



आवासन और शहरी कार्य मंत्रालय
भारत सरकार
MINISTRY OF HOUSING AND
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GOVERNMENT OF INDIA

Outcome of

New Paradigms for Urban Service Delivery

Reporting Back Session

Panel Discussion

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Challenges Identified

Cities continue to be evaluated primarily on **assets created** rather than **services delivered**

Municipal **capacity constraints** in specialized skills, finance, technology, contract management and service monitoring

"Missing services" - clean air, safety, walkability, accessibility, lighting, public conveniences, uncongested junctions/roads, climate resilience under-prioritised

Multiple agencies, utilities, SPVs and ULBs result in **fragmented accountability** and affect integrated service delivery

O&M and **lifecycle sustainability** receive less attention than capital investments

Data is often collected for reporting, but not used for **informed decision-making** or analytics

Key Areas of Deliberation

- 1 Asset creation to service provision
- 2 Service integration
- 3 Human resources, functions and institutions
- 4 Addressing missing services
- 5 Fiscal discipline and contract management
- 6 Data, monitoring and escalation
- 7 Private sector participation
- 8 Designing for livability

Key Recommendations

Improving Service Delivery Systems

Planning and approach

Shift from asset creation to service delivery - Link funding to performance & outcomes (e.g., water pressure and quality, elimination of fresh dumping/GVPs/walkability), enabled through digital monitoring (ICCC)

Institutionalise TIP/LBIPs for participatory planning – saturation, user charges, etc

Different approaches for larger and emerging cities

Processes

Service delivery frameworks across ULBs, SPVs, parastatals for basic services

Outcome-based contracts, specialised service providers

Contractor Rating System/Reverse tendering/ Lottery/Swiss Challenge

PPP and HAM models to assure life cycle approach and quality

Monitoring

Integrated municipal asset registries and GIS-based inventories

Integrate ICCCs, departmental databases and citizen feedback systems

Opening of ULB datasets to support innovation, service benchmarking and private-sector participation

Citizen grievances as a major source of feedback loop to guide service improvement

Key Recommendations

Strengthening Municipal Systems

Institutional

Assign each function to the best-placed institution

Gujarat – Pooled resources at regional level and specialist support for smaller ULBs on sharing basis

Integrate agencies around shared service outcomes with clear accountability

SPVs or Corporate Utilities as independent legal entities; ULB representation in parastatal boards (SPV, AUDA, GJ)

Human Resources

Unified municipal cadre – administrative, technical, financial

Change service rules – recruit specialized roles for planning, finance cadres; short service commissions for technical cadres; assured career progression

Combine permanent staff with specialists, experts on call & interns

One service-one operator; end to end services; Train contractors before rollout

Financial

Expand revenue sources - record correction, Tax Increment Financing, impact and Betterment fee, FSI sale, TDR exchange, vacant land tax, early bird discount

Formalizing revenue sharing models

Ring-fence project revenues for lifecycle costs and service standards

Financial intermediaries for accessing finance and shared services (TNUIFSL+TNUDF, TN; GUDM, GJ)

A National Framework



Governance, service standards, finance, capacities, accountability
Guidelines, SOPs, model documents/bye-laws

City service delivery improvement plans



Public consultation, missing services, TIP/LBIP, finance augmentation, staffing

Enablers for implementation



Municipal HR Development Mission | Reform incentives |
Private sector & outcome based contracts

Scale proven good practices



Peer learning, Knowledge repository, replication of successful practices from similar cities

Integrated delivery mechanisms



ULBs | SPVs | Parastatals | Private operators
Defined roles, SOPs, SLAs

Service delivery outcomes

Walkability

Drinkability

Breathability



Ministry of Housing and Urban Affairs
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Thank You