Chapter 13

INSTITUTIONAL FRAMEWORK AND INSTITUTIONAL REFORMS FOR KANPUR
Urban centers constitute the main areas of economic growth. Hence the quality of civic services and civic infrastructure has a crucial role to play when it comes to boosting the economy of the city and State. The Indian Constitutions seventy fourth amendment has devolved the development and the management of a city to its elected representatives. This chapter talks about the various reforms and changes that need to be brought about in the different civic departments of Kanpur.

**Urban Service Agencies in Kanpur**

**A) Government Departments**
- Archaeological Survey of India, Kanpur
- Superintendent of the Traffic Police, Kanpur
- Tourism Department of Uttar Pradesh
- State Board for the Control of Pollution in Kanpur
- Department of Public Works
- Urban Development Department

**B) Local Urban Bodies**

**C) Kanpur Jal Sanasthan and Kanpur Nagar Nigam**

**D) Para-statal Bodies**
- **a) District Urban Development Agency,**
- **b) UP Housing Board, Kanpur,**
- **c) Kanpur Development Authority,**
- **d) UP Jal Nigam, Kanpur.**

**FUNCTIONS PERFORMED BY LOCAL BODIES**

- Promotion of urban forestry, ecological aspects and protecting the environment in general.
- Safeguarding the interests of Kanpur's weaker sections such as the handicapped people and the mentally retarded people.
- Registration of deaths and births,
- Cremation and burial grounds, electric cremation services
- Urban facilities and amenities such as gardens, parks and playgrounds
- The up-gradation and the improvement of slums
• Educational promotion of aesthetics and culture
• Fire service provision
• Public health and sanitation services including the adequate and proper management of solid wastes.
• Supply of water for industrial, commercial and domestic needs
• Upkeep of roads and bridges
• Social and economic development
• Town planning and urban planning
• Public amenities such as public conveniences, bus stops and street lighting
• The regulation of tanneries and slaughter houses.

Table 13.1 Swot Analysis For Kanpur Jal Nigam

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunity</th>
<th>Threats</th>
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<tbody>
<tr>
<td>□ Experience of maintaining drains</td>
<td>□ Scarcity of funds</td>
<td>□ Growth opportunities by updating records by continuous survey. GIS application particularly in new colonies. Nagar Nigam will be looked as an important service oriented organization when new additions in the city infrastructure take place.</td>
<td>□ No new recruitment is taking place, most of the staff is old and thus lack vision for development</td>
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<td>□ Motivated Staff</td>
<td>□ All the zonal offices are centrally located and hence addressing complaints take time</td>
<td>□ Improper mechanism maybe in place to maintain the new facilities</td>
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<td>□ Willingness to advance technology</td>
<td>□ Communication facilities are inadequate</td>
<td>□ Inadequate mechanical equipments</td>
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<td>□ Adequate space available</td>
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<tr>
<td>Day-to-day public engagements, sufficient time not devoted for future developments</td>
<td>With institutional strengthening and capacity building in earnest, the organization can become an efficient organization in service delivery.</td>
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<tr>
<td>Repair and cleaning of drains is mostly done only in case of breakdown</td>
<td>With e-governance, the process of which is already commenced with established framework, become more responsive, cost and time efficient through integrating technology in their governance and service delivery process.</td>
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<tr>
<td>Latest updated maps not available</td>
<td>Hiring of new staff, posting of technical manpower under the control of state government</td>
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<tr>
<td>Data base management, computerization and networking inadequate</td>
<td>No middle group of engineers trained in operation and maintenance</td>
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<td>Absence of planning techniques</td>
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# KANPURJAL SANSTHAN, KANPUR

**NAME OF OFFICERS**

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<tr>
<td><strong>CHAIRMAN</strong></td>
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<td><strong>AYUKT (M.N.A)</strong></td>
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**GENERAL MANAGER**

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<tr>
<td><strong>Executive Engineer</strong></td>
<td><strong>Executive Engineer</strong></td>
<td><strong>Executive Engineer</strong></td>
<td><strong>Executive Engineer</strong></td>
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<tr>
<td>Zone-I- VI</td>
<td>Zone-II-A</td>
<td>(H.Q.)</td>
<td>(Raw WaterPumpingStation)</td>
<td>Assistant Engineer</td>
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<td>Assistant Engineer</td>
<td>Assistant Engineer</td>
<td>Assistant Engineer</td>
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<td>C.W.A.</td>
<td>PHS</td>
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|                |                |                |                |                |
| **Accounts Officer** | **Finance Officer** | **Assitant Manager** | **Chemist** | **Assitant Chemist** |
| **Accountants** | **Audit Officer** | **Accountant** | **Auditors** |                |
KEY ISSUES

Some of the major issues that are faced by the existence of more than one agency are

- An increase in urban poverty
- Huge gaps in service delivery
- Numerous lines of accountability
- Overlapping functions

ABSENCE OF CLARITY IN LOCAL FUNCTIONS

The 74th Amendment Act of the Indian Constitution dated 1992 envisages functions that are listed in the Constitutions Twelfth Schedule.

MANAGERIAL COORDINATION ISSUES

Managers are connected with infrastructure development and metropolitan service delivery in Kanpur. Along with a general coordination between the rural and the urban local authorities, inter institutional and inter departmental coordination issues exist that are known to arise in the administration of the Kanpur Metropolitan area on a day to day basis.

JURISDICTIONAL ISSUES

1. A common boundary for the services is difficult to arrive at. In order to internalize benefits and costs for services such as storm water management, regular water supply, urban transport management etc, the geographical area required is quite massive.

2. If the results are not ensured, perennial problems will be noted with regard to urban management such as, an absence of integrated development, increases in public administration costs, continued inter institutional costs, service revenues will fall short of the service costs.
The costs of metropolitan administration therefore have to be kept at an absolute minimum. The metro area of Kanpur needs to be exploited in a way that it contributes to national income and wealth. This in fact should be the main consideration of the metropolitan spatial organizations in Kanpur.

**GRIEVANCE REDRESS IN KANPUR**

The system of redressing public grievances in Kanpur is one that maybe held to be rather weak. People are often made to run from one end of the city to another in order to resolve their grievances. There is no adequate system of supplying information to the citizens of Kanpur with regard to the various public services that are available over here. Lack of information and awareness has resulted in people not being able to use the grievance redressal scheme in Kanpur too effective. Citizens charters have been drawn up by agencies that provide service. However, the major part of Kanpur’s population remains ignorant about the various rights and duties that are mentioned under these charters.

**STRATEGIES**

In order to introduce good and proper governance in the city of Kanpur, the different institutional challenges need to be addressed immediately. Until and unless all the road blocks mentioned have been entirely removed, Kanpur’s economic development will continue to be hampered. The delivery of services in Kanpur will remain inefficient and urban communities especially the poor will continue to be in a state of misery.

**IMPLEMENTATION MECHANISMS**

Implementation and institutional mechanisms have to be worked out within the overall framework. These are as follows:

- The establishment of an appraisal mechanism for processes and institutions
• Strengthening of local government capacities through M and E and outsourcing project management.
• Establishing a unit for the monitoring of reforms that are underway and which are being proposed.

GOVERNANCE AND INSTITUTIONAL REFORM STRATEGIES

• Evolving coordination mechanisms for overcoming functional and spatial fragmentation
• The evolution of partnerships for the purpose of efficient delivery of services
• Institutional integration
• Evolving mechanisms for inclusive governance
• Strengthening the process of decentralization as mentioned in the 74th amendment of the constitution (1992)

GENERAL REFORMS

• Power needs to be devolved to the citizens, as mentioned in the 74th Amendment of the Constitution (1992)
• A strategy for State Urban Development and Poverty Reduction has to be developed.

E GOVERNANCE IN KANPUR
A performance cell has to be introduced in Kanpur. This cell will keep track of technological innovations and practices with regard to an improvement in the rendition of municipal services in Kanpur. It will also outsource services by simplifying planning regulations and developing partnerships in the service delivery process.

CONCLUSION

By involving numerous agencies in the provision of urban services in Kanpur, an overlap exists in institutional responsibilities. This in turn has proven to be hugely problematic. The Kanpur Nagar Nigam is the main agency that is responsible for the rendition of urban services in the municipality of Kanpur. Other agencies that wish to take up urban development in this area will have to first get permission from the Kanpur Nagar Nigam before it can commence on any project of its choice. Such directions will be in keeping with the 74\textsuperscript{th} Amendment of the Constitution.