

TRANSPARENCY IN URBAN GOVERNANCE: A STUDY OF MUNICIPAL CORPORATIONS IN MADHYA PRADESH AND UTTAR PRADESH

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The issue of transparency in urban administration has been in the central stage with the shifting of paradigms of development and governance at the global level and particularly in India. There has been increasing demand of transparency and accountability in urban administration in the context of globalization, economic liberalization and new policy regime. The improved technologies of information, communication and office management have also widened the scope of transparency, accountability and responsiveness in the governance in India. The efforts for bringing in transparency, accountability and openness in administration include introducing Right to Information, e-Governance, Citizens Charter, Service Level Benchmarking, Report Cards, Public Disclosure Law, Community Participation Law etc. The administrative reforms, legislatures, Constitutional and legal provisions have ever lasting impact on the functioning of the organizations and delivery of public goods and services. In view of the growing importance of transparency in urban administration, present study purports to review the efforts of government for bringing in transparency and accountability in urban administration. Present paper purports to examine the transparency in urban governance in selected Municipal Corporations of Uttar Pradesh and Madhya Pradesh.

INTRODUCTION

Role of public administration in governance has been the major focus of debate and discussion in recent past. The worldwide assessment of the functions of the state public officials and civil servants today emanates from two major sources viz., globalization and its rapidly changing international economic, social, political and technological order; and the increasing citizen's dissatisfaction with the functions of government and the services which public administrators provide. Over the past two-three decades, in the wake of globalization, technological innovations and widespread access to communication technologies, citizens in many countries-both developed and developing, demand much more from their governments. This rising expectations of the people have led to growing dissatisfaction with government. In the context of new international economic and political order and political regime, many political leaders and government officials view that doing things in the old manner no longer serves the purpose and meets the demands of the citizens. Since the traditional form of invisible governance has become obsolete in the phase of globalization and liberalization, the demand and emphasis on free access and availability of information to the stakeholders gains impetus.

In view of the widespread global changes, many developed and developing countries have adopted new approaches in public administration and governance since

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1980s. The principles and characteristics of new public management movement included catalytic change, community empowerment, competitiveness, mission driven, results orientation, customer driven, enterprising, decentralization and market oriented. These characteristics became the principles for government reinventions for many federal agencies, state and local governments during 1990s. Though, governments have crucial role in achieving sustainable human development and reducing poverty, they cannot achieve these goals alone. Effective governance implies cooperation and partnership with private sector and civil society organizations through democratic, transparent and, participatory forces.

In the 21st century, through four important roles the governments can contribute to achieve sustainable economic and social development. The most crucial among these is developing institutional capacity as it creates the context and the foundation for all other roles. The second in importance is the role of formulating and implementing policies that creates an enabling environment for effective participation in a globalized economy. The third role focuses on pro-poor policies in order to achieve socially equitable economic growth. The last one emphasizes that government has a crucial role in strengthening the capacity of public administration to promote socially equitable economic growth, enabling participation in the global economy and combating poverty. There are three main forms of participation viz. economic participation with opportunities to use their capabilities and gain income to increase their choices; political participation and the Rule of Law; and social and cultural participation. The administrative reforms, Constitutional and legal provisions have ever lasting impact on the functioning of the organizations and delivery of public goods and services. In view of the ever-growing importance of transparency in public administration, present study purports to review the efforts of government for bringing in transparency and accountability in public administration. Transparency in public administration has been the central point of debate with paradigm shifts of development and governance globally and particularly in India. The demand for transparency and accountability in public administration in the wake of globalization, economic liberalization and new policy regime has been progressively increasing. The innovational improvements in technologies of information, communication and office management have also widened the scope of transparency, accountability and responsiveness in the governance in the country.

Transparency may be defined as disclosure of government information and its use by the public. It requires public to access, understand, and use the information so received from the government. Transparency and accountability in administration have wider and greater impact on service delivery. Both are the central theme of Good Governance and Development Discourse. Accountability is widely accepted as a key tool in service delivery improvement while transparency enhances the administrative efficiency and delivery of public goods and services. It also improves the functioning of democracy enhancing the closure relationship between public and government to achieve the desired goals. The impact of transparency and accountability on service delivery has always been an underlying motif in the literature on service delivery. Accountability is a central theme of the debates on service delivery; however, it took roots only after the

World Development Report, 2004 which identified failures in service delivery squarely as failures in accountability relationships (World Bank: 2004). The World Development Report sparked off a spate of work that examined ways of strengthening the short route from amplifying voice, increasing transparency and enhancing accountability (Sirker and Cosic: 2007; McNeil and Mumvuma: 2006).

Transparency promotes openness of the democratic process through reporting and feedback, clear processes and procedures, and the conduct and actions of those holding decision making authority. It makes understandable information and clear standards accessible to citizens. Decentralization including political devolution, de-concentration, delegation and transfer to non-governmental organizations promotes public administration and good governance by providing an institutional framework to bring decision making closure to the people and by building partnership and synergies among actors and organizations to achieve economic and human development goals. Therefore, over the years, policy makers, development practitioners and politicians have advocated for decentralization policies and programmes. Civil society organizations play key role in development and governance to ensure proper accountability of the state and the private sector. As the main engine of economic growth, private sector has increased responsibility for employment creation that brings high value added, greater income, and subsequently added state revenue that could be used for social spending. Internal and external relationship and processes of public administration around the globe are being transformed with the increasing use of information technologies. The efforts for bringing in transparency, accountability and openness in administration include introducing mainly Right to Information, e-Governance, Citizens' Charter, Service Level Benchmarking, Citizens' Report Card, Lok Pal and Lok Ayukta, Public Disclosure Law, Community Participation Law, Prevention of Bribery among Foreign Officials and Officials of International Organizations, Prevention of Money Laundering etc.

E-Governance has transformed the internal and external relationship in the government system while it has strengthened the capacity of public administration. The meaningful e-government development has added value to the government operations because (i) it empowers people and enhances their capabilities; (ii) it equips people to effectively participate in the political and economic development process; and (iii) it adds to the values of inclusive governance and democratic institutions. In order to ensure effective functioning of e-government, certain guiding principles have been suggested by the international agencies. These include prioritization of development needs, efficiency and effectiveness, availability of resources, skills and organizational culture, coordination, legal framework, ICT infrastructure, political leadership and long-term political commitment, public engagement, development plans, partnership, monitoring and evaluation, perception and values, access and skills, privacy and security. These principles highlight the imperative need of improving efficiency and effectiveness in administration besides, ensuring accountability and transparency in delivery of public goods and services to the citizens. E-Government also focuses on the principle of putting the people first, thus, the government may strengthen the bond with its citizens through

simplifying delivery of services to the people; providing greater access to information; increasing the accountability of government to its citizens by making it more transparent; reducing corruption and promoting people-centred dialogue for allowing the public to interact with policy and decision makers. Government of India has emphasized the publicizing of the available data through Information and Communication Technology. It has been striving to become SMART – Simple, Moral, Accountable, Responsible and Transparent state. This has led to many e-governance initiatives.

LITERATURE REVIEW:

The rise of the term 'governance' is closely linked with redefining of the role of state. In the post-World War-II era, state was seen as engine of growth however it failed in the development performance and began to be blamed for all that had gone wrong. Ineffective development policies and their poor implementation with inefficient and incompetent absorptions of international aid triggered the search for alternative frameworks for policy making and alternative institutions for delivering public services (Mathur, 2008). The concept of good governance was used in 1989 by World Bank in the context of a report on Sub-Saharan Africa. It suggested that the programmes for fiscal adjustment and investment in the region were being rendered ineffective by a crisis of governance. This led the initial formulation to focus on managerial and administrative competence as a strategy to improve governance (World Bank, 1994, 1992). It is generally agreed that the quality of governance matters for development outcomes. While few deny the significance of governance variable, it is not clear as to how and when governance makes a difference to the country's development. According to Kaufmann and Kraay, while better governance tends clearly to promote economic growth, growth per se does not tend to promote better governance (Christine and Oman, 2006).

A number of recent studies attempted to assess the impact of transparency and information on citizen engagement and service provision show mixed evidence. An examination of the impact of a community-based information campaign on school performance in three states in India found that the intervention had an overall positive impact (Pande, 2008). The greatest effect was on teacher presence whereas on pupil learning it was quite modest. In another study on the ability of communities to engage in accountability mechanisms and subsequent impacts on quality of services in India, Banerjee et al (2009) show that providing information had little impact on engaging with the school system or demanding accountability. Khemani (2008) points out in her comparative study of the Indian and Ugandan cases of community engagement with two strikingly different conclusions. Public Expenditure Tracking Surveys (PETS) have been used in many countries to highlight leakages and gaps in the delivery of funds to the local level. In a survey of PETS in Africa Gauthier (2006) notes that in almost all cases, they have highlighted the leakage of resources reaching the targets. Reinikka and Svenssons (2005) showed that on average only 13 percent of the actual expenditure meant for schools actually reached them. Although this widely cited case has been questioned by subsequent research (Hubbard, 2007), however the broad findings of the study still hold good. In Malawi, the Civil Society Coalition for quality in Basic

Education has used PETS three times to achieve impact, improving its methodology each time (IBP, 2008). PETS survey information was used to successfully resist the closure of teacher training colleges, get teacher salaries paid on time, and make budget allocations for students with special needs. Early indications of PETS in Tanzania for health and education spending carried out in 1999 and 2001 suggest that corruption has reduced considerably (Gauthier, 2006). These cases however are exceptions. Despite their success in identifying leakages and publicizing them, the evidence suggests that PETS have led to reforms in only a few countries (Gauthier, 2006). Another popular measure for increasing accountability of providers comes from variations on the complaint mechanisms including complaint hotlines and complaint management systems. In combination with Citizen Charters which lay out service delivery norms for basic services are intended to bring problems quickly to the attention of relevant personnel and set up standards for addressing complaints monitored by senior managers. Such technology-based mechanisms are usually limited to urban areas. By using this direct link with citizens; managers were able to hold frontline providers accountable. The findings of an evaluation study suggested that the performance of frontline workers improved and corruption was considerably reduced (Caseley, 2003). In Mumbai, India, a citizen group initiated the Online Complaint Management System (OCMS) which streamlined all complaints on urban public services into an online database which could be used to compile data on time taken to address complaints compared to set norms. World Bank study found that the system was successful in putting pressure on public officials to deal with complaints on time. In another initiative, Lok Satta, a citizen group in Andhra Pradesh, worked with municipal authorities to publicize Citizen Charters for forty common public services in one hundred municipalities in the state combined with efficient complaint mechanisms. A review of this experience suggests that the charters have worked better in urban areas than in rural areas because of greater awareness. It was also found that the compensation clause where it was to be recovered from the salary of the employee at fault has been 'properly implemented' (Sinker and Cosic, 2007). The other study shows that citizens' dissatisfaction with services at the local level often takes the form of individuals complaining loudly in public about their treatment by frontline providers what Hossain (2009) calls 'rude accountability'.

OBJECTIVE AND METHODS:

The present paper is based on major research study conducted under the Senior Fellowship of Indian Council for Social Sciences Research, Government of India. The paper aims to examine the transparency in urban governance in selected urban local governments in Uttar Pradesh and Madhya Pradesh. The study is based on mainly primary data, collected through field survey in four Municipal Corporations viz. Lucknow and Varanasi in Uttar Pradesh and Bhopal and Indore in Madhya Pradesh. The sample comprises of 633 urban households in all the selected cities. The survey was conducted with help of structured interview schedule while SPSS package was applied for data analysis.

ANALYSIS OF FINDINGS:

The respondents were asked whether they visit their Municipal Corporation for any work. Most of them reported in affirmative. However, a large proportion of respondents in Indore (16.6 per cent) and Lucknow (12.6 per cent) revealed that they did not visit Municipal Corporation for work. Obviously there could be quite a few reasons for it. About half of them reported that they visited Municipal Corporation sometimes only. This percentage was found the highest in Indore (57.6 per cent) closely followed by Bhopal (53.7 per cent). About 45 per cent respondents reported that they occasionally visit Municipal Corporation. This was found more pronounced in Lucknow (64 per cent) followed by Varanasi (52 per cent). This perhaps reflects the state wise variation in the two states under study. About 20 per cent respondents in Indore only revealed that they regularly visit Municipal Corporation for work relating to the municipal services.

Main purpose of the visits of the respondents to Municipal Corporations is shown in Table 1. Payment of house tax (57.3 per cent), getting Birth/ Death registration certificates (53.7 per cent), payment of water and sewerage tax (44.5 per cent) and getting water connection (31.6 per cent) are some of the main purposes of the visits to Municipal Corporations. However, about 44 per cent respondents in Varanasi reported that they visited Municipal Corporation for submission of application for skill training. Similarly, about 31 per cent of them in Varanasi visited the Municipal Corporation for submission of application for housing. Thus, it is revealed that the respondents mainly make a visit to Municipal Corporation to pay taxes and fees for the services provided. It was only in Varanasi that they visited the municipal body to submit their applications for skill training and housing accommodation.

Table1: Main Purpose of Visit to Municipal Corporation

Purpose	Bhopal	Lucknow	Varanasi	Indore	Total
Getting Birth Or Death Registration Certificate	97	57	126	60	340
	55.7%	44.9%	83.4%	33.1%	53.7%
Getting Water Connection	12	15	118	55	200
	6.9%	11.8%	78.1%	30.4%	31.6%
Payment of House Tax	126	69	121	47	363
	72.4%	54.3%	80.1%	26.0%	57.3%
Payment of Water and Sewerage Tax	76	66	107	33	282
	43.7%	52.0%	70.9%	18.2%	44.5%
Getting of Mutation Certificate	1	3	42	12	58
	0.6%	2.4%	27.8%	6.6%	9.2%
Submission of Application For Skill Training	0	0	67	6	73
	0.0%	0.0%	44.4%	3.3%	11.5%

Submission of Application for Housing	1	4	47	4	56
	0.6%	3.1%	31.1%	2.2%	8.8%
Others	1	36	142	68	247
	0.6%	28.3%	94.0%	37.6%	39.0%

Source: Field Survey

The respondents were asked whether they are regularly paying property taxes. About 2/3rd reported in the affirmative. However, a little over half of the respondents in Varanasi and 38 per cent of them in Indore denied regular payment of their property taxes. The regularity of payment may be questioned in any way but not the payment of property taxes as they can be realized as land revenue dues in case of default in payment (Table 2).

Table2: Regular Payment of Property Taxes

City	Yes	No	Total
Bhopal	140	34	174
	80.5%	19.5%	100.0%
Lucknow	93	34	127
	73.2%	26.8%	100.0%
Varanasi	74	77	151
	49.0%	51.0%	100.0%
Indore	112	69	181
	61.9%	38.1%	100.0%
Total	419	214	633
	66.2%	33.8%	100.0%

Source: Field Survey

The respondents were asked whether they pay taxes and other charges online. Less than 1/3rd of them (31.6 percent) reported to have resorted to paying online. They were found most in Varanasi (70.9 per cent). Whereas, majority of the respondents were not paying their taxes and charges online (68.4 percent) The reasons for not resorting to on line payment may be numerous like technical glitch, long Qs, lack of knowledge of on- line business, fear of fraud and so on (Table 3).

Table3: Online Payment of Taxes and Other Charges

City	Yes	No	Total
Bhopal	8	166	174
	4.6%	95.4%	100.0%
Lucknow	26	101	127
	20.5%	79.5%	100.0%

Varanasi	107	44	151
	70.9%	29.1%	100.0%
Indore	59	122	181
	32.6%	67.4%	100.0%
Total	200	433	633
	31.6%	68.4%	100.0%

Source: Field Survey

The respondents were asked whether they face any problem in the assessment of taxes and their revision. A little over 30 per cent admitted that they did face problems in the assessment and revision of taxes. It was found the highest in Varanasi (71.5 per cent) followed by Indore (37.6 per cent). The percentage of respondents not encountering any problem in it was the highest in Bhopal (97.7 per cent) followed by Lucknow (93.7 per cent) and Indore (62.4 per cent). This depicts the efficiency and effectiveness of the municipal administration and their good rapport with the citizens in these cities (Table 4).

Table 4: Problems faced in Assessment and Revision of Taxes

City	Yes	No	Total
Bhopal	4	170	174
	2.3%	97.7%	100.0%
Lucknow	8	119	127
	6.3%	93.7%	100.0%
Varanasi	108	43	151
	71.5%	28.5%	100.0%
Indore	68	113	181
	37.6%	62.4%	100.0%
Total	188	445	633
	29.7%	70.3%	100.0%

Source: Field Survey

The respondents were asked whether they have visited E-Suvidha Kendra. In view of the easy payment mode of taxes, E-Suvidha Kendras have been setup in collaboration with Department of Urban Development. In these centres, online payment of municipal taxes, fees and other charges is being received at single window system. More than half of the respondents revealed that they have visited E-Suvidha Kendras. It is more pronounced in Varanasi (86.8 per cent) followed by Indore (73.5 per cent) and Lucknow (61.4 per cent). However, most of the respondents in Bhopal (95.4 per cent) admitted that they have not visited E-Suvidha Kendras for the purpose. (Table 5)

Table 5: Visit to E-Suvidha Kendra

City	Yes	No	Total
Bhopal	8	166	174
	4.6%	95.4%	100.0%
Lucknow	78	49	127
	61.4%	38.6%	100.0%
Varanasi	131	20	151
	86.8%	13.2%	100.0%
Indore	133	48	181
	73.5%	26.5%	100.0%
Total	350	283	633
	55.3%	44.7%	100.0%

Source: Field Survey

Purpose of visits to E-Suvidha Kendra is shown in Table 6. Payment of house tax, water tax and sewerage tax (32.9 per cent), issuing of birth or death certificate (24.9 per cent) and seeking information pertaining to decision making in Municipal Corporation (21.1 per cent) are some of the main purposes of visit to E-Suvidha Kendra by the respondents. However, inter-city variations do exist in these visits to the extent of zero percentage in some cases.

Table 6: Purpose of Visit to E Suvidha Kendra

Purpose Of Visit	Bhopal	Lucknow	Varanasi	Indore	Total
Payment Of House Tax, Water And Sewerage Tax	5	23	49	38	115
	62.5%	29.5%	37.4%	28.6%	32.9%
Seeking Of Information Pertaining To Decision Making In Municipality	1	0	45	28	74
	12.5%	0.0%	34.4%	21.1%	21.1%
Issuing Of Birth And Death Registration Certificate	1	6	47	33	87
	12.5%	7.7%	35.9%	24.8%	24.9%
Approval Of Land Uses And Property Certificate	0	6	45	5	56
	0.0%	7.7%	34.4%	3.8%	16.0%
Others	1	64	127	50	242
	12.5%	82.1%	96.9%	37.6%	69.1%

Source: Field Survey

Satisfaction with the services provided by E-Suvidha Kendra is shown in Table 7. About 45 per cent respondents have not visited E-Suvidha Kendra, however, most of them who visited E-Suvidha Kendra were found satisfied (49.3 per cent) with the services provided to them. However, some respondents in Indore (11.6 per cent) and Varanasi (8.6 per cent) were found dissatisfied with the services. This clearly depicts that

the people who took the E-Suvidha Kendra route feel more contented and hassle free.

Table 7: Level of Satisfaction with Services provided by E-Suvidha Kendra

City	Very Much Satisfied	Satisfied	Not Satisfied	No Visit	Total
Bhopal	3	4	1	166	174
	1.7%	2.3%	0.6%	95.4%	100.0%
Lucknow	21	54	3	49	127
	16.5%	42.5%	2.4%	38.6%	100.0%
Varanasi	8	110	13	20	151
	5.3%	72.8%	8.6%	13.2%	100.0%
Indore	26	86	21	48	181
	14.4%	47.5%	11.6%	26.5%	100.0%
Total	58	254	38	283	633
	9.2%	40.1%	6.0%	44.7%	100.0%

Source: Field Survey

The respondents were asked that whether E-governance has improved the functioning of the Municipal Corporations. More than half of the respondents (52.4%) reported that E-governance has definitely improved their functioning. This was found more pronounced in Varanasi (80.1 per cent) followed by Indore (73.5 per cent). However, most of the respondents in Bhopal (93.7%) reported that E-governance has not improved the functioning of Municipal Corporations. The reasons for their answers are not difficult to fathom out and are many –some in built in the system and some emanate from the inter-personal behaviors. (Table 8)

Table 8: Whether E-Governance has Improved Functioning of Municipal Corporations?

City	Yes	No	Total
Bhopal	11	163	174
	6.3%	93.7%	100.0%
Lucknow	67	60	127
	52.8%	47.2%	100.0%
Varanasi	121	30	151
	80.1%	19.9%	100.0%
Indore	133	48	181
	73.5%	26.5%	100.0%
Total	332	301	633
	52.4%	47.6%	100.0%

Source: Field Survey.

The respondents were asked whether they have visited the Website of Municipal Corporation. More than 2/5th respondents (42.3 percent) reported to have visited the website of their Municipal Corporation. This proportion was found most in Indore (62.4 per cent). On the other hand, majority of respondents in Bhopal (78.2 percent) and Lucknow (62.2 percent) have not visited the website of their Municipal Corporation. There may be various reasons for this state of affairs, the prominent being non-receipt of required information to the satisfaction of the re-questioner (Table 9).

Table 9: Visit to Website of Municipal Corporation

City	Yes	No	Total
Bhopal	38	136	174
	21.8%	78.2%	100.0%
Lucknow	48	79	127
	37.8%	62.2%	100.0%
Varanasi	69	82	151
	45.7%	54.3%	100.0%
Indore	113	68	181
	62.4%	37.6%	100.0%
Total	268	365	633
	42.3%	57.7%	100.0%

Source: Field Survey

Majority of the respondents who have visited Websites of their respective Municipal Corporations reported to have received updated information. This was found more pronounced in Varanasi (71 per cent) followed by Lucknow (64.6 per cent). Interestingly this percentage of respondents getting updated information was not below 50% in any of the municipal bodies under study (Table 10).

Table 10: Availability of Updated Information from Website

City	Yes	No	Total
Bhopal	19	19	38
	50.0%	50.0%	100.0%
Lucknow	31	17	48
	64.6%	35.4%	100.0%
Varanasi	49	20	69
	71.0%	29.0%	100.0%
Indore	63	50	113
	55.8%	44.2%	100.0%
Total	162	106	268
	60.4%	39.6%	100.0%

Source: Field Survey

The respondents were asked whether their Municipal Corporation has adopted computerized system of functioning. About 70percent reported in the affirmative. This was found more pronounced in Bhopal (93.1 per cent) followed by Indore (67.4 percent). Except Bhopal other three Municipal Corporations were found to be wanting on the computerization significantly (Table 11).

Table 11: Whether Municipal Corporation has Adopted Computerized System for Functioning?

City	Yes	No	Cannot Say	Total
Bhopal	162	12	0	174
	93.1%	6.9%	0.0%	100.0%
Lucknow	69	57	1	127
	54.3%	44.9%	0.8%	100.0%
Varanasi	89	62	0	151
	58.9%	41.1%	0.0%	100.0%
Indore	122	59	0	181
	67.4%	32.6%	0.0%	100.0%
Total	442	190	1	633
	69.8%	30.0%	0.2%	100.0%

Source: Field Survey

Satisfaction of the respondents with the services rendered by their respective Municipal Corporations is shown in Table 12. It was found significantly substantial in case of water supply, collection of domestic waste, sanitation, street sweeping and sewerage. However, satisfaction level was reported very low in case of maintenance of roads and streets, cleaning of drains, transportation and disposal of solid waste as it could hardly touch the double digit mark. Further the inter-city variations were sufficiently remarkable in so far as Varanasi was concerned where they touched the lowest i.e.(0.0 percent).

Table12: Satisfaction with Services Rendered by Municipal Corporation

Services	Bhopal	Lucknow	Varanasi	Indore	Total
Water Supply	92	66	6	89	253
	52.9%	52.0%	4.0%	49.2%	40.0%
Sewerage	41	42	7	55	145
	23.6%	33.1%	4.6%	30.4%	22.9%
Sanitation	70	67	32	19	188
	40.2%	52.8%	21.2%	10.5%	29.7%
Street Sweeping	63	65	2	25	155
	36.2%	51.2%	1.3%	13.8%	24.5%

Collection Of Domestic Waste	129	58	12	12	211
	74.1%	45.7%	7.9%	6.6%	33.3%
Transportation Of Solid Waste	7	43	0	7	57
	4.0%	33.9%	0.0%	3.9%	9.0%
Disposal Of Solid Waste	2	43	1	6	52
	1.1%	33.9%	0.7%	3.3%	8.2%
Cleaning Of Drains	2	26	0	14	42
	1.1%	20.5%	0.0%	7.7%	6.6%
Interlocking Of Streets	0	2	1	3	6
	0.0%	1.6%	0.7%	1.7%	0.9%
Maintenance Of Streets And Roads	0	22	5	14	41
	0.0%	17.3%	3.3%	7.7%	6.5%
Others	0	2	138	66	206
	0.0%	1.6%	91.4%	36.5%	32.5%
Total	174	127	151	181	633
	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Field Survey

CONCLUSION

The efforts of government for bringing transparency and accountability in administration by introducing citizen-centric reforms and improving service delivery mechanism has long lasting impact . The wider application of improved technology, e-governance, citizen's charters, service level benchmarking, report card system, etc. have no doubt improved the efficiency and effectiveness in the urban governance. Besides, reforms in the administrative system have checked the corruption and made the officials accountable and responsive. The Right to Information, Public Disclosure Law and Community Participation Law has also improved the urban administrative system besides ensuring effective implementation of urban development programmes and schemes with community involvement. The institutions of democratic decentralized urban governance are more functional in Madhya Pradesh as compared to Uttar Pradesh. It shows that the agenda of decentralization in the state of Uttar Pradesh is still unfinished. The efforts for e-governance have no doubts improved the functioning of urban local bodies, however, there is vast scope for reforms in this context. There has been focus on coverage and quality of civic services, improving urban environment and sanitation besides smart governance and transparency in administration.

SUGGESTIONS:

- The application of E-Governance still needed to be widened and more services should be brought under the network. The city governments without fail should

go for GIS mapping to identify the properties which may result into widening the tax network. There is a need to bring complete accounts and revenue records and their maintenance under e-governance network. With a passage of time, the municipal functioning should be made paper-less, and thus making it more transparent.

- Change management is the biggest issue and challenge in the application and practice of e-governance projects. Hence it needs to be managed very sensibly, carefully and with utmost priority to ensure its effective implementation. The core staff needs it most with corresponding changes in the process and procedures.
- Only those technological solutions for e-governance that are user and eco-friendly and can be implemented in a simple, easy and effective manner with long-term sustainability should be identified and taken up for execution in the first place.
- There is urgent need to address the digital divide in the country and more so in the local administration in an integrated and holistic manner. Therefore, building e-governance literacy should be an integral component of every e-governance initiatives to bridge it to involve the urban people at the grass-root level.
- Capacity building of project management staff at different levels through appropriate training programmes at regular intervals is of paramount importance for successful implementation, monitoring and sustenance of e-governance programme. Therefore sincere efforts need to be made by all stakeholders to concretize these steps at the local level.
- The skill and capacity of municipal officials need to be developed to make them capable and competent to benchmark the services provided in a realistic way. The views of consumers of services should also be obtained while undertaking this exercise.

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