



About the Project

Launch Date of the Project

18th February, 2016

Project Duration

48 Months

Project Location

Nagpur

Stakeholders

Local Government Officials, State Government, Citizens, Urban Poor, Elected Representatives, Civil Society Organisation (CSOs)

Beneficiaries

Citizens and officials working in Local Authority and organisations

Towards Administrative Efficiency and Resource Mobilization

Continuing with ongoing Project objectives, the team Equi-city, organized 6th and 7th training workshops for municipal of NMC on 10th & 11th October 2017. The topic of these workshops were 'Administrative Efficiency and the other on Resource Mobilization'. It was organized at Dr. M.T. Paithankar Hall, IMA, Nagpur by AILSG and NMC.

Insights of the Sixth Workshop

The Training Workshop on Administrative Efficiency commenced with the formal Welcome and an Introduction address, which was followed by the Theme Address, by the Asst. Commissioner, NMC, Shri. Mahesh Dhamecha. He further welcomed the participants. It was advised to promote these kinds of workshops as they showcase new ideas. Also, we should not blindly follow the on-going methods but experience new proposals developed according to the need of the time. We must learn to tackle and how to respond to tensions, so that our success is guaranteed. There is a need for capacity building of Municipal employees which will help them in improving their working efficiency and Performance. The training workshop included 2 sessions. The first sessions of the workshop was on the Departmental Enquiry and MCSR by Shri. Ravindra Pandhre, who is a expert in this subject and Ex Municipal Commissioner, Latur. The second session of the

workshop threw light on the Administrative efficiency and Best Practices. It was taken by Dr. Ramnath Sonawane, CEO, Smart-City, Nagpur. The session started with details of Article 243 of the Panchayati Raj Rules and Regulations. The Expert gave the details of the Act under which the local self- governments were established and being regulated. The overall responsibilities of the Governor, the Head of State, and the responsibilities of the employees were discussed in detail under the various Acts and Rules covered under the Provisions of MCSR.

The session included comments on (Article -12), of the Indian Constitution for the provision of municipal governance and the administration of Local bodies as part of the Law. The Session also included the impact and provisions of the 12th schedule of Constitution for the roles and responsibilities of employees

regarding various Dos and Don'ts. The session focused on the various virtues of life like punctuality, time management and conduct. In the session the importance of these rules and the above qualities were explained.

The Expert for the second session, Dr. Sonawane is retired from the Nagpur Municipal Corporation and has vast experience in the field of Administration and as CEO for smart city, he has the knowledge of best practices to deal with. He focused on basic requirements at job for Efficiency, Punctuality, Curiosity, Rules and Regulations. With his expertise and experience he advised to follow three simple rules: improve response system, improve work efficiency and lastly have humbleness towards the public. He also advised that Municipal officers should always work by keeping their ego aside and should always work for the people.



Team Equi-city conducts capacity building workshop for NMC officials.





Ideal Administration

The second session focused on the Best Practices in Urban management and Smart solutions. The Expert pointed out the smart solutions for the city which are necessary and are an inseparable part of Administrative Efficiency and Urban Management. The expert also added that Ideal Administration depends on: Efficiency, Transparency and Accountability. In addition to that job of the officials is to review the work which has been assigned to them, rather to sign on them and transfer it to the seniors.. He pointed out that this kind of Capacity building workshops and training will help the officials to remain up to date and help them to achieve efficiency in their work. Further the expert focused on the Best Practices in the Municipal administration and Smart solutions and management like practices pertaining to sectors like of Transport, Water Supply, Solid waste management and Smart Governance using ICT. He also explained about Inclusive Development and Safe Cities Concept for Urban Areas. The Session came to end with Dr. Sonawane describing the meaning of modern day Urban Areas which according to him should include: Infrastructure and Technology (Basic Services and Add-on services) to achieve safe and efficient Cities.

Insights from the Seventh Workshop

The Seventh Training Workshop on Resource Mobilization commenced with the formal welcome and introduction address, which was followed by the Theme Address, by the Asst. Commissioner, NMC, Shri. Milind Meshram. He welcomed the participants and added that projects or seminars like this bridge the gap between people and Corporation for better administration and progress of the city. The chief guest also focussed on the 73rd and 74th ammendment of the constitution on India, and the powers given to Municipal Corporation regarding finance and distribution. Panchyati Raj and Self Governance were also discussed. Also, the present status of Budget of Nagpur Municipal Corporation was explained and it was advised that the officials follow the trasparency during the official process of the Municipal Corporation. The first session of the workshop was on the topic 'Introduction to Resource Mobilization' and the second session was on 'Municipal Bonds' and the best practices in resource mobilization. The session was conducted by Dy. Director, Department of Finance, Gov. Maharashtra, Shri. Kirit Deshpande. The session focused on the Roles and Responsibility of Municipal Corporation and origin of financial system of Urban Local bodies. The session also addressed the need of Resources Mobilization as some ways to earn money and how it can help to build the capacity of the NMC officials. The session also focused on the matter that nowadays "Need for the Resources" has changed to "Increasing the Resources" and suggested to make a list of Municipal resources and make efforts should be made to mobilize them.

The session also focused on creating awareness in people to pay their taxes in for Development and Maintenance of Particular Schemes. The session included the use of Technology in day to day work of the officials and its necessity for overall development of

the Administration and development of an employee as well. The Session further focused on the barriers in Resource Mobilization and also on the Public Accounts Committee and their role in supervising the finances of Municipal Corporation and their powers to recover money. Then Shri. Kirit Deshpande, Expert for the day focused on the Topics of Revenue generation and Capacity generation of Municipal Corporation. According to the Expert, only 6% of the total revenue is left for all the development and infrastructure projects and hence suggested to generate resources from old resources. The Expert also advised to have socio-economic considerations and wellness of the citizens in considerations while making reforms.

This Session was also conducted by Shri. Kirit Deshpande. Firstly, the expert talked about the time bound development projects and suggested to work towards asset creation rather focusing only on services and commerce. The session also focused on Revenue generation and about three ways to do that: "Credibility, Rating and Municipal Bonds." According to the session Municipal Bonds are the type of revenue generation in which funds are gathered from the discussion with Municipal offices itself, by giving them share in the development in terms of shares. This creates the sense of belongingness in Municipal Employees and gives a Payback Guarantee. The session also focused on development status of India as it is a Third World Country and hence Municipal Corporations should strive towards better Human Development Index (HDI). According to the Expert "**Revenue Generation is the Key, It starts with revenue and it ends with revenue.**" The session was followed by an interactive Question and Answer session including discussion on problems like No Innovation, Deficit of Law power, No-Motivation, Fear of Penalty, Lack of Competitiveness, Loss of Revenue, etc.



Equi-city team successfully completed sixth and seventh capacity building workshop for NMC officials.

The Impact and Importance of Teamwork in Local Government

Teams are expected to produce results, but performance is hindered when team members do not work well together. A collaborative team environment is essential for the team's success. For Government organizations it is prior to build a culture of teamwork to strategize a mission's success. It is essential for achieving the goals for public welfare. Team work creates synergy among employees where the sum becomes greater than its parts. It removes barriers that prevent success. It encourages horizontal structures with less hierarchy. It promotes cross- departmental interactions with lesser conflicts.

Team work fosters flexibility and responsiveness, especially the ability to respond to change. It enables to be more acceptances for new ideas which could lead to better development. It promotes the sense of achievement, equity and camaraderie among the employees.

Why it must be promoted?

Urban local bodies which promote a team-oriented culture are more likely to get success in their employee's attitudes, productivity, engagement and organizational views. It was found that teamwork led to high numbers of employees in believing that they could drive operational efficiency. It helps employees possess a greater awareness of their work environment. It helps perceiving a better relationship with stakeholders and decision-makers. The people in higher-up hierarchy are more willing to listen to their new ideas for improvement.

Ways to build collaborative team environment

Developing a team working environment might take effort, especially if doing so means changing the culture. One can develop a team focused approach by implementing recognition process, encouraging social activities and outlining clear roles. To create collaboration among team members must practice the following points:-

1. Recognizing a common goal

A team is defined as a group of people working together toward a common goal. Without a goal, there is no team. For creating a common goal the team must realize their co existing goal, let each team member to express commitment, create



- mottos, and use the common purpose to prioritize team actions.
2. Trusting each other
Team members must trust each other if they are to work together successfully. They must trust each other and work to eliminate any conflicts of interests. They must avoid talking behind each other's back by being honest about their feelings.
 3. Clarification of roles
Knowing everyone's role and being familiar with the responsibility of those roles create efficiency and flexibility. The leader must review the roles of team members frequently to avoid overlapping or gaps. The role must be clear while creating a action plan for achievement of goals successfully. The team must figure out ways to help each other.
 4. Open and effective communication
Miscommunication can create hard feelings and undermine the success of the team. Over-communication is also harmful for team, seeking the angle for understanding is the key for effective communication. One must take their own responsibility for being heard and understood. All team members must work to clear up misunderstandings quickly and accurately. Reinforcing and recognizing the efforts of team members would encourage them in creating better team

environments.

5. Diversity appreciation

Team members come from all walks of life, with different backgrounds and perspectives. To take the advantage of the team diversity every team member must remember that people can and do differ with each other. Thus one must avoid remarks that draw negative attention to a person's unique characteristics. Learning from each other helps avoid ignorance of differences among the team members.

6. Balance in team's focus.

Finally, team members need to recognize that they should measure and monitor the products and services the team provides as well as the teams internal group dynamics and relationships. Sometimes team members get so involved in the process of becoming a team they forget the reason they were made a team in the first place, or vice versa. Regular review will evaluate the effectiveness of team meetings. Praising individual efforts and holding team celebrations after achieving results will motivate members of the team to work hard. The individual performance goals that emphasize both results and team work must be defined. The team head must assign certain team members to monitor task needs and others to monitor relationship needs.

Upcoming Events

- ◆ Training Workshop No. 8 (Contract Management) for Local Government
- ◆ Training Workshop No.9 (Urban Transport and Mobility) for Local Government
- ◆ Training Workshop No.10 (Information and Communication Technology (ICT) for Local Government.



Resources for Local Governments

Resources are the inputs that are used in activities of development by local governments. The term 'resource' encompasses natural, physical, financial, human and social resources but the majority of the resources that make up the inputs are financial resources. Resource mobilization is a process by which resources are solicited through various means.

With the rising levels of urbanization and growth of urban population, the pressure on local governments has increased for development of cities. The development of cities primarily constitutes the development of land and housing as well as the provision of community infrastructure services (both physical and socioeconomic) for the growing population. The creation of urban development infrastructure (land, shelter and civic services) would require dispensing a large amount of resources by the urban local governments. The addition of other functions viz., urban poverty alleviation, urban transport, urban forestry and animal welfare, has further compounded the resource needs. Therefore, the Urban Local Bodies (ULBs) need to mobilize resources for meeting the pressures of urban development. Apart from reforming and strengthening conventional resources, it is suggested that the ULBs have to exploit the potential of non-

conventional means of resource mobilization.

Revenue Sources of ULBs

Apart from the fund flows from upper tiers of government in the form of grant or development funds, the ULBs would require adequate funds from their own sources to meet the objectives of facilitating urban development. Most of the ULBs use tax sources and grants to finance their activities, while the other sources of revenue are often ignored or not tapped to the potential that exists.

Municipal Resource mobilization needs not only strengthening the existing revenue sources but also using other sources of revenue. Therefore, both conventional and non-conventional sources need to be tapped to the extent possible within the City. The ULBs may benchmark their levy and utilization with reference to the better performing peers within the State as well as outside it. The ULBs may use the general principles of users pay, beneficiaries pay and polluters pay to the justification such that the citizens are well aware of the need for their contribution towards larger societal cause. The table shows conventional and non-conventional resources that can be tapped by the ULBs.

Sources of Revenue for ULBs

Service Revenue Source	Conventional Source	Non-Conventional Source
Property Related	Composite Property Tax	Vacant Land Tax, Service Taxes, Surcharge on Land Registration Duty
Water Supply Related	Water Charges	Water Supply Donations, Water Supply Connection Charges, Water Benefit Tax, Water Betterment Charge
Sewerage Related	Sewerage Charges	Sewerage Donations, Sewerage Connection Charges, Sewerage Benefit Tax, Sewerage Betterment Charges
Solid Waste Management Related	Conservancy Charges	Bulk Garbage Collection Charges
Town Planning Related	Building Permit Fee,	Betterment Charges; External Betterment Charges; Open Space Contribution; Impact fee; Transferable Development Right; Premium FSI, Sub-division charges; Planning Permission Betterment
Engineering Related	No Sources	Road Cutting Charges, Street Tax, Frontage Tax, Cess on Infrastructure, Motor Vehicle Tax/ Surcharge on Tax on Petrol and Diesel
Trade Licensing Related	Trade Licensing Fee	Business License Fee
Advertisement Related	Advertisement Related	Hoarding Charges, Advertisement Placement Fees, Cable TV Fee, TV Advertisement Charges
Shops and Establishment Related	Shop Room Rent	Royalty on Auctions

PARTNERS



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