

15. Administrative Control of GNCTD on Development Activities

15.1 Need for Integration and Strengthening

Just as DJB, DVB, DTC and DPCC are under the administrative control of the GNCTD, the two most important urban and environmental agencies viz. the MCD and the DDA should also be brought under the administrative control of the GNCTD. It has already been mentioned earlier how the duality of control and separation of the lines of control and reporting have been creating problems of integrated and comprehensive sustainable development in Delhi. The Urban Development Department (UDD) of the GNCTD should be responsible for these two organisations, for which the managerial capacity of that department may have to be increased. The UDD should be responsible for resource mobilisation, resource allocation, prioritisation, and implementation in the Urban Development Sector. The planning department should also be suitably strengthened for integrating planning function covering social economic and physical planning aspects in an integrated manner for stepping up the development process in a more effective manner

15.1.1 Municipal Bodies

There is a proposal to split the MCD into eight municipalities to be coterminous with the revenue districts of the GNCTD. If and when this becomes a reality, it is expected that it will set in motion the processes of (a) the convergence of the local administration between the municipalities and the revenue districts; (b) decentralisation and delegation of powers and functions; (c) providing a new basis for the applicability of the 74th Constitutional Amendment (Article 243-W); and, (d) bring increased pressure and logic to rationalise the 15 planning zones of the DDA to be more meaningfully related to the revenue districts and the proposed municipalities.

15.1.2 Delhi Development Authority (DDA)

DDA has been engaged both in planning and development functions. The compulsions and the imperatives of the development functions inevitably predominate, and the planning function (structural / strategic) invariably suffers. The DDA would be brought under the GNCTD, and be divided whereby (a) the physical planning function gets located in the GNCTD as a servicing unit for the Metropolitan Planning Committee as required in the 74th Constitutional Amendment Act (Article 243-ZE); and (b) the development function corporatised into a joint-sector company with private sector participation to continue with the investment programme.

15.1.3 Metropolitan Planning Committee as required by 74th Amendment

With the above re-structuring, the GNCTD can refashion the whole process of planning and development for the entire NCT area (which by 2021 will be fully urbanised with a population of about 22-25 million) in a two-level approach. Whereby, (a) the top metropolitan level will be dealing with medium-to-long term strategic and structure planning, programming, budgeting, monitoring and evaluation, and, (b) the newly created municipalities, with Ward Committees as provided in the 74th Constitutional Amendment Act (Article 243-S), providing the lower level for local planning, development, operations and maintenance.

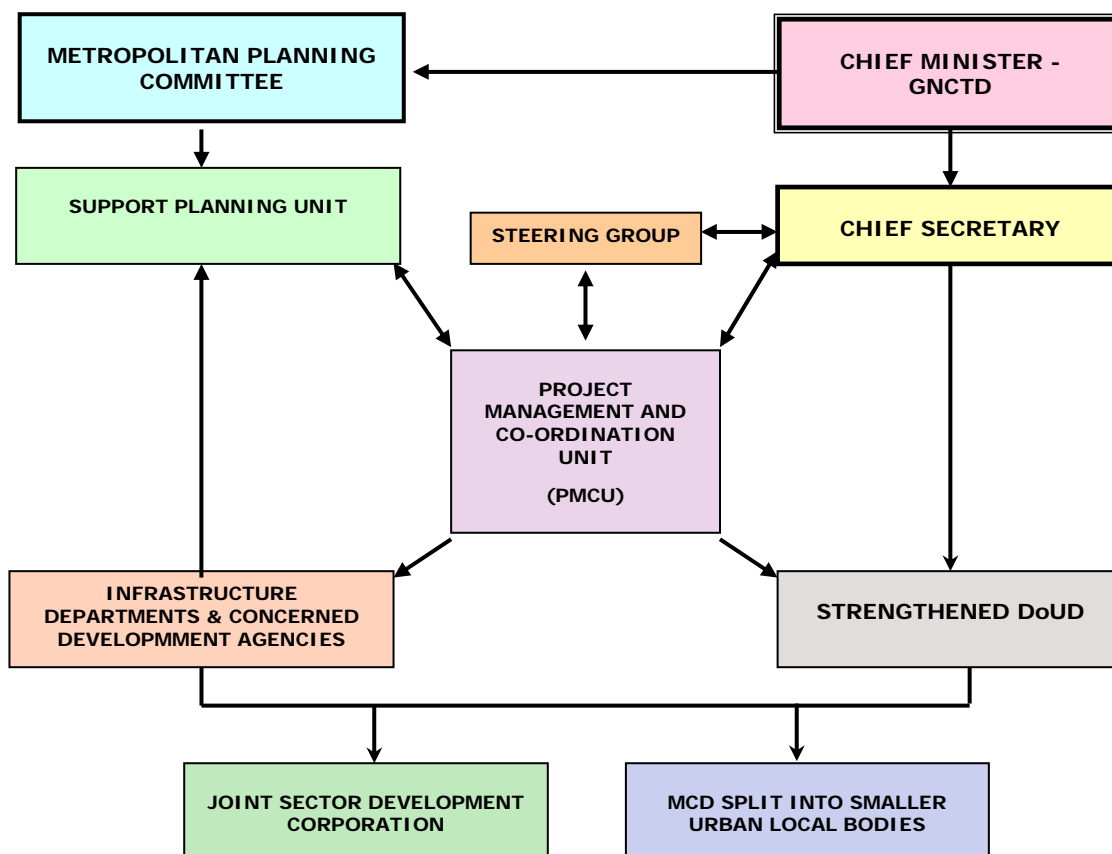
One linkage for development will be between the proposed joint-sector development company, the Metropolitan Planning Committee, and the local bodies, with links to relevant agencies like the DPCC, DJB, DVB, DTC, etc. In order to provide professional services to the Metropolitan Planning Committee / GNCTD,

the services of the proposed erstwhile Physical Planning Unit of the DDA may be made available as recommended above.

The organisational character of the proposed joint-sector development company or the PMCU and their composition are not being suggested, as these details can be developed in due

course. It is their position in the management structure, which is being stressed. The powers, functions and the composition of the Metropolitan Planning Committee are given in the Constitution itself (Article 243-ZE). A chart showing the proposed changes is given below.

Proposed Changes in Urban Development Governance in Delhi



15.2 Partnership

15.2.1 Role of the Private and the Public Sectors

The role of the private sector in Delhi can be seen in two ways: public-private partnership (PPP) and direct private sector participation (PSP). The need and justification for an increasing role for the private sector are no longer in question. The areas where and how the private sector can be efficient and effective in political, social and economic sense in a given situation is an issue which has to be pragmatically settled in a situation-specific manner.

The understanding reached in the course of this project would indicate that areas like water supply, sewerage, waste management (including waste recycling and reuse), water cess billing and collection on a wider scale, obtaining laboratory facilities, training and outreach programmes, community level actions etc. are potentially amenable to PPP and PSP, provided the policy and regulatory framework is available, transparent, stable and equitable.

15.2.2 Role of Civil Society

Good City governance also implies the participation of the civil society. There is no

single formula or behavioural code for participation. It is a doing and learning process. Institutionalising the participatory process will come only through the process itself. At the same time, it is important to understand that participation is not

- (a) *getting people to do labour on a government-run community development project,*
- (b) *asking people their opinion of an already prepared programme and then making minor adjustments to the programme (public hearing approach), or*
- (c) *merely asking people to pay part of the cost.*

The approach is not intended to be restricted to the government sector alone. However, experience elsewhere shows,

when the government sector is ready to change and allow others to comprehend their system of governance, there will be less risk and fear for the different sectors to work together.

This might include local communities undertaking service provision within their areas, either directly or through contracts with other providers. Under this scenario, the role of the utility might be one of bulk provider and technical support.

This ***transformation has to take place at all levels of government*** so as to re-institutionalise the focal energy of the government towards openly working with the ever-changing economies, businesses, NGOs, CBOs, professional bodies, experts, academia, etc.