

Urban Governance and Development Management (UGDM)
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Lecture – 05
Interfaces

Welcome to lecture 5 of the NPTEL course, Urban governance and development management, in last lecture, we discussed about the legislative provisions for the urban governance, were we studied, we discussed the various provisions in the municipal act and the other related acts we have seen that municipal act is the mother act under this government; State government which gives the overall legal and legislative framework for working of the urban local bodies.

So, today we will see that within that framework, what are the interfaces between the urban local bodies and the other organisations, this is very, very important because in the urban governance basically, organisation, local government and the municipality as an organisation, they have to interface, interact with various types of organisation, it may be various higher level of organisations, it can be lower level of organisations.

So, it is very important to know the categories, classifications, hierarchies, and most importantly the municipality's role on the interface of the various; with the various agencies. So, let us see what are those interface areas.

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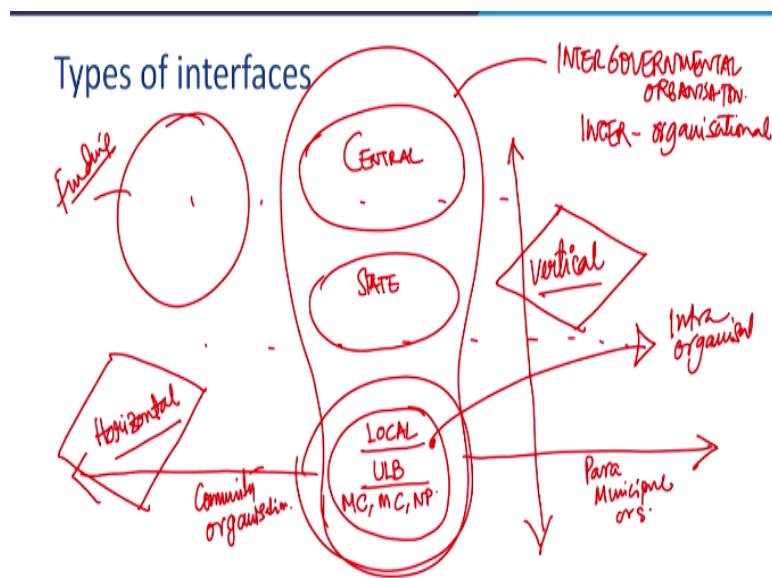
Contents

- Types of Interfaces for ULG
 - Horizontal ✓
 - Vertical ✓
- Inter-governmental Interfaces ✓
- Inter-organisational ✓
- Intra-governmental.

So, today, we will discuss the various types of interface for urban local bodies; horizontal, vertical; we will discuss the categories of intergovernmental interfaces that is between urban local bodies and the higher governmental organisation, State government and the Central government, we will also the that apart from the inter; the government organisations, there could be other organisations who are also working in the urban sector with whom urban local bodies need to interact time to time.

And also, intra governmental or intra organisational which is basically, within the municipality or within the urban local bodies interactions, so let us start with the type of interfaces.

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As you know that we have 3 types of government namely, Central government, State and Local government which is our subject, we are calling it as urban local bodies in general and to be specifically, to be specific municipal corporation or municipal Council or in our panchayat, so at every level, there are various types of organisations which are working for example, at the Central level, there could be some set of organisation.

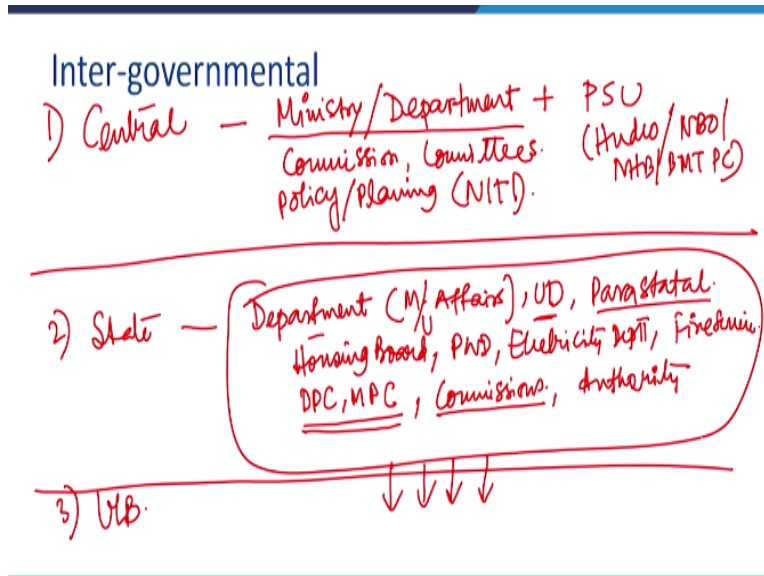
At the state level, there could be some level of organisation, so this is a vertical arrangement of the organisation, so this we are calling it as a vertical arrangement of various organisations, at the same time there could be some organisations who are not higher in terms of hierarchy than the urban local bodies but were very important for day to day work of a urban local government. For example, there could be organisations like various community based organisations.

There could be some para municipal organisation, so this we are calling as a horizontal interaction between the organisations. Apart from this vertical and horizontal interfaces, if we classify the organisations at best as per the category, there could be one set of organisations which are basically, government organisation, so that could be Central government and its related ministry and department, State government.

So, these are basically the interactions within the government sectors, so that is called governmental organisation, apart from that there could be other organisations which are not governmental but there may be other organisation for example, funding agency etc., so those could be inter organisational, okay and apart from this inter and intergovernmental and inter organisational, there could be interactions within the urban local bodies that is we are; that vertical interaction within the organisations are called as intra organisation, okay interface.

So, this variety of interfaces actually, makes a urban local body effective and dynamic in their day to day activities, so let us see one by one in little bit more details and then we will come to the role of the urban local bodies for each type of interfaces. So, let us start with the intergovernmental.

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As we have told you that we have Central, State and ULB, this 3 level of governments, so first here, second and local government, so at the Central level, there are concerned ministry or Department that is the mother Department or ministry which is responsible for all the programmes and schemes or the budget funding for the urban local bodies and the urban development related activities.

For example, for this case Ministry of Urban development, Ministry of Housing and Urban poverty alleviation, currently these 2 ministries are marched together as Ministry of Housing and Urban affairs, so this ministry will act as the mother organisation which need to be referred time to time by the urban local bodies. Apart from that there are few other organisations which we call at as PSU, like there could be PSU is like Hudco; the interface with the organisations like Hudco or National building organisation, National Housing bank, BMT PC.

So, these are all organisations, PSU's and the organisations under the Department which interacts with the urban local bodies and urban government time to time and then we come to the State government; in the State government we have concerned Department like Municipal affairs or Urban affairs, in some of the states, it is called Urban affairs or you can be; it can be sometimes termed as Urban Development Department or Urban Administration Department.

So, whatever is the name, please you can check with your State government, so that particular Department will be the main organisations will be interacting with urban local bodies, apart from that there are organisations like Parastatal; Parastatals are state level organisations we are working at the state level under some department but in a thematic areas for example, there could be Housing board, there could be PWD who makes bridges and roads and water supply all this, there could be Electricity Department, Fire Service.

And also at the state level when we make District Planning Committee, Metropolitan Planning Committees, so various committees are there and Commissions like at the State level, we have State information commission; Commissioner and State information commission is set up, so those commissions are also important and committees are also important for time to time streamlining of the thematic works.

For example, in recent times there is real estate and regulation act, every State government is mandated to frame area listed regulatory authority, so those kind of authority will also act as a State level organisations which need to be referred time to time with the urban local bodies that is very important and we have state that at the Ministry Department or at the Central level, there are Ministry Department PSU, also in the central level there could be commission, committees okay.

Then, policy or planning Institute for example, NITI Aayog, so this kind of organisations are there at Central level and State level, so these altogether works as intergovernmental interactions between the government at the central level, state level and local body level.

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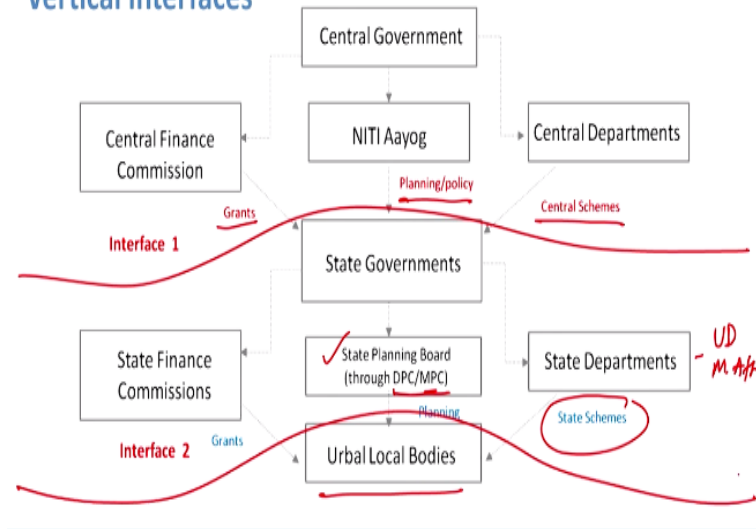
Now, let us see the inter organisational; if this is the ULB; urban local bodies or urban local government whatever you say, there could be other cities of organisations which need to be consulted or interacted during their development process in the urban areas for example, there could be funding agencies other than the government for example, there could be World bank, there could be Asian development bank, there could be International organisations for example, UN HABITAT, UNESCO.

Similarly, there could be various organisations we are working at the international level and also National level, for example, there could be some independent; international, national NGO's which are also working as an independent organisation or it can be a academia and research institutions like IIT Roorkee or any IIT in a school of planning and architecture who also time to time, collaborate with the urban local bodies at the state level and the central level or at the local level.

So that is another type of regular interactions we need to have that is called inter organisational that is other than the government organisations.

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Vertical Interfaces



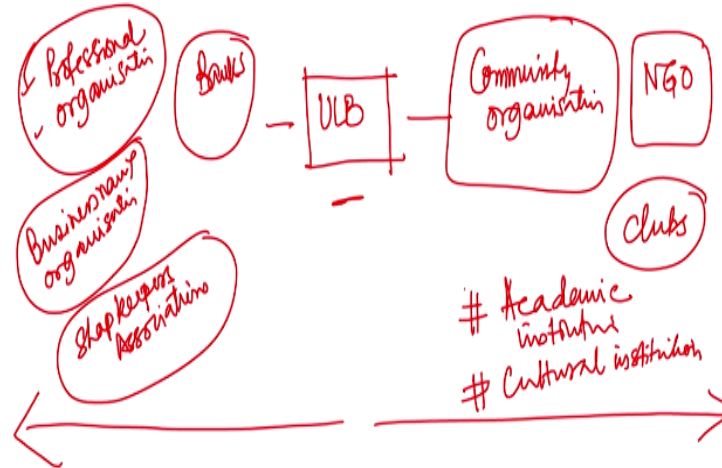
So, let us have how these; so, this organisation, this arrangement of the interactions are basically vertical in nature in terms of hierarchy, so let us see how this vertical communications and the interactions are there, we have talked about the urban local bodies. Now, if you see the central government through the NITI Aayog, Finance commission and the Central Departments basically, the planning and policy, central schemes and grants, these 3 things flows through the this 3 organisations to the State government.

And State government mobilises all these further towards the urban local bodies through the State planning body through DPC and MPC, district planning committee and metropolitan planning committee and also by the State Department UD Municipal affairs as we have discussed. So, state schemes also can be added with this, apart from the Centre scheme, you can add the central scheme also here, so this is the interface level 1, which is basically top most layer of the interface and this is interface level 2 which is required for the urban local bodies.

So, this is the vertical arrangement of the interfaces which is required for any urban local bodies, it may be Corporation, it may be Municipalities or other Panchayat, now, let us see that what are the interactions at the horizontal level.

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Horizontal Interfaces



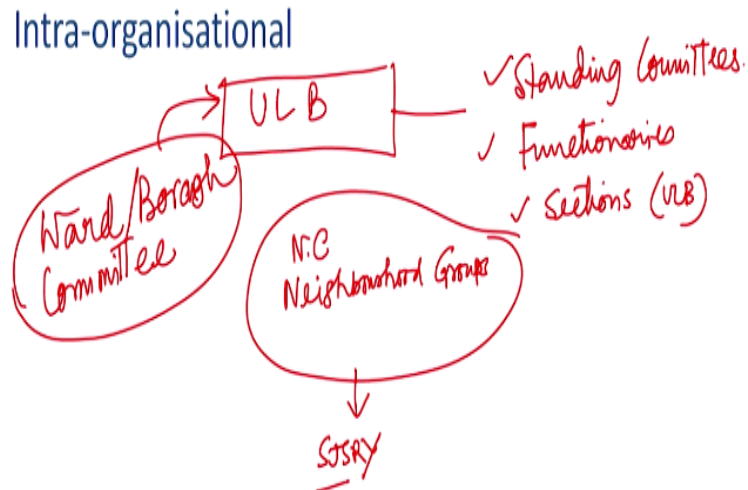
So, in the horizontal level, there are number of organisations for example, there are number of community organisations, there could be banks, there could be professional organisations for example, Doctors Association, Architects Association, Engineers Association, there could be Businessman's organisations okay, there could be organisations like Shopkeepers Associations, so all these groups are basically working around the urban local bodies and in urban local bodies which makes a horizontal kind of a interactions with whom they need to interact time to time and work.

Apart from that there could be NGO which are working at the urban local bodies level or a very area level, there could be NGO's and local clubs and neighbourhood level committees and the clubs, they also act as a horizontal interfaces of the urban local bodies. Some of the organisations are directly working under the urban local bodies and some of the organisation, they are working as a partner there could be similarly can be Academic Institution, Cultural Institution.

So, these are also adding a different dimension of the interfaces at the horizontal level, so this horizontal and vertical interfaces, intergovernmental inter organisational and intra organisational interfaces, they act together to make the urban local bodies dynamic, so let us see what are the interface is required within the organisations, so whatever you have discuss so far that is the interface required with between the urban local bodies and the other organisations.

Now, within urban local bodies as organisation, there are also some sub organisation and sub component with whom also they need to time to time interact.

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So, under this category, the first organisational or first group which will come that is the Ward Committee, if it is a large enough, it can be called as a Borough committee also, if the urban local bodies is very large, last day we; in last few lectures, we mention that Ward committees and Borough committees are the committees made at the local level which actually takes the developmental decision and it is headed by the Counsellor which is an elected representative.

So, this is a constitutional body or legislative body which is working in integration with urban local bodies, apart from the Ward level committee, there can be committees like Neighbourhood committee or Neighbourhood groups which are formed under the scheme SJSRY, so that we will discuss little, I mean more details in further lectures, so this could be organisations like that. Apart from that there are Standing committees; there are various functionaries and sections within urban local bodies.

So, those are the micro departments or the sections which also need to be interacted time to time with the organisations as a whole, so having said that let us also see that what is the role of a urban local body or a the board or the local government as a whole in this whole business or

whole interaction with the organisations, government or non-government with the organisations which are placed horizontally or vertically, so let us see that.

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Interfaces and ULB Roles

Levels of interfaces	Types and roles (Inter-governmental)	Type and roles (Inter-organisational)
Vertical	State govt depts, Directorate, State planning boards, DPC/MPC, parastatals, <i>Represent, advocacy, Compliance</i>	External funding agencies, <i>Represent Collaborate</i>
Horizontal	Other ULBs, Panchayats, MC, Public finance institutions <i>Collaboration, team building, Represent</i>	NGOs, CBOs, Academia <i>Partnership, Monitoring, shared learning</i>

So, here in this chart, we have shown the interfaces; vertical interfaces and horizontal interfaces which we have just discussed in the last few slides, so in the vertical interfaces we have told that State Government Department, Directorates, State planning boards, DPC and MPC and parastatals, these are there so, in this case the role of the municipality will be present advocacy and compliance.

Let me elaborate this little bit to represent means, if you have a project and if you want to get a funding for that project and you want to deliver that at the central level or the state level, you need to represent your case through the appropriate documents, project reports etc., and only represent at times you have to advocate the case to get the funding to get the approval of the projects.

And not only that you have to comply all the rules, regulation, mandates for the project and the schemes, those who are working under smart city mission, those who are working under the Amrut mission or any other missions all the guidelines, norms, standards, benchmarks, guidelines has to be followed and compiled, so that is the role of a urban local body, when they are interacting vertically with the Central and the State government organisation.

For the external funding agencies like Asian development bank or World Bank or UN HABITAT, their job is to represent again and to collaborate because unless the case, unless the project or unless the situation is not represented, they will not get the appropriate funding or appropriate assistance, so that is the role with the other organisation. At the horizontal level there are other urban local bodies, panchayats which are; Panchayats, Municipal Corporation, Public finance institutions within the government level.

For them, it is required to make a collaboration, team building and represent, let me elaborate you why collaboration, team building and representation is also required suppose, few municipalities or urban local bodies are situated in a cluster and they are going to plan to set up a large water treatment plant together as a cluster because may be each and every local bodies cannot afford a large infrastructure like water treatment plant or sewerage treatment plant.

In that case, they need to interact with the neighbouring municipalities, panchayats and they have to make a plan together, so that they can propose the plan, they can represent the plan in appropriate authority and get funding and in the process, all of them will get benefited. Similarly, take a case example of the urban flooding or a drainage, in recent times in India, we have seen that various cities are being flooded due to excessive rain and it is creating massive causality and havoc problem.

Now, the drainage is such a problem, it cannot be resolved only at the local geographical level because water does not come only from the local level, water can come any point near about which is higher than that particular level, so if the drainage problem has to be solved, every drainage basin or large area has to be worked out, for this reason if you are sitting or you are working in a particular urban areas to make a drainage plan, you need to work with the other local organisations which are situated in that locality or within that region.

And also work with the similar organisations who are working in the river basin management or similar activities, then only you can make a proper planning for that so, in the horizontal level, your job will be collaboration, team building and also represent your case. If it is a non-

governmental organisation and is a horizontal interface like NGO's, Community based Organisations, Academia; your role will be partnership.

Why partnership? Like for example, non-governmental organisation, community based organisation, these are; their role are complementary to urban local bodies or the urban local government. There are some jobs where they are having their own expertise, so urban local government has to identify that who are the organisations who are working at the local level, at the gross root level and have their own expertise.

And who can be adopted or who can be involved in the process as a partner, as a member, as a friend, so they can complement them in municipality job or urban local bodies job, so here your role is partnership and in some cases, you need also monitoring because there are cases that you make partnership but your partner does not perform so, in that case you need to monitor their work progress.

And also it is not sufficient, you have to make a shared learning framework, so that whatever you do with the partnership, you get a learning and you implement all those learning in the successive programmes and projects.

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Interfaces and ULB Roles

Levels of interfaces	Types and roles (Intra-governmental/Municipal)	Type and roles (Intra-organisational)
Vertical /Horizontal	<u>Board, standing committees,</u> <u>ward committees, planning</u> <u>committee, municipal office,</u> <u>ward offices</u>	<u>Self help Group/</u> <u>Contractors/Community</u> <u>organisations, NGOs, CBOs,</u> <u>people/citizens and public</u> <u>agencies</u>
<i>Within ULB organisation</i>	<u>Lead planning/policy, decision</u> <u>making, mobilise, execute,</u> <u>check and balance</u>	<u>Facilitate, enabling, involve,</u> <u>empower, transparent and</u> <u>accountable concerns</u>

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Then, let us see the what are the interfaces at the horizontal and vertical level, now in the horizontal, so in the last slide, we discuss horizontal, vertical level only for the inter-governmental and inter organisational, now we see that what is the intra governmental that is within the government organisation, so I told you that within a urban local government, the board standing committee, ward committee, planning committee, municipal office, ward office, so these are all organisations or the component or the sections working at the local level.

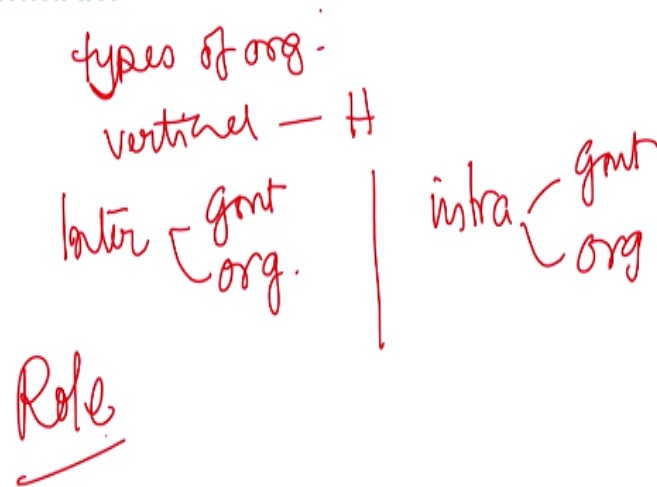
So, for them, it is important to make a leadership example planning and policy, appropriate decision making, each and every time you make a project, you make a any decision on the local level, mobilise them for doing a particular job, mobilised by giving inspiration, mobilise by giving the said money, anything can be done and execute the project or facilitate them to execute the project.

And not only that you have to keep a monitoring to check and balance of the progress, so this is the role what you are doing within your ULB or organisations, similarly that could be other organisations which is not exactly part of the ULB but who are; which is working within the ULB umbrella for example, self-help groups, contractors, community organisations, NGO's, CBOS's etc., etc., so for them your job will be to facilitate them for doing a particular job enabling them by giving tools, techniques, guidelines, training, sometimes funding involve them in the overall development project empower them by giving the legal tools by giving them the allowance, approval, everything.

And also keep a transparent and accountable framework, so that the; you can transfer the surface of the urban local government in a transparent and accountable manner to the citizens of that particular local area. So, in this way you can interact with various types of organisations and you can develop best out of whatever you have in your local area in terms of performance, you can get best from all those organisations for your citizens.

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SUMMARY



So, having said that let us summarise today's lecture, today we discussed the type of organisations, vertical and horizontal, these 2 and then we also discussed inter government and inter organisational and also we discussed intra; intra government and intra organisational and you role is to be remember, your role when you are interacting with the organisations which are higher in the hierarchy, your role will be represent, your role will be to advocate, your role will be to compliance.

And whenever, you are working within your setup with the various kinds of organisation, within your setup and other non-governmental organisation, your role will be to make partnership, monitoring check and balance, maintaining transparency and accountability and also to lead properly, so that they can get an example, so these are your role at the urban local bodies level. So, having said that we conclude this lecture, we quickly have a; weekly summary what we discussed in last 4 lectures.

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WEEKLY SUMMARY

- ❖ Introduction to Urbanisation ✓
- ❖ Introduction to Urban Governance. ✓
- ❖ Constitutional provisions
- ❖ Legislative provisions
- ❖ Organisational Interfaces

Because every week you are supposed to give some assignments and questions, so this week earlier 4 lectures, we discussed introduction of urbanisation, we discuss basic terminologies like what is urban, city, mega city, metro city, the difference between the urban agglomeration, metropolitan area, out growth etc. etc., the basic concept we discussed in this section, in the second lecture we discussed the introduction to urban governance.

Because basic concepts and definitions of the urban governance, the value system and the basic dimensions of the urban governance, the constitutional provision, in the third lecture we discussed basically, 73rd constitutional amendment which came in 1992 which gave the urban local bodies as a; it empowered urban local bodies has the third government and not only that it has given 18 jobs to be performed at the local level.

And in addition to that the District planning committee and planning and metropolitan planning committee will be in charge of being the planning at the regional and the larger scale. In the last lecture, we that last day's lecture we discussed the legislative provision that is the provision at the municipal act regarding the urban local bodies and today we discussed the various kinds of relations and the interfaces between the urban local bodies and the other organisations.

It can be the higher level organisation or it can be the horizontal organisations, so with this we conclude the week 1 and I thank you for attending this lecture. Next day, we discussed the; we

start the discussion on the very important concepts in the urban local governments like governments like people and community, land etc., etc., so next day we will start with people and community, so thank you very much for attending this lecture.