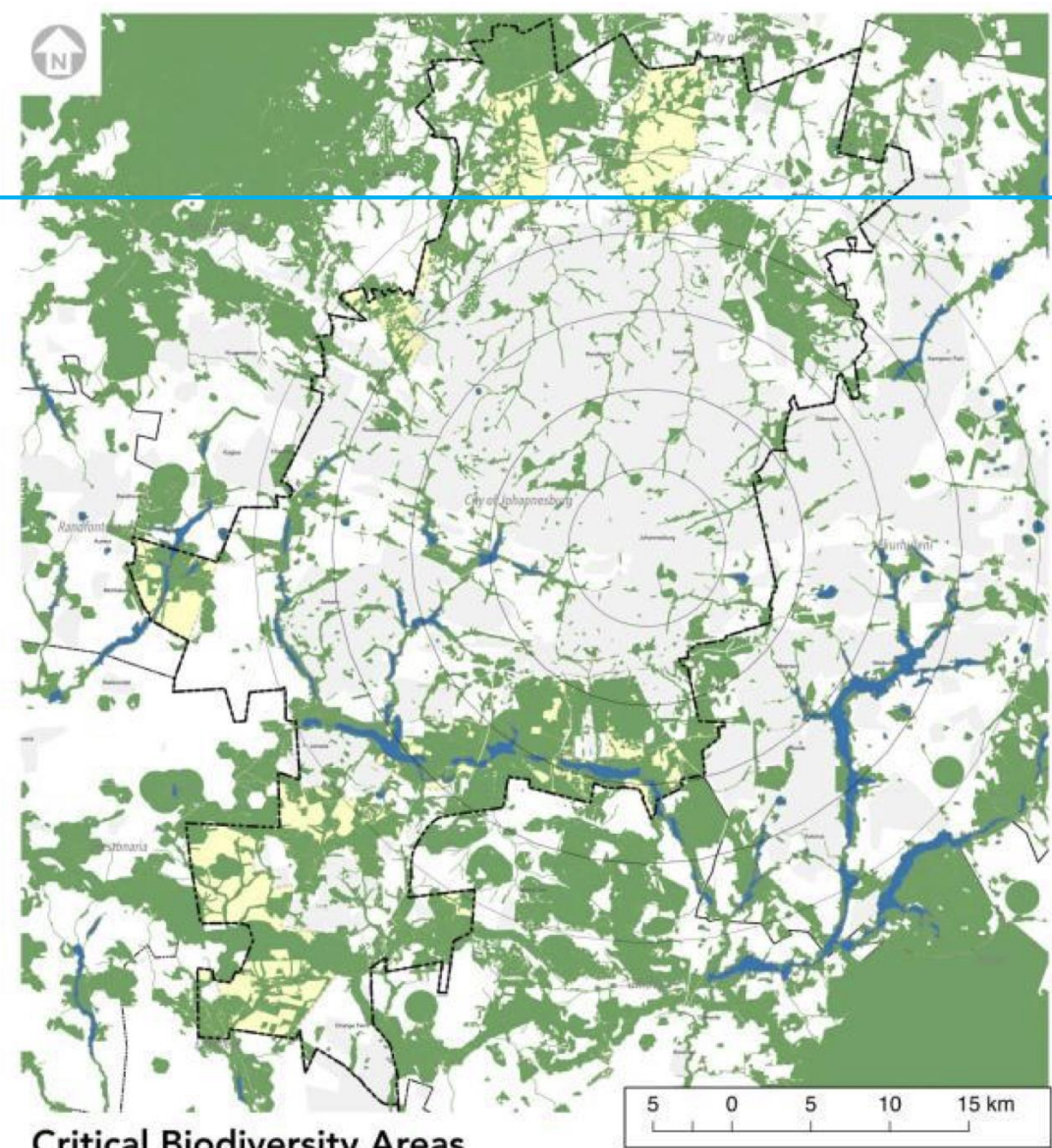
Figure 16: Marginalised areas (blue to red) and Population Densities (grey columns)

Access by public transit, an indicator of sustainable transport



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Figure 29: Trunk Routes: Johannesburg Strategic Integrated Public Transit Network⁴⁹

Critical bio-diversity



CRITICAL BIODIVERSITY

Wetlands and Waterbodies

C-Plan Area Coverage

BOUNDARIES

Area beyond UDB

Gauteng Built-up Areas

Gauteng Municipal Boundaries

COJ Boundary

Channeling capital investment in marginalized areas

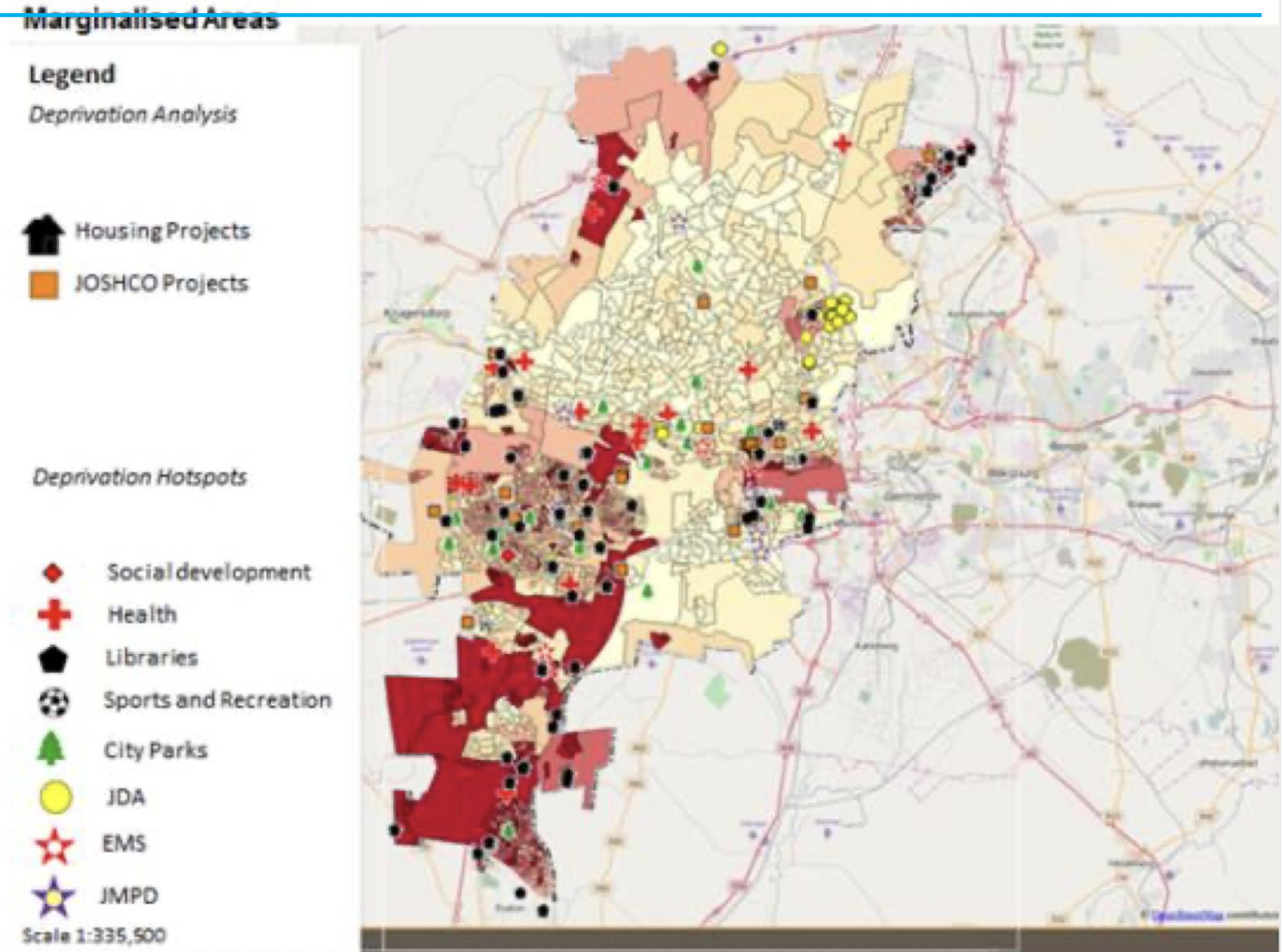
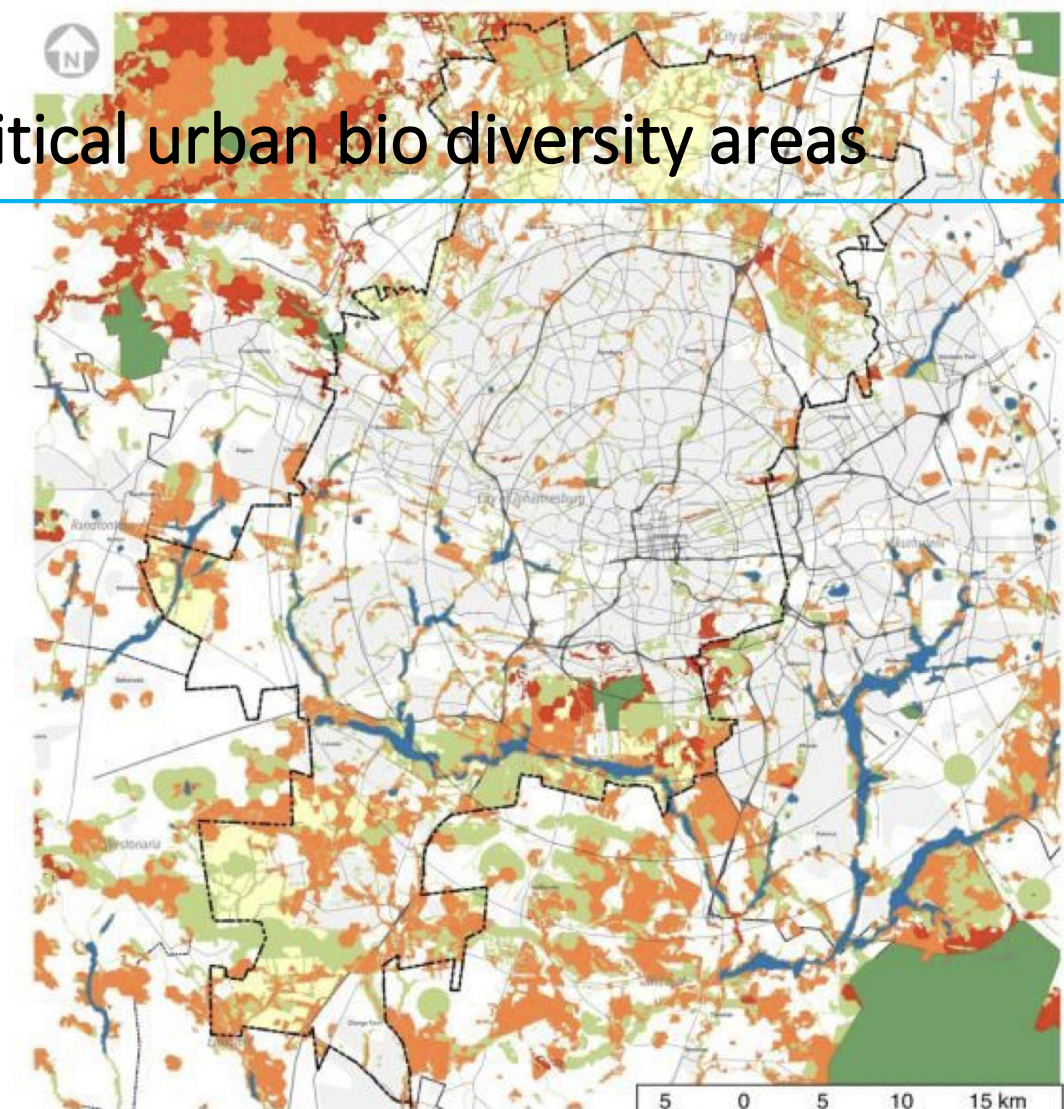


Figure 54: Capital Investment in Marginalised areas

Protection and sub-categorization of critical urban bio diversity areas

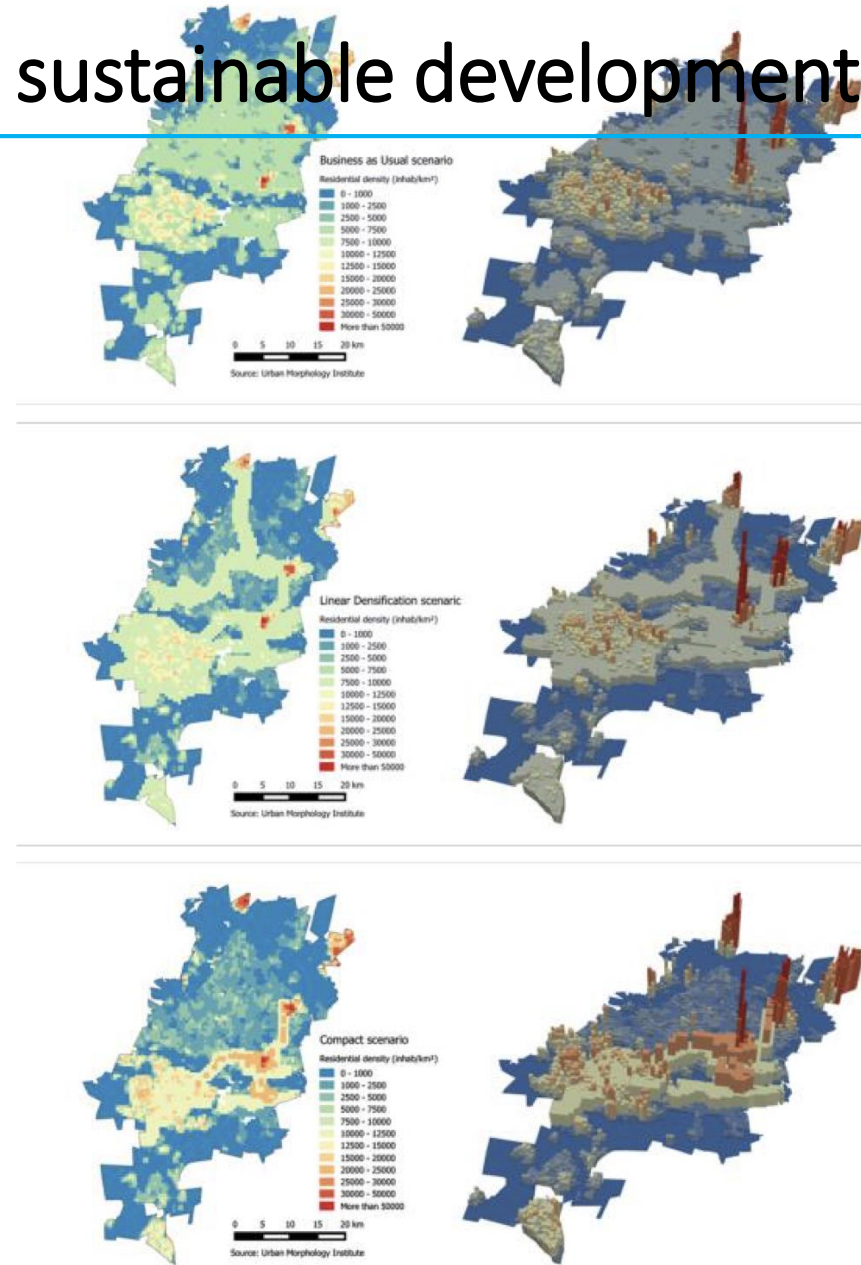


Critical Biodiversity Areas



(Map based on Gauteng Provincial "C-Plan" Data)

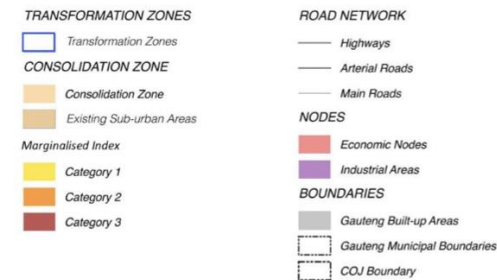
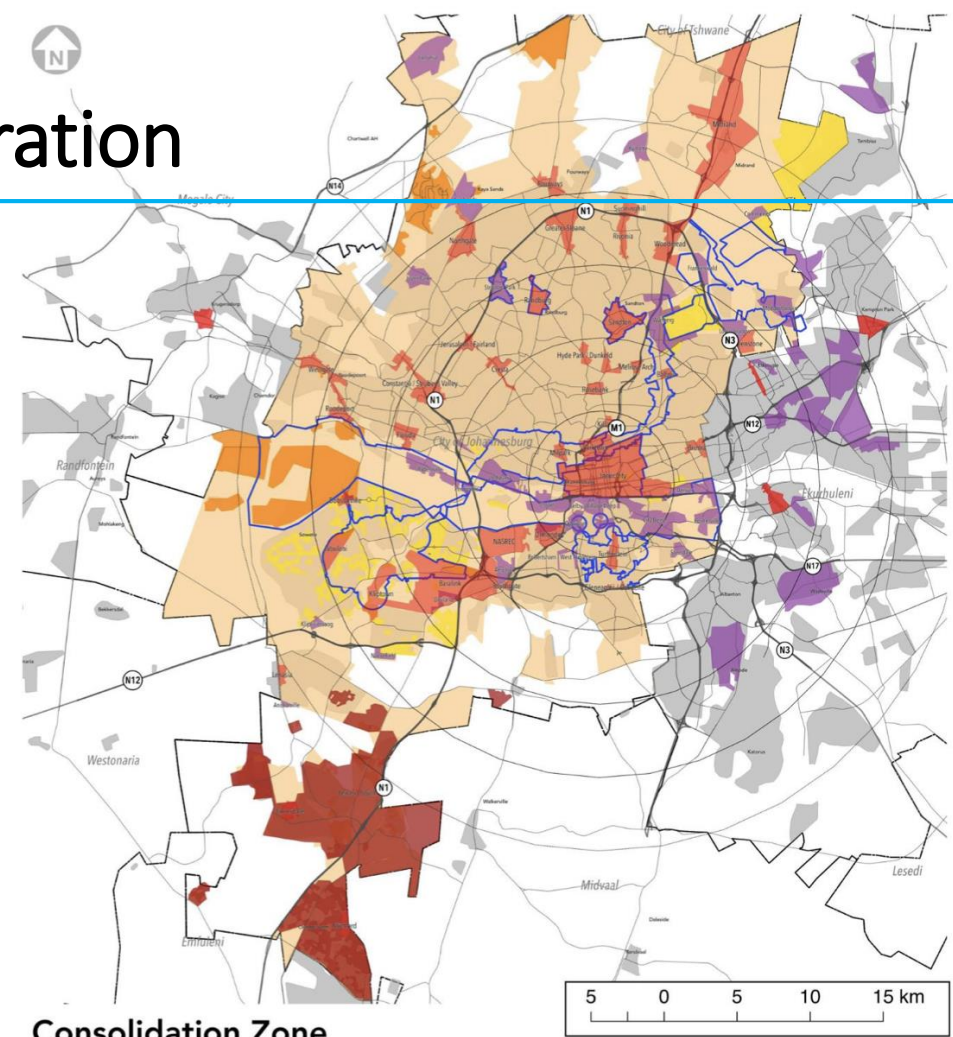
Compact development scenario for sustainable development



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Figure 23: Modelled Scenarios: Sprawl (top); Corridor Development (middle); Compact Polycentric (bottom) (Urban Morphology Institute)

Consolidation of the urban agglomeration



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Figure 44: Consolidation Zone (excluding redefined nodal boundaries from the Nodal Review)

All politically negotiated projects/ initiatives mapped spatially for transparency

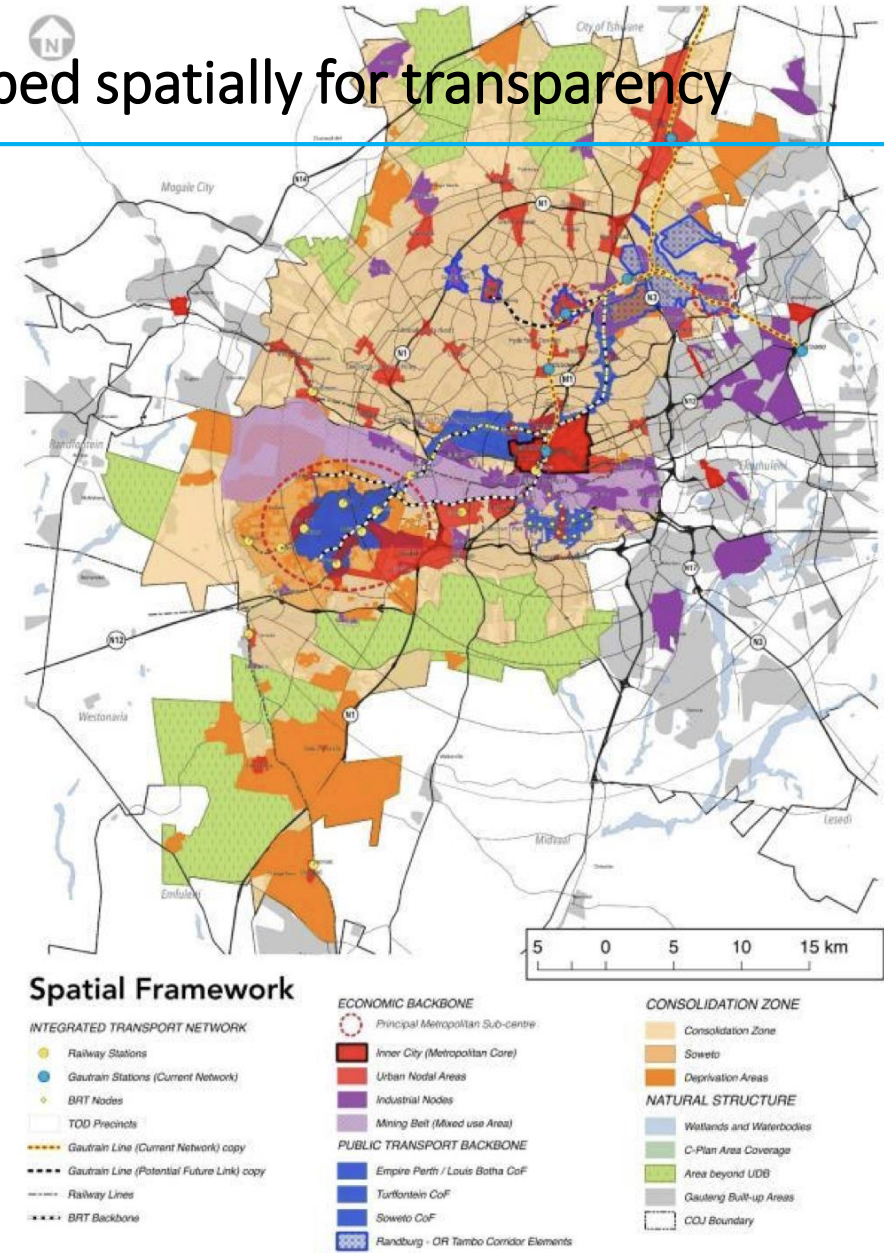


Figure 4: Spatial Framework (excluding change to UDB and Redefined Nodal Boundaries from the Nodal Review)
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 Draft Spatial Development Framework 2021/22

Project listing and prioritization in the medium term financial plan

The following table is a consolidation of all the expenditures associated with repairs and maintenance:



Description	Current Year 2022/23		2023/24 Medium Term Revenue & Expenditure Framework		
	Original Budget	Adjusted Budget	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
R thousand					
<u>Asset Class</u>					
Roads Infrastructure	918 480	783 207	803 029	835 110	847 201
Electrical Infrastructure	1 201 400	1 412 517	1 484 547	1 460 463	1 449 095
Water Supply Infrastructure	795 047	825 996	875 661	888 547	885 276
Sanitation Infrastructure	603 506	282 789	280 505	294 224	308 024
Solid Waste Infrastructure	519	11 034	11 616	10 683	11 189
Information and Communication Infrastructure	116 043	99 527	104 264	109 292	114 261
Community Facilities	79 099	287 170	299 890	309 905	314 877
Sport and Recreation Facilities	171 629	6 045	6 242	6 212	5 810
Heritage Assets	1 283	143	148	147	138
Investment properties	125 114				
Other Assets	127 331	1 059 650	1 304 698	1 341 562	1 334 317
Biological or Cultivated Assets		8 898	9 187	9 141	8 552
Intangible Assets	21 392	9 872	10 551	11 065	11 583
Computer Equipment	2 261	266 421	276 827	290 208	303 204
Furniture and Office Equipment	21 117	4 264	4 355	4 513	4 628
Machinery and Equipment	10 440	90 962	99 992	96 614	86 631
Transport Assets		166 686	176 874	180 131	177 695
Total Repairs and Maintenance	4 194 660	5 315 181	5 748 386	5 847 816	5 862 480

Financial management of deficits through alternative funding instruments such as PPPs

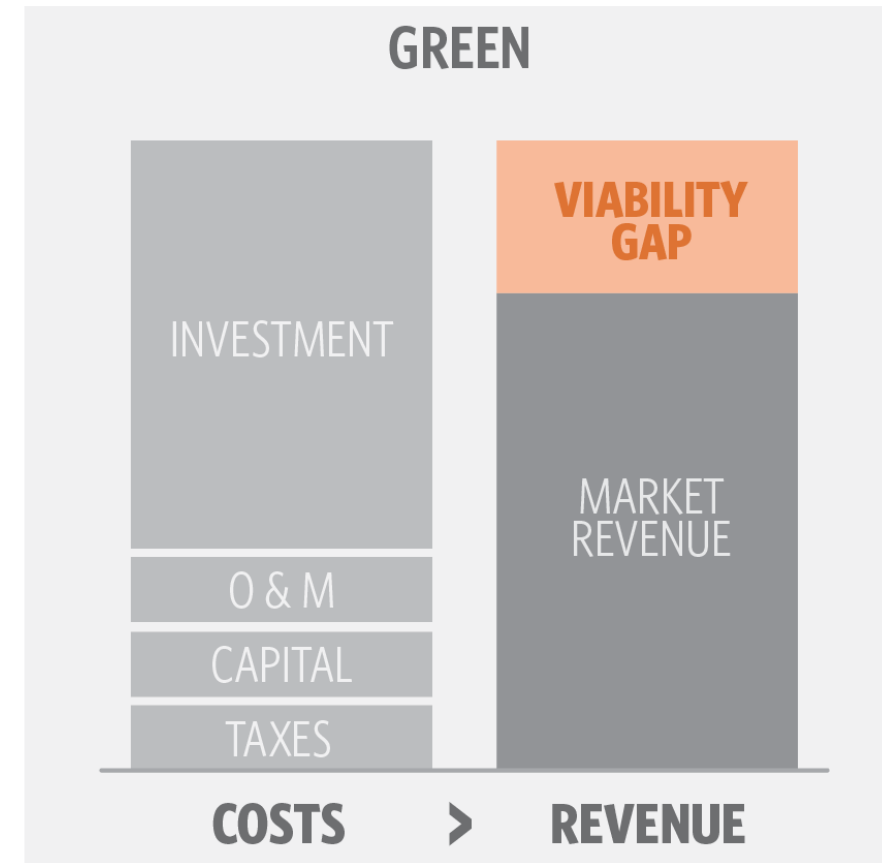
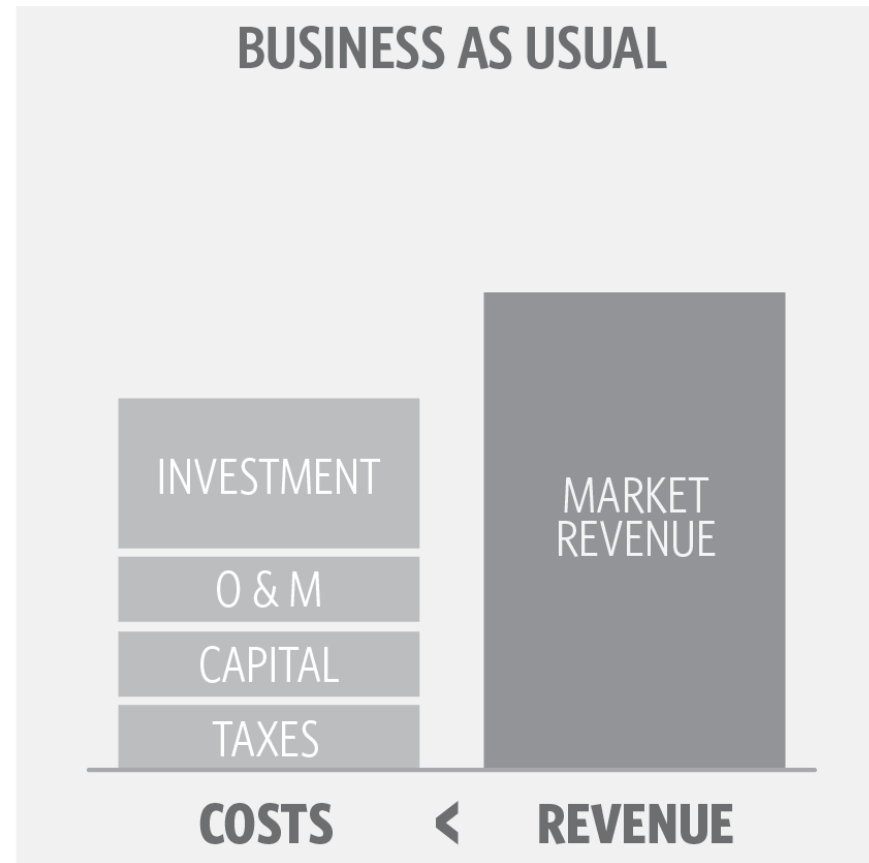


The capacity to develop a pipeline of bankable projects is still enhanced and effort made to tap into the City's partnerships with international bodies like FMDV and C40 for potential additional funding. Here are initiatives that needs to be brought to fruition such as alternative funding instruments including off-balance sheet instruments, PPP, project financing, tax incremental financing amongst others.

Budget fit and viability gap funding

Viability gaps arise where costs of an activity are greater than available revenues

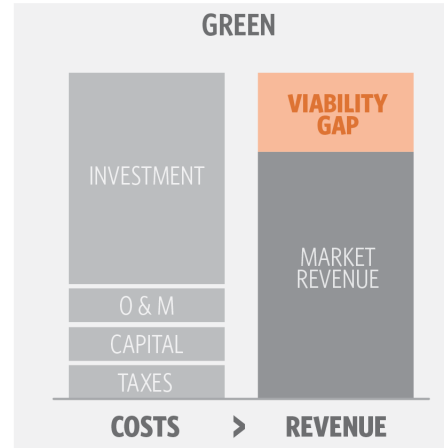
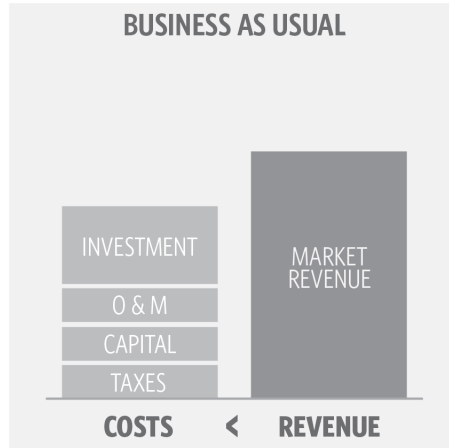
Public and private finance can help tackle the viability gap by:



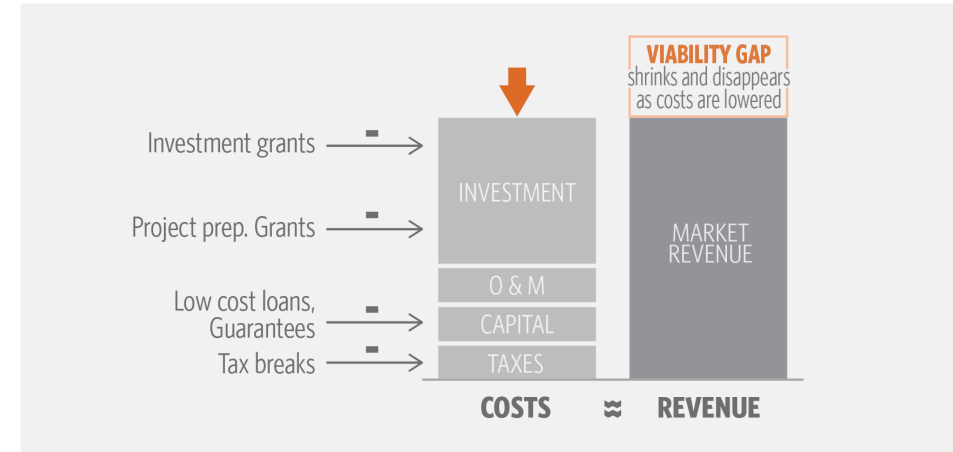
Budget fit and viability gap funding

Viability gaps arise where costs of an activity are greater than available revenues

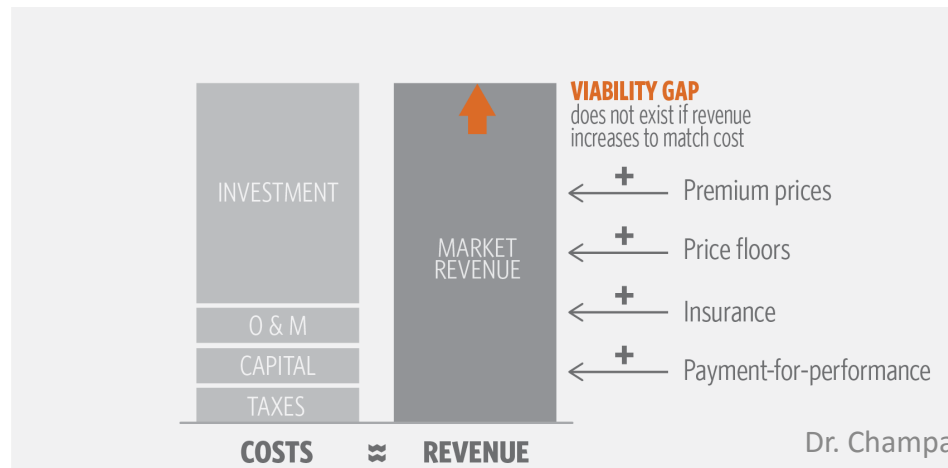
Public and private finance can help tackle the viability gap by:



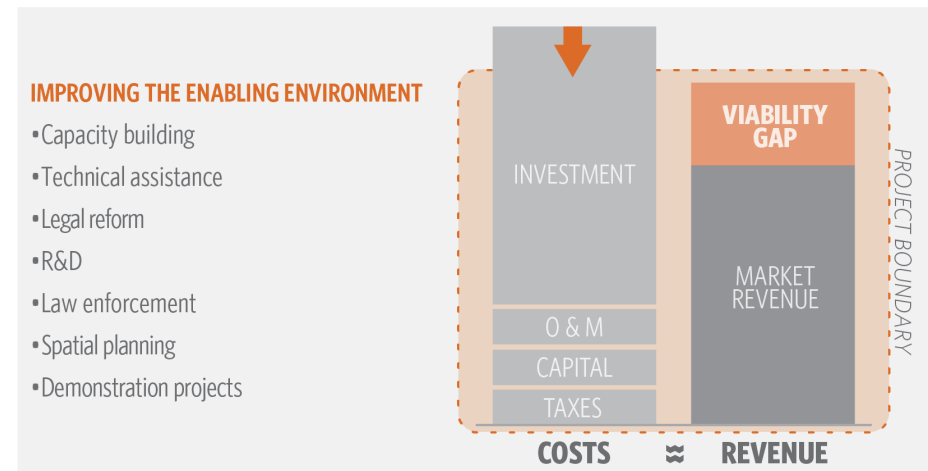
1. Reducing costs



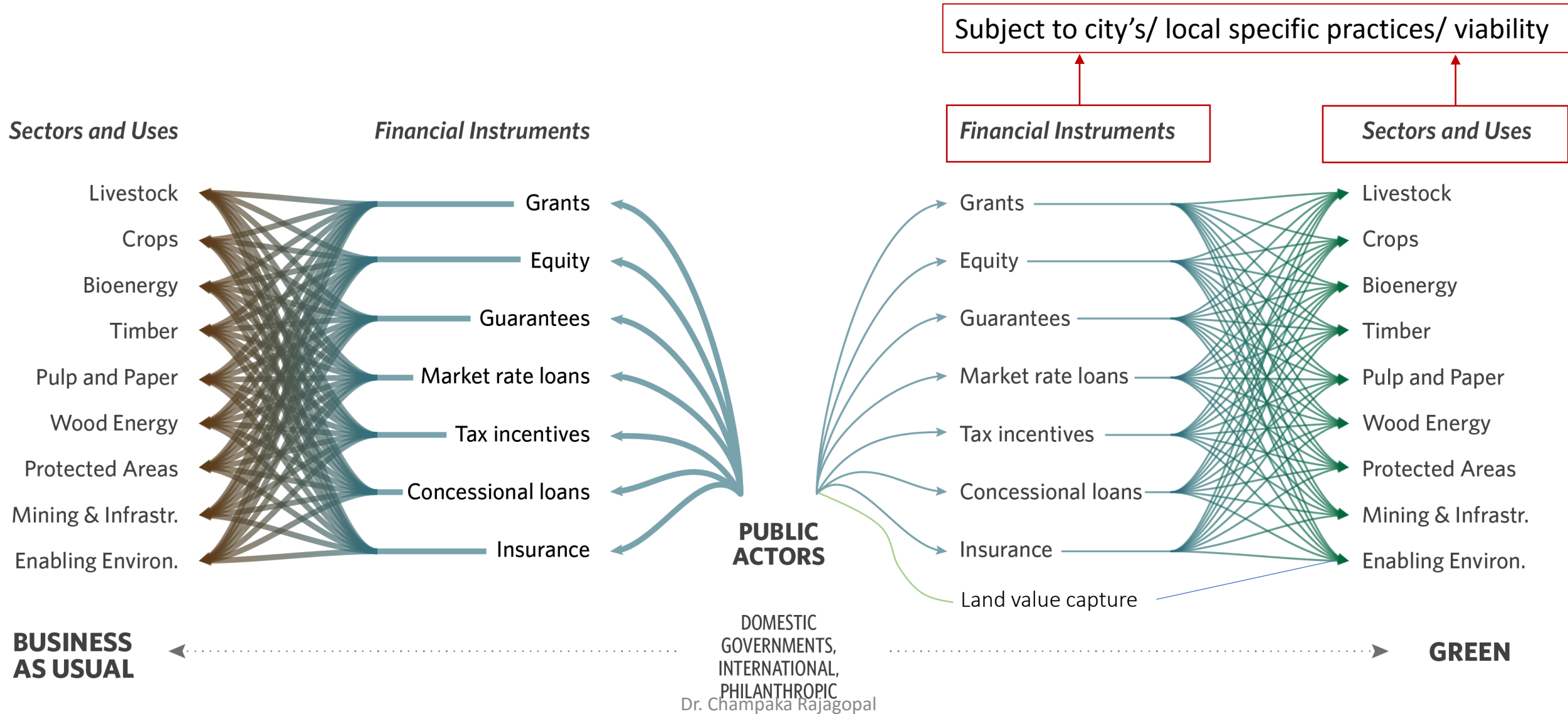
2. Increasing / creating revenues



3. Improving the investment climate – tackling risk, return and information barriers



Prioritisation for IGE initiatives



5

Discussion/ Activity

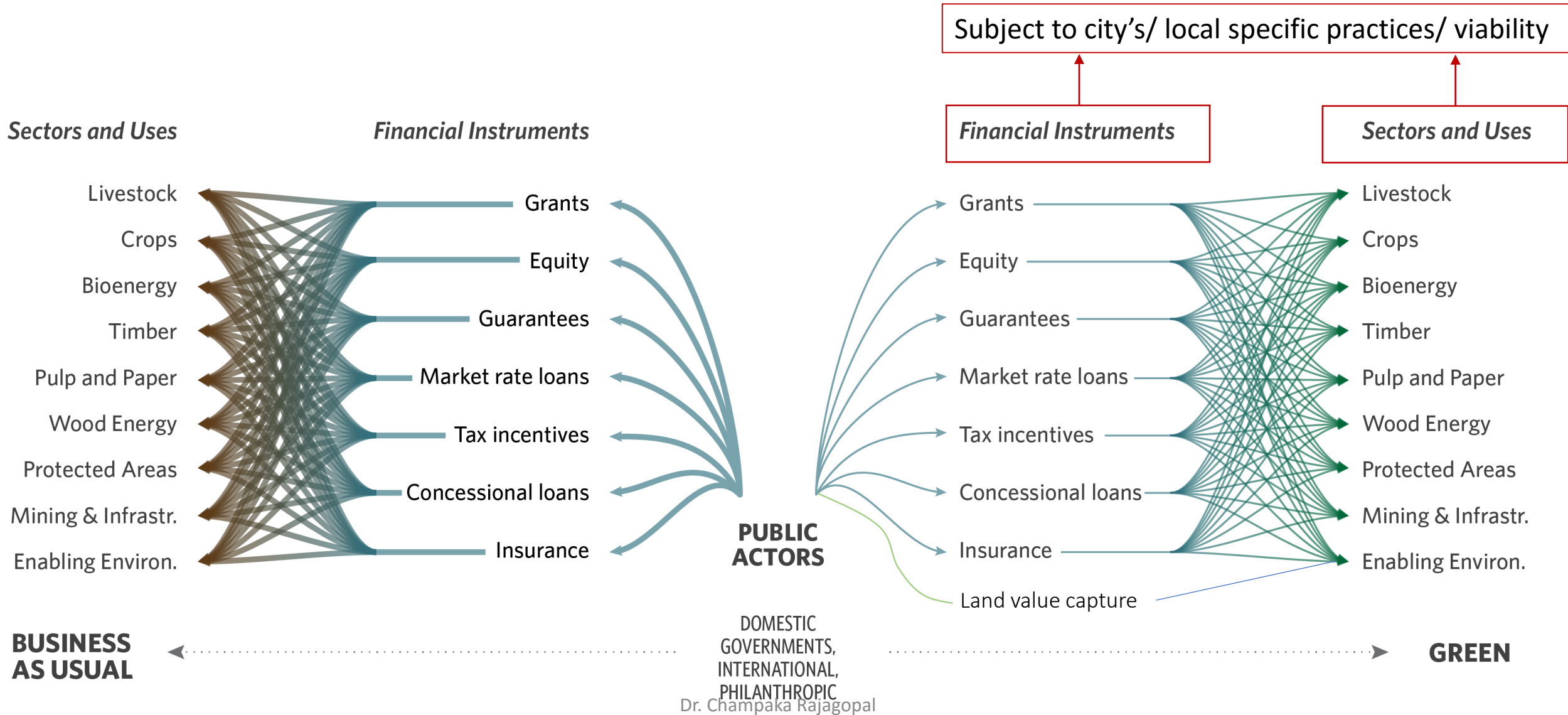
Envisaging a strategic/ negotiated planning framework for cities in MP and UKD

To collectively draw a flow chart for the municipal budget process incorporating CIP for IGE

Using the budget fit tool (see following slide), allocate priority budgets to IGE related initiatives and identify instruments for green finance

This process design may align with the multi-year municipal budget process institutionalized in the JnNURM or similar precedents in the AMRUT Scheme or Smart Cities Mission

Activity for prioritisation of initiatives for IGE initiatives



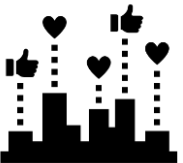
How to negotiate stakeholders' competing demands?

Should we think of differential strategies for different scales of cities?
What have you explored so far?

- Tier I cities
- Tier II cities
- Tier III cities

How to negotiate stakeholders' competing demands?

The IGE approach requires negotiations on where to draw the lines between environmental protection and urban development. Participants may share insights from/ discuss cases such as the ones below. Or, they are welcome to role play: representatives from public, private, civil society, funding agency etc.



- Waste segregation initiatives and recycling of plastic into products
- Aspirations for owning a car versus shift to public transport
- Constructing a flyover versus activating a grid of streets to disperse traffic
- Frequent flooding and aridity: Blue-green plans: Urban afforestation – green streets – rainwater harvesting – increase permeability – increase bio-diversity – ground water recharge – reduce frequent flooding – link open spaces to forests/ environmentally sensitive networks
- LEED Certified Green Building with optimal air conditioning versus architectural design principles for natural light and ventilation and material specifications for materials with lowest GHG emissions
- Others...

Exercises/Activities

Session 02: Negotiated decision making:
Strategic planning for IGE

Role Play: Context

- Your city has commenced the process of preparing a strategic master plan with a 20-year vision: 2025 to 2045.
- The State government is promoting your city as a future industrial hub
- However, your city faces the threat of high atmospheric temperature rise and drought in the decades ahead
- The following stakeholders are involved in developing a vision for your city:
 - Elected representatives: CM, Environment Minister, UD Minister
 - State level: Directorate of Urban Administration and Development; Industrial Development Department; Infrastructure Development Department; State Renewable Energy Department; State Wetlands Authority; State Finance Department
 - City level: Nagar Nigam; all authorities related to service delivery; planning authority; SPVs
 - Private sector: Association of industries (CII, for example); real estate and construction companies
 - Civil society groups: Not for profit organisations, Resident's Welfare Associations
- The above stakeholders have arrived at the following project/ programme list to meet the vision:
 - Lake rejuvenation
 - Wetlands preservation and enhancing bio-diversity
 - Flyover along the outer ring road of the city for speed and efficiency of freight movement
 - Waste to energy plant
 - Green streets
 - Sports stadium
 - Heat action plan
 - A year long awareness building campaign for IGE

Activities

Four activities are envisaged:

Divide participants into groups of 4-5 members and ask them to assume roles of different stakeholders (politician, administrator, environment activist, builder and resident)

Activity 01: Ask each person in each team to list their desired outcomes over a five year period; ask them to each list out projects and initiatives they would like to see implemented in their city

Activity 02: Categorise the list of projects in grades of IGE friendliness

Activity 03: Assign project budgets

Activity 04: Prepare a 5 year road map for project planning and implementation: this is a negotiated process as each member tries to advocate their own project as priority. The group has to arrive at a collective decision by keeping IGE criteria as basis for project priority.

NOTE:

Ask participants to use post-its or cards on a chart paper for all exercises

The following slides show a sample to the Trainer on expected responses from participants. Responses shown here are indicative.

Activity 01: List your desired outcomes over a five year period

For example, the following responses may be anticipated

- Politician: Higher economic growth, greater green areas and better disaster preparedness
- Administrator: data for areas prone to flooding, better health infrastructure, better enforcement of master plan
- Builder: more profits for my company, fewer environmental restrictions in regulations
- Environment activist: more stringent regulations and enforcement for protection of the environment
- Residents: cleaner air, better solid waste collection, lesser mosquito breeding and clean up clogging of drains
- Others

Activity 01: List projects and initiatives for achieving outcomes

Lake rejuvenation

White topping of all main roads with footpaths

Lake beautification

Concrete drains

Wetlands protection

Sports stadium and facilities for all

Flyover along outer ring road

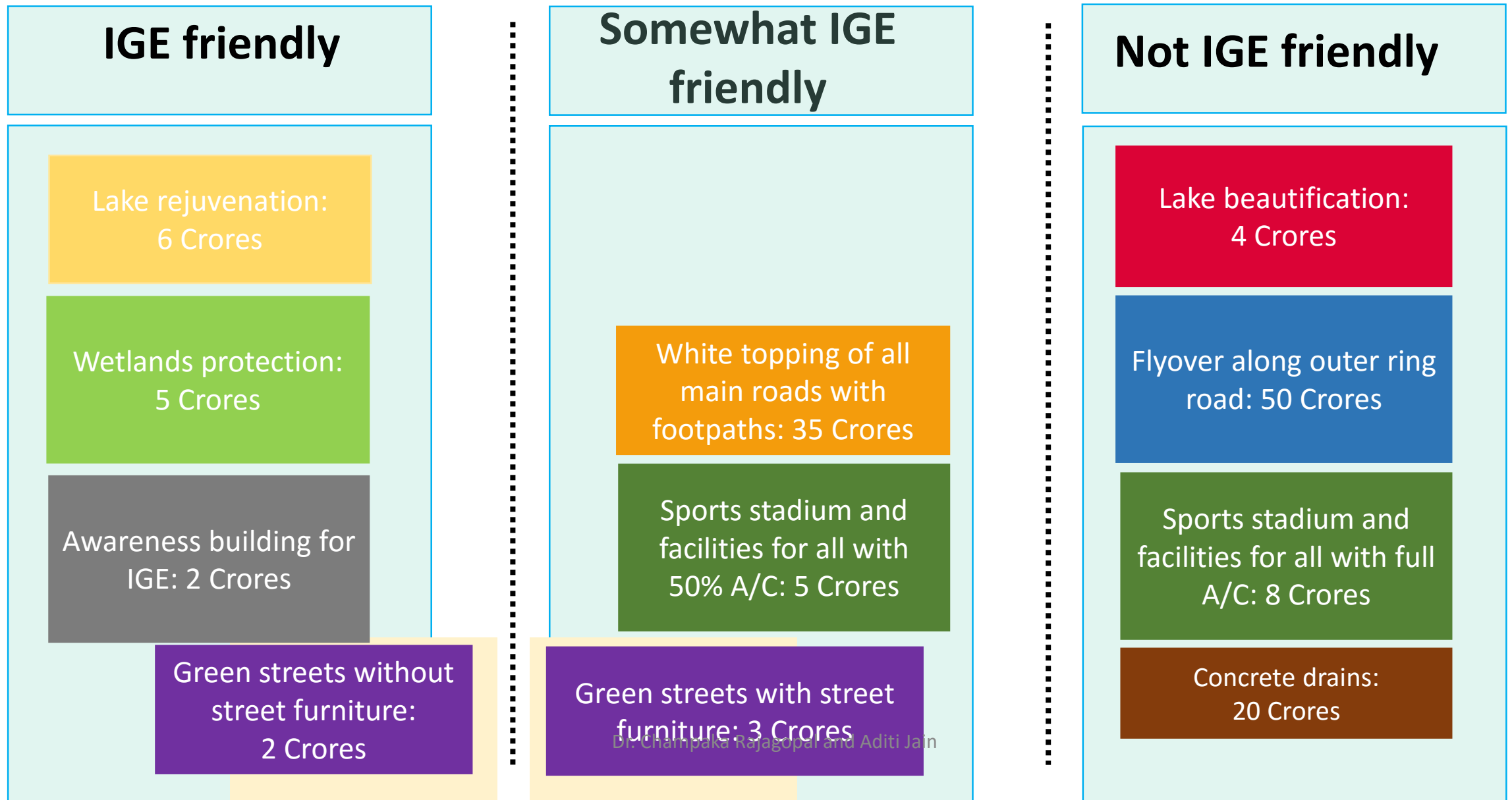
Awareness building for IGE

Green streets

Activity 02: Categorize the list of projects in grades of IGE friendliness



Activity 03: Assign project budgets



Activity 4: Preparing a road map for IGE friendly projects

Year 01 to 01

Lake rejuvenation:
2 Crores

Wetlands protection:
2 Crores

Awareness building for
IGE: 0.5 Crores

Sports stadium and
facilities for all with 50%
A/C

Green streets without
street furniture:
2 Crores

Year 01 to 02

Lake rejuvenation:
4 Crores

Wetlands protection:
3 Crores

Awareness building for
IGE: 1.0 Crores

Sports stadium and
facilities for all with 50%
A/C

Green streets without
street furniture:
2 Crores

Year 02 to 05

Lake rejuvenation:
4 Crores

Awareness building for
IGE: 1.0 Crores

Lane improvements
along outer ring road:
25 Crores

Sports stadium and
facilities for all with
full A/C: 8 Crores

To be planned after greening

Lake
beautification

White topping of all main
roads with footpaths

Concrete drains

Lane improvements along
outer ring road: 25 Crores

Annex/ Additional information for the trainer

Powers of the Municipal Corporations

Chapter - VIII BUDGET ESTIMATE (Annual)

Chapter - IX LOANS

Chapter - X AUDIT AND ACCOUNTS

Chapter – XI TAXATION

THE PROPERTY TAX Imposition of Property Tax

Chapter - XVII GENERAL PROVISIONS WITH REFERENCE TO DRAINAGE, WATER SUPPLY AND WATER AND OTHER MAINS

Chapter - XVIII PUBLIC HEALTH AND SAFETY Regulation of Factories and Trades

Chapter – XIX MARKETS AND SLAUGHTER PLACES

Chapter – XX FOOD, DRINK, DRUG AND DANGEROUS ARTICLES

Chapter – XXI ON RESTRAINT OF INFECTION

Chapter - XXII DISPOSAL OF THE DEAD

Chapter – XXIII TOWN PLANNING (Town Planning Schemes only)

Chapter - XXIII-A COLONIZATION

Chapter XXIV BUILDING CONTROL

Chapter XXV DANGEROUS AND INSANITARY BUILDING

Chapter XXVI STREETS PUBLIC STREETS

Chapter XXVII GENERAL PROVISION AS TO STREET AND PUBLIC NUISANCE

Chapter XXVIII CO-OPERATION OF POLICE

Chapter XXIX PREVENTION OR EXTINCTION OF FIRES

Chapter XXX DANGEROUS ANIMALS

Chapter XXXI BEGGARS

Chapter XXXII DISORDERLY HOUSES

Chapter XXXVII BYELAWS

Chapter XLI INDUSTRIAL TOWNSHIP

Powers of the Municipal Corporations

The State Municipal Acts empower corporations to prepare Annual Budgets only:

- 94. Only sums covered by a budget grant to be expended from the Municipal Fund .-
- 97. Estimates of income and expenditure to be prepared annually by Commissioner.-
- 95. Municipal fund where to be expended.-
- 100. Power of Corporation to alter budget grants.-
- 101. Power of Corporation to re-adjust income and expenditure during the year.-

Powers of the Municipal Corporations

443. Industrial Township.-

Madhya Pradesh Municipal Corporation Act, 1956

Chapter XLI INDUSTRIAL TOWNSHIP

- (1) For every industrial township notified under the proviso to sub-section(1) of section 7, there shall be a Township Committee with shall be a body corporate by the name of Industrial Township Committee and shall have perpetual succession and a common seal and shall have power to acquire hold and dispose of property and to enter into contract and shall by the said name sue and be sued.
- (2) The Township Committee shall consist of such number of members as may be prescribed.
- (3) Out of the total number of members determined under section (2) one third members shall be elected from the wards of Industrial Township, one-third shall be nominated by the State Government and one-third shall be nominated by the Industrial Establishments situated in the Industrial Township in the manner prescribed.
- (4) The State Government shall, by notification, in the Official Gazette, determine the number and extent of wards to be constituted within the area of each Industrial Township and only one member shall be elected from each ward.
- (5) The Superintendence, direction and control of the preparation of electoral rolls for, and conduct of election of members of the Committee shall be vested in the State Election Commission and the provisions of the Madhya Pradesh Nagar Palik Nirvachan Niyam, 1994 shall apply to such election mutatis mutandis.
- (6) The members of the Township Committee referred to in sub-section (3) shall, as soon as may be, elect two members from amongst themselves to be respectively President and Vice-President in the manner prescribed.

Anticipated responses to gaps in municipal functions vis a vis 74th CAA

- 5-year Mayoral tenure (with incomplete powers for strategic decisions)
- Municipal corporations are in charge of some components of the 12th Schedule of the Constitution
 - **Responsible for** maintenance and city management: sanitation, water, waste, health, education, cemeteries, roads, tanneries, markets, infrastructure development and improvement projects
 - **Responsible for Town Planning Scheme**, not statutory planning or infrastructure development
 - **Not responsible for** strategic planning, strategic projects, statutory spatial planning, multi-year financial planning
- Prepare annual budget plans for infrastructure development and improvement
 - Medium to long-term political vision for the city absent
 - Shared goals and targets not established
 - Participatory process not institutionalized
 - Political or administrative commitment to outcomes is discretionary
- Strategic agendas for economic growth, infrastructure projects, environmental concerns, social development needs and statutory spatial plans not part of municipal accountabilities
- Competing demands weakly negotiated to suit those with greater bargaining capacities
- Political priorities may or may not align with those of city inhabitants, multiple markets of the city and environmental concerns