SUCCESS IS A PRACTICE WE DO!

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India has to enhance its infrastructure to reach its 2025 economic growth target of US$ 5 trillion. India’s population growth and economic development requires improved transport infrastructure, including through investments in roads, railways, and aviation, shipping and inland waterways. Central, state and local governments are implementing projects to make the development a success and to make more inclusive.

INTELLIGENT TRANSPORT SYSTEM: IMPROVING URBAN PUBLIC TRANSPORT IN MYSORE

Need of the initiative

Mysore city faced severe problems of road congestion and associated issues of commuters, which include delays in the arrival of buses at bus stops, lack of information about different bus routes and stops, time, frequency etc. Considering the wide range of problems related to mismanagement of traffic, high pollution levels and the high growth rate in traffic density in the recent past in Mysore dynamic solution capable of contributing to the creation of an efficient and sustainable public transport system was required in the city. In its effort to support the overall public transport system, Karnataka State Road Transport Corporation (KSRTC) introduced the ITS to deliver high quality services and make the system more passenger friendly through the appropriate use of ICTs.

About the initiative

- Launched in 2012, the Intelligent Transport System (ITS) in Mysore has involved Information and Communication Technologies (ICTs) to enable smarter transport networks that help traffic management, ensure real-time control and safety besides curtailing the growth of private vehicles.
- The Mysore ITS was conceptualised with the objective of managing the entire public transport system in the city to make it safe, more efficient and environment friendly.
- The ITS initiative benefits from the involvement of multiple stakeholders at various levels.
- Implemented by the Government of India in partnership with the Global Environment Facility (GEF) - Sustainable Urban Transport Programme (SUTP), Intelligent Transport System involves multiple stakeholders at various tiers.

Key features

- The Mysore ITS was conceptualised to manage the entire public transport system in the city and for this it roped in the KSRTC.
- Ministry of Environment acted as the nodal agency in the administrative structure for the planning and implementation from the perspective of the environmental issues involved.
- World Bank was also an important stakeholder since it supports the SUTP.
• United Nations Development Programme (UNDP) provided expertise and training for the officials involved in the ITS.

• In Mysore, the implementation of ITS is overseen by the KSRTC. The Mysore City Transport Division (MCTD), a division of KSRTC, operates a fleet of about 400 buses from three depots in Mysore.

• The Mysore ITS includes core systems like the Vehicle Tracking System, Real Time Passenger Information System and Central Control Station and technologies including Global Positioning System (GPS), Electronic Display Systems and other ICT tools.

• The Ministry of Urban Development (MoUD), being the nodal agency, is responsible for implementing the ITS initiative.

Outcomes

• **Greater safety, convenience and commuter satisfaction**: The introduction of ITS in Mysore has resulted in several benefits to people, such as safer travel, lesser traffic congestion and delays leading to greater commuter satisfaction.

• **Positive environmental impact**: As the initiative does not demand any widening of roads, construction work, or cutting of trees, it has not inconvenienced residents of the city, and not had an adverse impact on the environment in terms of air/water/noise pollution or vegetation or land degradation.

• **Increased use of public transport, lesser traffic and pollution**: The introduction of ITS has led to increased use of public transport as it has become more convenient and reliable. The reduction in use of personal vehicles has also contributed to reduced traffic and pollution.

Challenges

• Since the system works to provide time-bound and real time delivery of services, it faces challenges in the prediction of expected time of arrival for all the bus stops with accuracy.

• As such an initiative has not been implemented anywhere in the country before, there was lack of in-house domain knowledge and the consequent dependence on consultants in addition to multi-level monitoring and coordination posed its own set of challenges.

• Astute financial management was required in the light of the multi-funding relationships as the varying formats and different norms and financial flows made this even more challenging.

Conclusion

The Mysore-ITS initiative envisions building citizen-centric urban transport solutions instead of focussing on improving the conditions for private vehicles. Real time information is the most important application of its implementation in Mysore. The initiative aims to reduce traffic congestion by helping people to plan their travel in a better way, suggesting alternate routes and keeping passengers informed about different timings, buses and routes, thus making public transport user friendly. A well designed and planned ITS system in buses will make a significant improvement in the urban transport scenario in Indian cities, especially as it puts the needs of the majority who use public transport at the forefront.

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**24 × 7 METERED WATER: IMPROVING WATER SUPPLY IN RURAL AREAS OF PUNJAB**

Need of the initiative

Water supply in rural areas of the state of Punjab has been intermittent and limited. Hand pumps, wells and submersible bore-wells are commonly used by the community as sources of water. However, people are facing
problems due to water sources drying up during summer months, unhygienic and non-potable quality of water, spread of poor sanitation-related diseases such as cholera, diarrhoea and jaundice, etc. The alarming rate of groundwater depletion has also been a major cause of concern in Punjab.

About the initiative

- It was in the backdrop of such a situation that the Department of Rural Water Supply and Sanitation (DRWSS), in collaboration with the World Bank, initiated reforms in the system of water supply in 2005.
- 24x7 metered water supply was an initiative envisaged as a community-driven model requiring participation in organising, managing and streamlining water supply through Gram Panchayat Water Supply and Sanitation Committees (GPWSCs).
- The main objectives of the initiative are to cover the villages that are Not Covered (NC) or Partially Covered (PC) under existing water supply schemes and to convert them to Fully Covered (FC) villages.
- The idea also is to facilitate sustainable water supply services and encourage judicious use of water through effective pricing.

Key features

- The initiative is being run by the different departments of government at various levels like state, district and village.
- The pilot was launched in three main villages of Ropar district – Paprala, Railon Khurd and Rasalpur.
- A consultation was held between officials from DRWSS, the World Bank and members of the community in order to understand the problems and requirements of the community, following which GPWSCs were formed in 2005.
- An Information, Education and Communication (IEC)/ Human Resource Development (HRD) team at the DPMC conducts awareness generation activities on a regular basis in selected villages.
- The Shikayat Nivaran Kendra, started in 2009, is a call centre stationed in the Department. It is equipped with a team of call operators who register water supply related complaints received via phone, IVRS and email.
- The DRWSS has set up the necessary software and the hardware (technological infrastructure) for running the feedback and grievance redressal mechanism.
Initial set-up funds for the project are jointly borne by DRWSS, the World Bank and by the grassroots beneficiaries.

Outcomes

- **Uptake of the initiative by an increasing number of villages, increases in revenues and improvements in distribution networks**: As of May 2013, 15 villages in four districts were provided 24x7 metered water supply under this initiative.
- **Tele-calling beneficiaries and Shikayat Nivaran Kendras as successful grievance management practices**: Out of the 2,110 GPWSCs that were to be contacted in January 2014, 1,750 were successfully called.
- **Demand-driven approach helps monitoring**: The initiative has also shown qualitative benefits of this demand-driven approach.
- **Water conservation**: It has been observed that users are more conservative in their water usage as it is metered and paid-for according to use, as opposed to the earlier practice of storing large amounts of water which were discarded when fresh supplies arrived.
- **Parity in consumption and payment**: The installation of meters has brought about parity in the consumption of water and the amount paid by the user.
- **Demand for spread of initiative to new villages**: The visible success of the initiative has created a demand for it in non-participating villages as well.

Challenges

- In the early stages of the initiative, mobilisation was not an easy task and needed the help of highly proactive members of the community who were willing to take on a leadership role.
- The poor maintenance of records has been a major issue in transferring administrative responsibility to the newly formed GPWSCs. Regular trainings are carried out by ground staff to overcome this issue.
- The GPWSCs have sometimes shown reluctance in collecting statutory taxes such as VAT and sales tax from contractors. Consistent hand holding and pressure is applied through appropriate channels at the district and block levels to ensure that such revenues are collected on time.

Conclusion

DRWSS plans to replicate this model in the remaining 2,000 villages covered under the World Bank project. The community too has been willing to take necessary steps in this direction, including paying for water and handling operations, on the assurance that they will have access to sufficient, good quality water at reasonable rates.

**ENTITLEMENT-BASED DISTRICT PLANNING: INNOVATING PLANNING PROCESS FOR ACCURACY AND EFFICIENCY IN BIHAR**

Need of the initiative

Planning is a critical component in development policy formulation and implementation. It is a process that can be used to match needs with available resources in a manner than ensures that the most pertinent needs are prioritised for addressal. The sheer size of fiscal flow between the centre and the states, coupled with the multitude of national and state-level schemes and programmes, makes the task of conducting integrated decentralised planning daunting. The Department of Planning and Development (DoPD), Government of Bihar (GoB), adapted the guidelines of this manual in the form of the EBDP in 2010 to envisage a scientific system of
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planning that could ensure ‘Growth with Justice’. EBDP seeks to curb inter-regional disparity and ensure social equity in planning and implementation of development schemes in Bihar.

About the initiative

- Entitlement-Based District Planning (EBDP) is a unique initiative that institutionalises decentralised planning at the district level across Bihar through an entitlement-based approach to ensure inter-regional and social equity.
- EBDP has educated district officials and Panchayati Raj Institution (PRI) representatives on various schemes and statutory provisions they are entitled to and has helped improve the process of monitoring and decision-making while reducing the scope of corruption and leakages besides enhancing public participation.

Figure 1: Key stakeholders

- Department of Planning and Development, Government of Bihar
- District Planning and Monitoring Unit, District Collectorate
- District Planning Unit, Zilla Parishad
- Gram Panchayat
- Community
- UN Joint Programme on Convergence (Phase 1)
- AN Sinha Institute (Phase 1)
- UNICEF (Phase 2)
- Praxis Institute for Participatory Practices (Phase 1 and 2)

- The initiative is an effective model to standardise and disseminate public information and leverage existing resources and infrastructure in a unique way.
- It aims at guiding the district planning process through knowledge of the detailed resource envelope, making it less speculative, decreasing chances of corruption and helping improve implementation of schemes.

Key features

- The implementation of EBDP in Bihar involves an array of stakeholders beginning with the Department of Planning and Development (DoPD) of the Government of Bihar, and the District Planning and Monitoring Units attached to each District Collectorate, Zilla Parishads, Gram Panchayats and the communities they work for.
Advisory roles in implementation of the initiative are performed by the United Nations Joint Programme on Convergence, United Nations Children’s Fund (UNICEF), the A N Sinha Institute and the Praxis Institute for Participatory Practices.

Trainings are crucial to the successful implementation of decentralised and integrated planning. For this purpose, guidelines explaining the entire process were developed in Phase II.

Outcomes

- **Awareness generation of District and PRI officials:** The most significant impact of EBDP was educating district officials and PRI representatives about various schemes and statutory provisions they are entitled to.
- **Identification of gaps and focus areas:** The initiative also revealed the gap that needs to be saturated. This enabled targeted allocation of resources based on the need for saturation of gaps.

Challenges

- District planning was supposed to be based on local resources. However, district level officials had no idea of available funds or resources due to lack of information on the resource envelope meant for the district and lower levels.
- There was no clarity about what constituted entitlement and this hindered the process. This resulted in preparation of wish lists that did not match resources, so the initial phase of planning came to naught.
- Lack of standardised rates and material-use policies for various constructions made it difficult to generate aggregated projections of the requirement of various kinds of building materials.
- Conflicting policy norms made it difficult to assess entitlements.

Conclusion

EBDP is a path-breaking initiative with the potential to redefine development policy planning and implementation in the country. It has the potential to liberate the planning process from the current speculative method and place it on a scientific plane. Within a short span of three years, EBDP has brought to light various gaps in planning and highlighted the effect that these gaps have on increasing inter-sectoral and inter-regional disparity. By bringing in the concept of entitlements in development planning, it makes service-provision mandatory. A path-breaking initiative, EBDP is evolving with each phase.