

12.4 HOW CAN STAKEHOLDERS BE MOBILIZED?

The key instrument for mobilization of stakeholders is persuasion. A variety of mechanisms such as sensitization and briefing sessions, small inter-sectoral group activities around priority issues, and fast-track demonstration projects, are used. Stakeholders are provided the opportunity not to merely provide data but to interpret and usually share information and to take a leading role in preparing the city profile. Key stakeholders are then invited to participate fully in the preparation of the consultation. Bringing the key players on board well ahead of a city consultation will enable such key stakeholders to make a substantive contribution to the design of the city consultation.

12.5 HOW ARE CONSULTATIONS CONDUCTED?

State-of-the art facilitation and visualization techniques are applied in city consultations. The aim is to create the right environment for constructive dialogue and for identifying the common ground for consensus. Focused group discussions allow the harvesting of individual contributions while plenary deliberations allow for reconciliation of differences and consensus.

12.6 FOLLOW-UP

In many instances, but especially where people have not previously had the opportunity to come together and deliberate on issues of common concern, the initial mood may be one of "blaming" others ("them" versus "us"). But as the consultation systematically progresses this atmosphere soon changes to one of "sharing responsibilities". The various methods and facilitation techniques applied during a city consultation have proved to bring about this change of mood, which then forms the basis for building a common vision and consensus about the way forward.

Like many other tools in action planning, a city consultation on its own is just one instrument and does not provide magical solutions to complex urban problems. To be effective, it should be used continuously, and more importantly, it should be succeeded by real responses and follow-up actions. Only then does the potential for cooperation and willingness to work together start to materialize and only then will the momentum generated at city consultations be sustained.

The following sections are the raw observations from the series of disaggregated consultations that were conducted during the month of May 2006. The views expressed in the following section are direct people's opinions/views/perspectives.

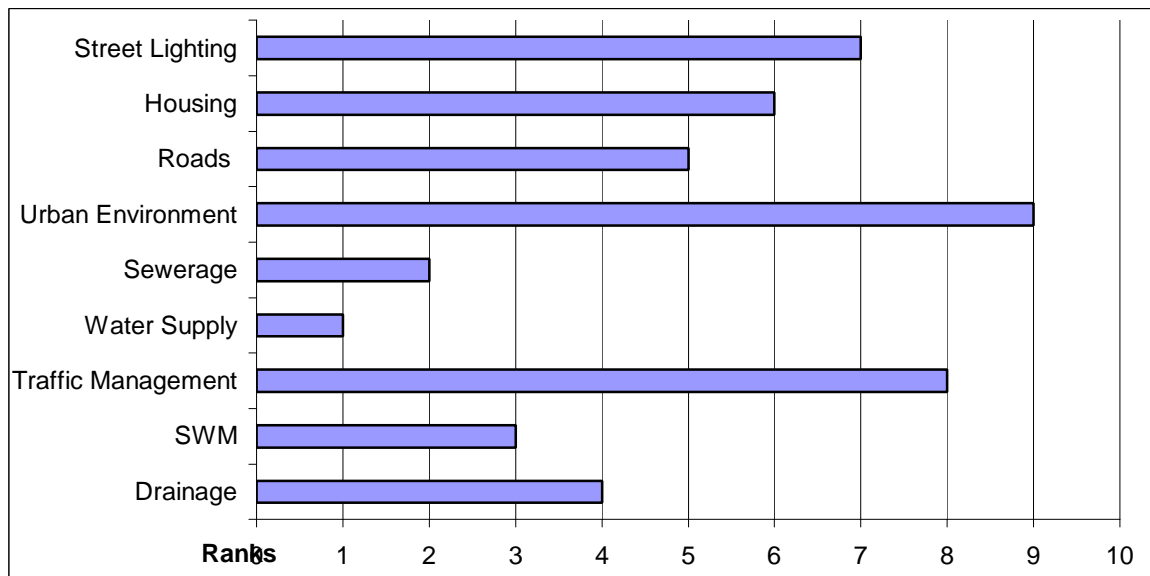
12.7 CONSULTATIONS IN UDAIPUR SLUMS

The CDP envisages and supports a comprehensive process to consult the stakeholders in the

preparation of City Development Plan. As a part of the planning exercise – extensive meetings were conducted to understand the ground realities and more importantly the access of various basic facilities at the household level. Since the nature of areas is very distinct across the city, therefore, various groups were consulted in disaggregated manner.

The following is the summation of the priority rankings by slum community. Slums being the most critical in terms of access to basic amenities are being treated in detailed. Around 23 slum clusters have been visited for focus group discussions. A brief to the point format was also asked during this meeting. The following are the priority ranks by the slums community.

FIGURE 12.1 PRIORITY RANKING BY THE SLUM COMMUNITY

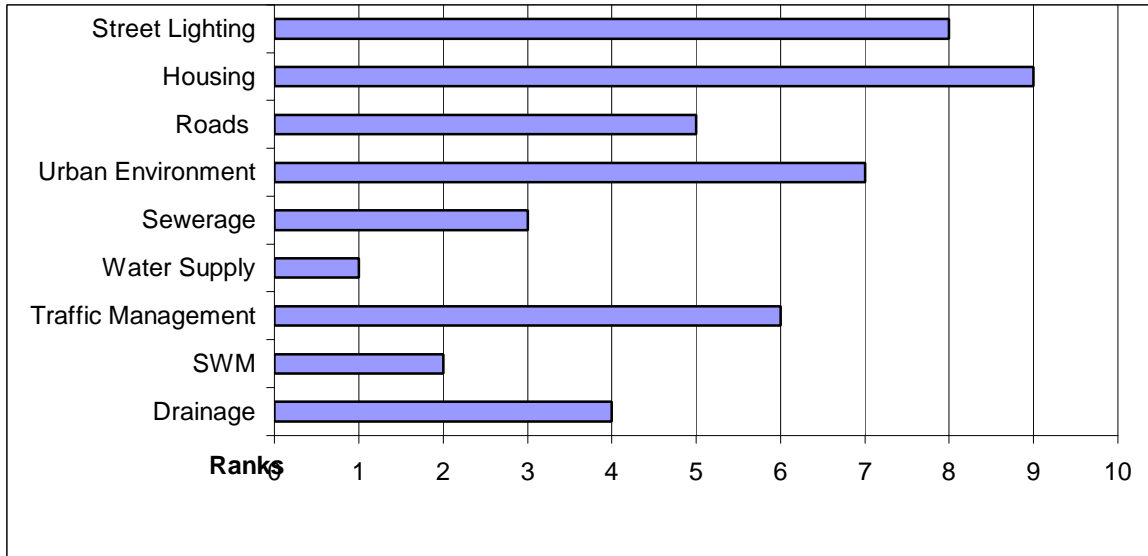


Source: Field Consultations.

The context here is rank orders i.e. lower the score, higher the importance. Water supply, sewerage and solid waste management are the top three priorities by the slum communities. As against this, the resident welfare associations ranked water a top priority and solid waste management as the second most critical amenity.

Drainage, housing, roads and transportation are ranked moderately urgent. In the absence of the proper sewerage infrastructure, drainage plan and due to the natural gradient of the city – the lakes that forms a fragile ecosystem is in threat. Therefore, during most of the consultation meeting, stress on the lake conservation and ensuring the water was emphasized as the most important things. Since, the web of problems is around the water – it becomes obvious for the urban administration to provide the basic network infrastructure on a priority basis.

FIGURE 12.1 PRIORITY RANKING BY THE RESIDENT WELFARE ASSOCIATIONS



Source: Field Consultations.

The complete lists of consultations are annexed in this document. This report would further firmly detail-out on the over all priorities of the city only after ‘state of the city’ presentation.

12.8 PRIORITIES

The priority assigned to different sectors as decided by city, based on consultations and Statistical Analysis (1000 point Scale, Z Score analysis), is as follows:

Sector	Priority
Drainage	1
Water Supply	2
Sewerage	3
SWM	4
Roads	5
Traffic Management	6
Housing	7
Street Light	8
Urban Environment	9

Details of Consultations are provided in Annexure 1 to 4.

13.0 SWOT ANALYSIS

13.1 INTRODUCTION

Assessment of strengths, weaknesses, opportunities and threats of a city forms the basis for preparation of a relevant city development plan. A city level SWOT analysis has been done in this chapter based on an assessment of the status of various sectors of city. The chapter has been divided into four sections each describing the strengths, weaknesses, opportunities and threats respectively. This Chapter seeks to identify some of the key strengths and weaknesses that characterize Udaipur city, as well as some of the significant opportunities and possible threats that Udaipur city faces. This analysis is in consonance with SWOT Analysis.

13.2 SWOT ANALYSIS OF UDAIPUR

Several rounds of discussions and consultations were held with stakeholders in Udaipur, including Commissioner, Chairman (Udaipur Municipal Council), Councilors and other Officials of Municipal Council, District Collector, local representatives of various line departments of state government such as PHED and PWD, prominent citizens and other representatives of civic society, with a view to understanding some of the inherent strengths and weaknesses of Udaipur. The following table captures key strengths and weakness that emerged from these consultations and also outlines some of the opportunities and threats that Udaipur faces. The objective of this exercise is to build on strengths, which act as drivers of growth, and address weakness by establishing a long term vision for growth and development, and establishing clear development strategies, so as to take advantage of opportunities in diverse economic sectors, social development and inward investment and also to mitigate potential risks and threats which the city is likely to face in future.

Strengths	Weakness
<ul style="list-style-type: none"> ☞ Picturesque and congenial natural setting. (The topographic profile, with surrounding hills containing water bodies, provides a natural water collection setup for city). ☞ Attracts 15% of state's foreign tourists (Diverse tourist attraction like Lakes, Heritage, Religious places and Garden) ☞ 10% of total large and medium industries in state (Mineral stone and textile industries – largest revenue generator) ☞ Market Center for small towns of region. ☞ Seat of Administrative Power in District and Division. ☞ Presence of three Universities in city of 	<ul style="list-style-type: none"> ☞ Absence of broad gauge connectivity to the city affecting industrial as well as commercial growth ☞ Infrastructure facilities like Sewerage, Drainage and Solid waste Management coverage less than 50%. ☞ Insufficient heritage management ☞ Lack of civic awareness on heritage and conservation. ☞ Concentration of major commercial activities within old city area, causing severe congestion. ☞ Absence of efficient mass transportation facility within city.

<p>population only 5 lakhs.</p> <p>☞ In comparison to other urban areas has highest percentage of literate population in the state (87.90%)</p>	
<p>Opportunities</p> <p>☞ Protection, restoration and overall environmental improvement of Lakes to attract Tourist activities.</p> <p>☞ Comprehensive traffic planning and a transport system management plan for whole city in general (particularly Suraj Pol – Delhi Darwaza corridor).</p> <p>☞ Developing Existing jail site into a commercial sub city center to decongest old city area of commercial activities.</p> <p>☞ Improving linkages to city through broad gauge railway network and efficient air service.</p> <p>☞ Developing a tourist circuit connecting places of tourist interest, which would involve development of related infrastructure.</p> <p>☞ Prioritizing sewage and sanitation systems, which would reduce ground water and surface, water pollution.</p>	<p>Threats</p> <p>☞ Ahar River has become a wastewater drain and is heavily polluted as a result of raw sewage inflow and dumping of solid waste.</p> <p>☞ Traditional houses in walled city risk demolition by their owners due to high maintenance/repair required for these buildings.</p> <p>☞ Depleting resources like marble and other minerals due to lack of resource management and overuse.</p> <p>☞ Increasing levels of water and air pollution due to inefficient drainage/sanitation and increasing traffic respectively.</p> <p>☞ Competing Investment in Tourism Infrastructure in Other Cities both in Rajasthan and Other States</p>

13.3 SECTORAL SWOT ANALYSIS

Strengths

Udaipur is a seat of Administrative Powers in District and Division. The city has several strengths. The strengths related to sectors include location and regional linkage, tourism, heritage, trade and commerce, traditional arts and crafts and state reforms.

Sectors	Strengths
Tourism	<p>☞ World famous tourist destination</p> <p>☞ Attracts both domestic as well as international tourists</p> <p>☞ Several important tourist attractions in the form of palaces, museums, forts, etc present</p>
Heritage	<p>☞ Famous for its heritage and culture, (reflected in buildings, forts, Palaces, temples, etc.)</p> <p>☞ Old city is a virtual museum of heritage buildings</p>
Trade and Commerce	<p>☞ Important centre for stone mining</p>

Sectors	Strengths
Regional Primacy and Linkages	<ul style="list-style-type: none"> /// Seat of all political and administrative power /// Sixth largest population of all cities in Rajasthan /// The Udaipur is easily accessible by road (NH- 8 from Ahmedabad)
State Reforms	<ul style="list-style-type: none"> /// Pro-active government; /// Presence of a number of development bodies and NGOs; /// State on a reform path with initiatives such as SUARAJ that is conducive for attracting investment and development

Weakness

The major areas of weaknesses for the city include infrastructure, urban growth, conservation, environment, slums, and institutional capacity

Sectors	Weaknesses
Infrastructure	<ul style="list-style-type: none"> /// Inadequate regional linkages in form of bad rail (meter gauge) and air routes /// Lack of solid waste management in City, indiscriminate dumping of garbage and land pollution /// Lack of drainage and sewerage network /// Lack of infrastructure facilities like water supply, sewerage, road and drainage /// Pressure on roads in walled city due to encroachment, excessive commercialisation and vehicular movement /// Lack of parking space in walled city /// Lack of proper Traffic Management in city /// Lack of infrastructure facilities near and around tourist places /// Absence of public transportation /// Inadequate number of public conveniences
Urban Growth	<ul style="list-style-type: none"> /// Haphazard growth of city /// High population density within walled city and UMC area /// Lack of lung spaces/ open spaces /// Violation of rules, byelaws by public and residents of walled city leading to loss of heritage look of walled city /// Overcrowding of businesses and people in walled city /// High rate of population growth and urbanisation is leading to slum formation, strain on infrastructure facilities and deteriorating living environment
Conservation	<ul style="list-style-type: none"> /// Lack of proper database management in each sector especially in Heritage and Infrastructure development /// Absence of clear-cut guidelines and responsibilities of various organizations existing in Udaipur /// Lack of awareness among people towards heritage conservation /// No proper maintenance of heritage sites like fort of Sajjangarh, Heritage Gates etc /// Most of buildings in walled city are in deteriorating state due to lack of repair and maintenance
Environment	<ul style="list-style-type: none"> /// Degrading air quality /// Congestion of walled city /// Loss of traditional water systems /// Depletion of ground water /// Degraded water quality
Slums	<ul style="list-style-type: none"> /// Increasing levels of poverty

Sectors	Weaknesses
	<ul style="list-style-type: none"> /// Coverage of poverty alleviation programmes inadequate /// Increasing number of slums /// Poor infrastructure facilities in both regularised and un-regularised slums
Institutional capacity	<ul style="list-style-type: none"> /// Lack of coordination among various departments like UMC, UIT, Town and Country Planning Dept., PWD, PHED, etc. /// Non-implementation of 74th CAA in spirit /// Overlapping of jurisdiction between UMC and UIT /// Overlapping of functions between line departments

Opportunities

Udaipur has several aspects that are potential opportunities. Main opportunities are in the areas of economic growth, proposed projects, state initiated reforms and heritage.

Sectors	Opportunities
Economic competitiveness	<ul style="list-style-type: none"> /// It can attract many tourists because of its rich heritage and culture, and Picturesque and congenial Natural Setting in Rajasthan /// With good regional and location advantage, city has the capacity to attract many potential developers in economic and industrial sectors
State urban reforms	<ul style="list-style-type: none"> /// Proposed reforms under SUARAJ scheme shall help in streamlining institutional and later infrastructure reforms in city /// State is focused on provision of basic services to urban poor that will help in development of city
Heritage	<ul style="list-style-type: none"> /// Rich heritage shall attract tourists, many more potential sites under consideration

Threats

Threats primarily exist weakness, which if not addressed adequately might pose as threats for development of city in future.