

18. Sustained Improvements

18.1 Incremental Charges

The vision period of 20 years should provide the opportunity to make sustained urban and environmental improvements in Delhi in an incremental manner in line with local commitment, resource mobilisation and institutional reforms and capacity building - all of which take time to develop. The same holds true for price and regulatory reforms. Given the acuteness of the situation, however, most of these policy and institutional reforms need to be accomplished in the immediate to medium term in the next 5 to 10 years at the most.

18.2 Co-ordinating Mechanism

Multiplicity of agencies in Delhi has often been identified as an issue. But it is not something unique for Delhi. It is quite feasible that multiple agencies working towards the same objective, *within a given framework*, may achieve the objective in a fashion. Delhi 21 now provides Delhi with a framework. What is required is a visible, responsible, transparent and accountable mechanism at the GNCTD level, which can mediate and resolve conflicts, monitor overlaps and duplications, find gaps and recommend authoritative steps for remedial action in an overall framework. The recommendations made in this 'Delhi 21' should facilitate in establishing this mechanism.

18.3 Building Partnerships

Partnership, stakeholdership and ownership in their myriad ways are the key issues in environmental governance. There is growing awareness in Delhi, though not followed by adequate action, of the need to improve the interaction among governmental organisations, NGOs, CBOs, private sector, etc. There is a clear understanding that for this purpose, partnership and ownership can be created and built around shared values and assumptions, and not simply by allocating

institutional responsibilities, however clearly done.

18.4 Environmental Awareness

While there has been an increase in the awareness of environmental issues in Delhi, raising the level of environmental management (which is an objective of this project) over time, remains an explicit development process. This can be achieved through increased access to, and dissemination of information as well as consultation and communication between all sectors of the society through Information, Communication and Education (ICE). ICE is not a one shot affair, but has to be carried out in successive stages of heightened activities. The potential benefits of ICE are:

- Promoting changes of attitude among target population;
- Promoting a widened spirit of collaboration among the private sector in urban environmental management; and
- Creating better understanding among government agencies (of horizontal and vertical orders)

18.5 Governmental Co-Operation

The preparation of Delhi 21 itself has helped to bring together the various agencies and provide a platform for contact, exchange and co-ordination. The constitution of a Working Group at the GNCTD level with the Chief Secretary as its Chairman, and a National Steering Committee at the Government of India level with the Secretary Ministry of Environment as its Chairman is therefore a welcome sign. It is now to be hoped that similar horizontal relationships to keep the process of institutionalisation on going and to move forward the urban environmental management in the mainstream of development administration in future will be achieved (Committee of Secretaries / Programme Co-ordination and Management Unit).