



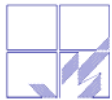
**Conducting Training Needs Assessment (TNA) and  
Preparation of Strategic Training Plan  
(Volume-II)**

**February, 2014**

**Supported under  
Capacity Building for Urban Development project (CBUD)**

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## **ACKNOWLEDGEMENT**

Conducting Training Needs Assessment and Preparation of Strategic Training Plan poses a challenging task. The consultants are required to visit 11 identified Urban Local Bodies (ULBs) to consult various stakeholders both appointed officials and elected representatives as well as parastatal agencies, existing training agencies and policy makers in the state to develop an understanding of their needs and expectations and to come out with a viable TNA and Strategic Training Plan for ULBs. Every project is an outcome of the effort and contribution, explicit or otherwise, of many people and this Report is no different.

The Consultant Team of JPS would like to express our gratitude to MoUD and CBUD Team for their support in carrying out this consultancy assignment. In particular, we would like to make special mention of Mr. Anand Mohan, Director, MoUD for his valuable leadership and advice in shaping the Final Report. We would also like to acknowledge the efforts of the entire team of CBUD, namely Mr. N. Bhattacharjee, Team Leader CBUD Project as well as Mr. Dinesh Harode, Dr. Gangadhar Jha, Mr. Hitesh Vaidya, and Mr. Mehtab Alam for their timely support and guidance in successful completion of this project.

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We also wish to place on record our thanks to the officials of different organisations in urban sector of the country that willingly participated and provided inputs/feedback/comments during the National Level Workshop held on 22<sup>nd</sup> January, 2014 on the Draft Strategic Training Plan.



## ABBREVIATION

BMC	Bharuch Municipal Council
BSUP	Basic Services for Urban poor
CAA	Constitution Amendment Act
CBUD	Capacity Building for Urban Development
CCP	Corporation of the City of Panaji
CEO	Chief Executive Officer
CNNP	Chhindwara Nagar Nigam Parishad
Dy.	Deputy
DNN	Dehradun Nagar Nigam
GMC	Gangtok Municipal Corporation
HDMC	Hubli Dharwad Municipal Corporation
JMC	Jabalpur Municipal Corporation
JnNURM	Jawaharlal Nehru National Urban Renewal Mission
NMC	Nagpur Municipal Corporation
PRO	Public Relation Officer
PWD	Public Works Department
RAY	Rajiv Awas Yojna
SMC	Siliguri Municipal Corporation
SMW	Solid Waste Management
SJSRY	Swarna Jyanati Shahri Rojgar Yojna
STEP	Skill Training Employment Programme
TMC	Thanesar Municipal Council
TNA	Training Need Assessment
ULBs	Urban Local Bodies
UMC	Udaipur Municipal Corporation
USEP	Urban Self Employment Programme
UWSEP	Urban Women Self Employment Programme
UWSEPRF	Urban Women Self Employment Programme Revolving Fund
UNCD	Urban Community Development Network



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## CHAPTER 1: ADMINISTERING OF THE QUESTIONNAIRE

As surveys are beneficial because many people can be pooled in a short period of time, we used this methodology in order to elicit the maximum information from the employees in the shortest possible time as the surveys provided them with the opportunity to confess a need on paper that they may be too embarrassed to admit in a face-to-face meeting.

In order to meet the requirements of this survey which was to ensure that a good number of officers and the staff from each ULB was covered for the assessment of training needs, the consultants had requested the nodal officer of the ULB visited by them to organize as many officers and the staff at one place so that the questionnaire could be physically administered to all the participants. Though, as per the information provided by the nodal officers of the ULBs, it was not possible to gather many officers and the staff at one place in view of the exigency of work, however, in some ULBs efforts were made to gather a good sample size for the survey and the following chart gives a snapshot of that.

Table: 1. Sample size for the survey

Sr.	Name of the ULB	Questionnaires Distributed	Questionnaires Collected
1.	Thanesar Municipal Council (TMC) Kurukshetra	10	10
2.	Hubli Dharwad Municipal Corporation (HDMC)	29	29
3.	Gangtok Municipal Corporation (GMC)	25	25
4.	Dehradun Nagar Nigam (DNN)	27	27
5.	Udaipur Municipal Corporation	13	13
6.	Bharuch Municipal Council	18	18
7.	Siliguri Municipal Corporation (SMC)	17	17
8.	Corporation of City of Panaji (CCP)	15	15
9.	Municipal Corporation of Nagpur (NMC)	27	27
10.	Chhindwara Nagar Nigam Parishad (CNNP)	43	43
11.	Jabalpur Municipal Corporation (JMC)	72	72
12.	<b>Total</b>	<b>296</b>	<b>296</b>

Before administering the questionnaire, the consultants gave a brief about the intent and purpose of the survey and ensured that doubts, if any, were addressed by them in order to minimize the biases and mitigate the apprehensions, if any, the employees participating in the survey had regarding the survey.

In order to catch the 'here and now situation' and to minimize the biases, the consultants ensured, wherever possible, that the questionnaires were filled up by the participants on the spot and physically collected by them. However, at the request of some ULBs the consultants had to leave behind some questionnaires which were sent to the consultants' office after several reminders were sent by the consultants. In spite of vigorous follow up by the consultants still a few ULBs did not appreciate the need for sending the filled up questionnaires to the consultant's office.



Therefore, for the assessment of the training needs, only the data from the filled up questionnaires has been taken into consideration.

As per the TOR the consultants were given a mandate to assess the training needs for eleven (11) ULBs which they have done. Keeping into consideration the uniqueness of each ULB the consultants have made an attempt to identify specific training needs of each ULB. The following 11 chapters reflect and represent the data for the identified ULBs.



## CHAPTER – 2: THANESAR MUNICIPAL COUNCIL (TMC) KURUKSHETRA

### 2.1 Introduction

As per the provisional reports of Census India, population of Thanesar in 2011 was 154,962. Thanesar Municipal Council spreads over an area of 32.25 sq km. The city is divided into 7 zones with a total of 31 Municipal Wards, each ward represented by an elected councillor. Its term is for a period of five years.

### 2.2 Organizational Mission

The primary objective and aim of the ULB is overall development city of Kurukshetra.

### 2.3 Organizational Structure and Functional Set-up

The administrative structure of Thanesar Municipal Council constitutes both the political and the administrative wings. The political wing is headed by an elected body of councillors headed by the President. The Chief Executive Officer heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

The TMC is managed through the following administrative set up:

- Standing Committee
- General Wing
- Administrative Wing

#### 2.3.1 Standing Committee

It is the most powerful committee and has the powers to sanction and award major contracts with the approval of the president.

#### 2.3.2 General Wing

Thanesar Municipal Council follows a Presidential system where the President is elected by the councillors through a consensus process and, as head of the council, is responsible for its functioning.

#### 2.3.3 Administrative Wing

Chief Executive Officer is the administrative head of the council. The TMC is administratively divided into six broad functional areas as follows:

- Engineering Branch;
- Accounts and Finance Branch;
- Sanitation Branch;
- House Tax Branch;
- Fire; and
- Birth/Death Registration Branch

Each branch is headed by the functional head or Head of the Department (HOD).

### 2.3.2 Broad Functions of the Municipal Council



### 2.3.2.1 Sanitation

Under this department **solid waste management** and street sweeping are the two most important functions being performed. In carrying out effective SMW, a landfill site was identified and selected to treat the municipal waste, but due to some agitation from the locals the land is still under dispute. TMC has employed more than 300 sanitary workers on contractual basis for SWM and street sweeping.

### 2.3.2.2 Street Lighting

Monitoring and maintenance of street lights (6000 points) is another important function of the Municipal Council. Maintenance of street lights has been **outsourced** for better results but this work is not monitored by the engineering department.

### 2.3.2.3 Public Works

Construction and maintenance of pavements and open drainage system is the part of public work department of the council.

### 2.3.2.4 Services of Municipal Council

- Birth & Death Registration
- House Tax
- Building Approval within 17 sanctioned colonies

### 6.3.2.5 Renting commercial/other Property

Rents collected from these properties constitute a major share of the ULBs revenue.

### 2.3.2.6 Other Services

These include minimal service charges levied on use of ambulances, fire brigade or water tanker.

## 2.4 Staff Strength

The sanctioned staff strength is 260 out of which 144 (56%) are filled up, 32 (12%) are appointed on ad hoc basis and as daily wagers, leaving 84 (32%) positions vacant as on 31.08.2013. With 162 number the highest strength is of safai mazdoor of which only 88 are filled up. There are certain critical positions which need to be filled up immediately as those have a direct bearing on the distribution of the workload in the ULB, consequently affecting the capacity building of the ULB because with this huge gap of 32% posts lying vacant, the capacity building exercise would be lopsided. Some of these critical positions include draftsman, tax superintendent, CSI, Accounts Clerk, Health Assistant, etc.

**Table: 2.1 Manpower Position of Thanesar Municipal Council**

S. No.	Categories	Numbers
1	Fill Up Posts	144
2	Vacant posts	84
3	Ad-hoc and Daily Wages	32
4	Sanctioned Posts	260

Source: Thanesar Municipal Council, as on 31.08.2013

## 2.5 Data Captured through Interactions and Questionnaire

The consultants had interactions with the following officials of TMC:



- Mr. M.S. Jagat, The Executive Officer
- Mr. Akshay Bhardwaj, Municipal Engineer
- Mr. Raj Gaur, Vice Chairman
- Mr. Darbara Singh Saini, Councilor

Whereas the consultants met the appointed officials individually and interacted with them, the meeting with the councilors was held in a joint meeting wherein the councilors were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the elected representatives.

Most of the information collected by the consultants was from the Municipal Engineer (ME) as he was the second most senior officer available in the council after the Executive Officer (EO) who seconded the information given to the consultants by the ME. Some of the important issues and observations that came up during the interactions are as follows:

- The EO did not feel any need for his training on any aspect as he feels that his only role is managing the conflicts between the appointed and the elected representatives;
- Political influence on the decision making process very prevalent;
- President of the Council has not come to the council office in the last six months;
- The EO has risen from the ranks and lacks administrative competence finesse and the managerial skills; and
- One of the councilors was accompanied by his nephew thereby exposing the low level of functional understanding of the respective councilor and baring openly the outside influence in the administrative decision making process.

Ten (10) filled up questionnaires were collected from Thanesar Municipal Council from both senior officers and the clerical staff distribution of which is shown in the table below:

**Table 2.2: Department wise and Function wise Distribution of Filled up Questionnaires**

S. No	Position	Department	No. of Respondents
1	Junior Engineer	Engineering	4
2	Municipal Engineer	Engineering	2
3	Executive Engineer	Engineering	1
4	Secretary Municipal Council	Administration	1
5	Clerk	Accounts	1
6	Accountant	Accounts	1
<b>Total</b>			<b>10</b>
<b>Officers: 8</b>		<b>Staff: 2</b>	



## 2.6 Analysis of the Data

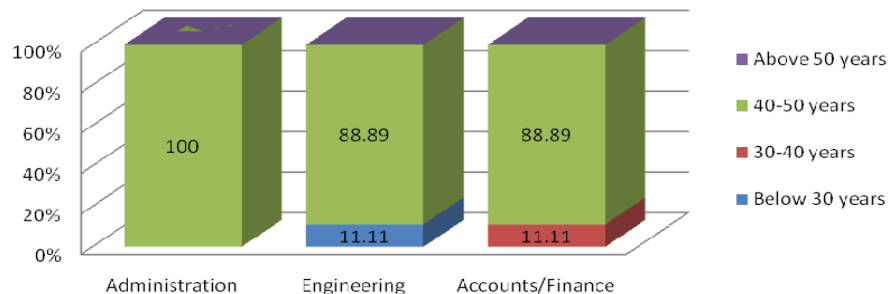
The data captured by the consultants through interactions with the appointed employees of TMC across the levels and with the elected representatives of TMC has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 2.6.1 General Profile of the Employees

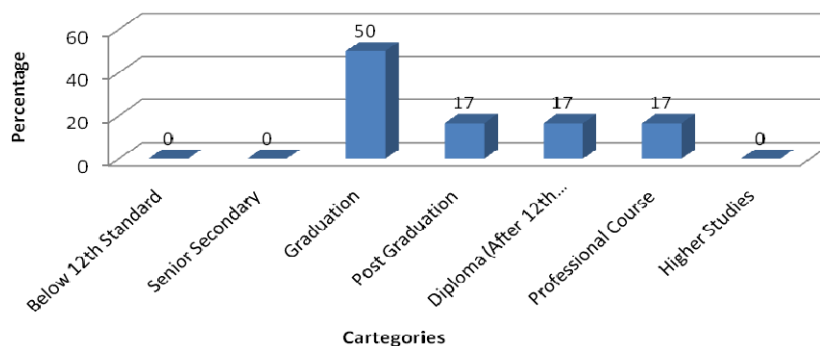
About 98 percent of the appointed officials (excluding safai mazdoor) are appointed on permanent basis. Hundred percent (100%) officials from the administration section and 90 percent from the engineering and accounts section are working for more than 40 years in the same job position (refer figure below).

#### Experience in ULB Department Wise



Among the respondents, maximum number (50 percent) are degree holders majorly in commerce while the 17 percent are respondents are diploma holders another group of 17 percent are post graduates and the remaining 17 percent are completed some professional course in computers etc.

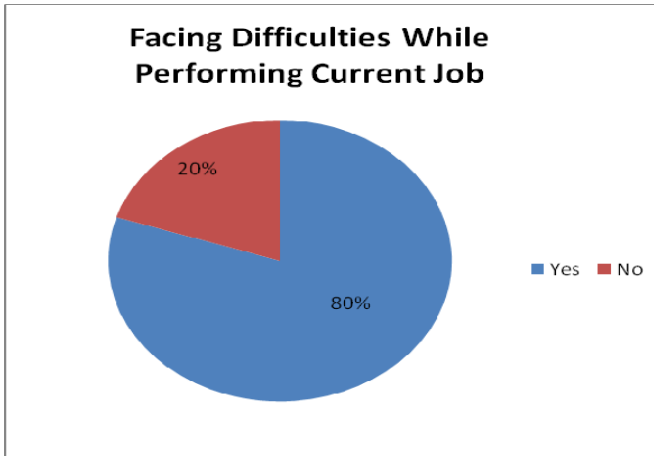
#### Educational Qualification of Appointed Officials in Thanesar MC







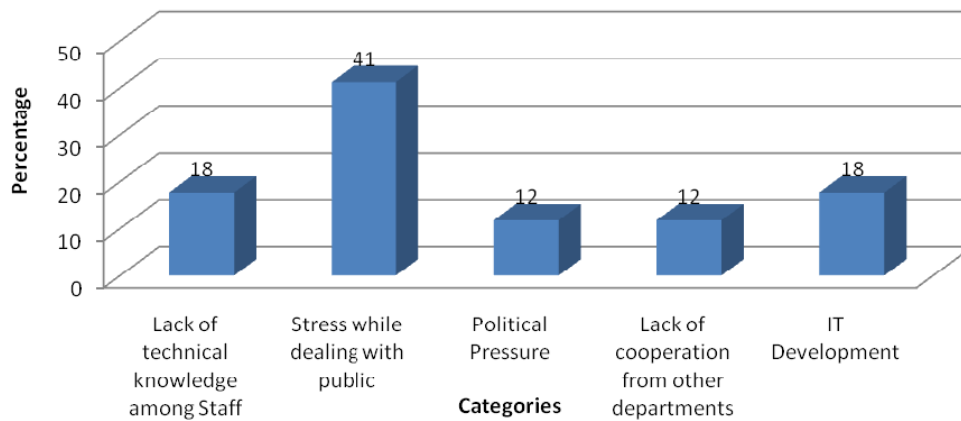
### 2.6.2 Job Related Information



Among the respondents, maximum number (80 percent) is facing difficulties while performing their current job responsibilities and feel stressed out while dealing with the public in matters pertaining to urban planning where **city governance** was a major issue highlighted by more than 40 percent of the officials; 40 percent feel lack of technical knowledge and expertise about their current job is creating hindrance in delivering the job responsibilities in more effective manner; and development of IT sector is creating extra pressure on the

existing staff to perform better because they are not trained or equipped in a manner to effectively change themselves with the demands of the time and the job (refer figure below).

### Types of Difficulties Faced



Whereas about 70 percent of the respondents feel motivated to perform their job responsibilities better 30 percent lack a sense of motivation. More than 50 percent perceive that insufficient funds required by TMC and the political pressure are the two major forces affecting their performance; however, self motivation gives them a positive/extra boosts to perform their job better. Reasons affecting the job performance of the officials is given in table – 6.2 below:

**Table – 2.3: Reasons Affecting Job Performance of TMC Officials**

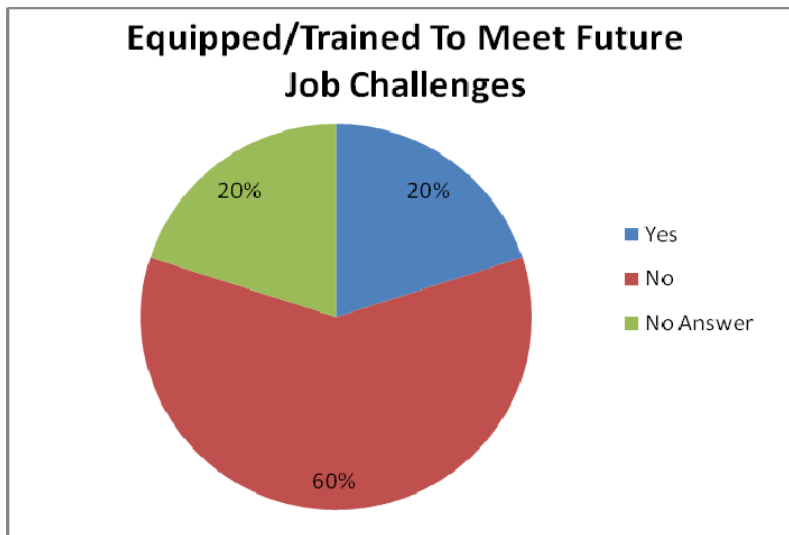
Position	Reason
Municipal Engineer	Lack of Revenue; Lack of cooperation; and Unresponsive Seniors
Executive Engineer	Lack of cooperation; Unresponsive Seniors; and Shortage of Staff
Junior Engineer	Shortage of Staff



### 2.6.3 Training and Development

More than 90 percent of respondents are of the view that kind of urban development taking place will impact their current job responsibilities and out of those 60 percent felt the increased population or migration will increase the burden on the existing infrastructure which will put pressure on them to discharge their duties effectively as they see no effort to develop them for the challenges ahead.

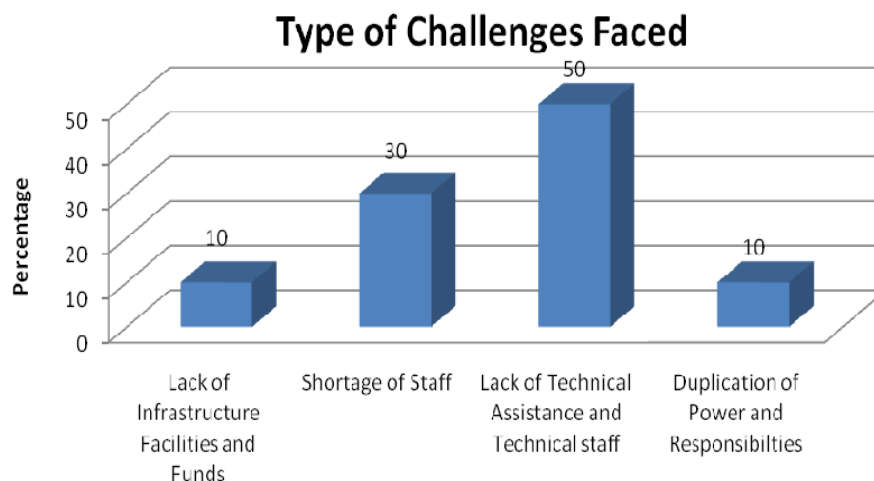
About 40 percent of the respondents are of the view that these urban development issues will increase the burden of work and will increase the delays in implementing any work.



About 60 percent of the respondents feel that they are not equipped/trained to meet future job challenges and a mere 20 percent of the respondents are of the view that they are equipped to meet the challenges. The respondents feel that the need of hour is imparting technical knowledge to the staff about the newly introduced reforms.

Of all the respondents, a maximum number (50 percent) are of the view that

lack of technical assistance and technical staff is the major challenge the Thanesar Municipal Council is facing today because new reforms demand new technological inputs but the existing organizational set up is very weak to take up those reforms while 30 percent highlighted the shortage of staff in Thanesar MC as a weak area.





Example: municipal accounting reforms for which special software is required to perform functions related to accrual accounting and double accounting system but TMC has neither the funds nor the competence to initiate the process.

#### **2.6.4 Awareness about JnNURM**

None of the officers the consultants interacted with and were administered the questionnaire have any inkling about the JnNURM not to speak of the elected representatives who are totally ignorant about it.

#### **2.6.5 Good Practices**

From the data and the consultants' interaction with the employees of TMC and the elected representatives it appears that they have no understanding what good practices in general mean not to stalk about good practices in the ULBs. They appear to be oblivious of this concept as the following data will support. Regarding whether they are aware of any good practices in terms of awarded under JNNURM in the country, about 70 percent of the respondents are not aware about urban reforms and any such good practices in other ULBs; however 30 percent are just aware of following good practices:

- Sewerage Treatment Plant of MC Agra
- Initiatives of MC Delhi in Solid Waste Management
- Poona Municipal Corporation - EPR has been implemented effectively on plastic waste
- Initiatives taken up by MC of Pimpri Chinchwad for Solid Waste Management

#### **2.6.6 The Overall Conclusion**

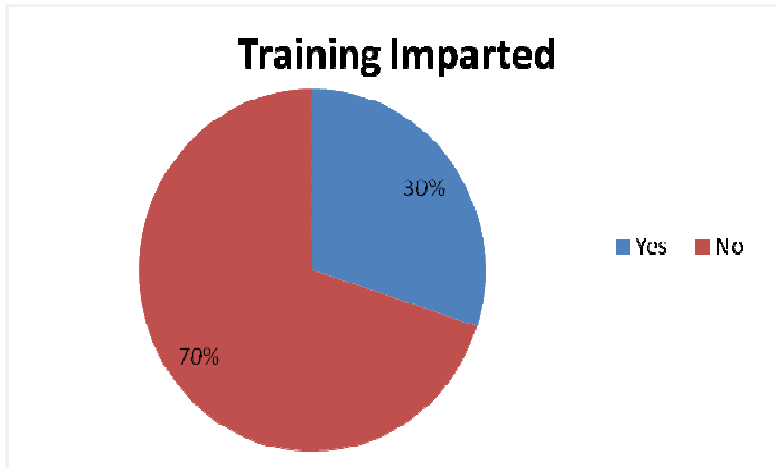
Taking into consideration all the above facts, the overall conclusion drawn by the consultants about TMC is as follows:

- As the elected representatives are not aware of the 74th Constitutional Amendment Act they are not aware about their role and responsibilities as the council office bearers;
- Information System is missing as no communication forum has been created which could work as a medium for the elected representatives and the employees of the council to apprise them about the working of their own council and/or share information about other ULBs and the communication from MOUD;
- The concept of urban planning has not sunk in;
- Problems are solved as and when those arise and the approach to problem solving is reactive as the concept of pro active approach is missing;
- The council is not meeting on regular basis. The council President does not seem to be providing leadership to the councilors
- No effort has been made to create citizens' forum where the grievances of the citizens could be heard and addressed;
- The competency skills, as a whole, in the employees are lacking; and
- The attitude of laissez faire visible all across the council; and
- Ward councilors do not come to the office in TMC as they prefer to operate from their houses.



## 2.7 Capacity Building/ Training Initiatives Undertaken

### 2.7.1 Appointed Officials/Staff



More than 70 percent of the respondents of the target group had not received any training till the date of the survey; only 30 percent of the respondents, mainly junior engineers from the engineering department have received practical training on the tools and equipment pertaining to their job requirement as shown in the figure below.

**Table 2.4: Details of Training Imparted to the Employees of TMC**

Position	Type of Training	Institution where Trained
Municipal Engineer	Technical Training to officers and Staff	IIPA,HIPA
Executive Engineer	Technical Training to officers and Staff	IIPA
Secretary Municipal Council	Technical training	HIPA
Clerk	Computers	Locally
Accountant	On Accounting Reforms	HIPA

## 2.8 Issues impacting the Working of the Council

Some of the important issues impacting the working of TMC and which have an impact on this study are as follows:

- Political interferences
- Unresponsive behavior of seniors
- Shortage of staff
- Promotion on the basis of seniority rather than on the basis of competency

## 2.9 Current Challenges faced by the ULB

As pointed out above, TMC is in the laissez faire mood and oblivious of what is happening around and hence does not see any major challenge ahead. However, as per the assessment of the consultants the major challenge would be in raising the revenues for the council, improving the



skills and attitudes of the employees including the elected representatives and building a vibrant organization.

### 2.10 SWOT Analysis of TMC

With the help of the primary and the secondary data generated during this study the consultants attempted to do SWOT analysis for this ULB which is detailed out in the table – 5 below:

**Table 2.5: SWOT Analysis of TMC**

Strengths	Weaknesses	Opportunities	Threats
1. Tangible Assets 2. A few Committed Employees	1. Very Low Skills & Knowledge 2. Low Revenues 3. Lack of Leadership 4. Reliance on Grants & Aids 5. Lack of Planning 6. Lackadaisical Attitude	1. Capacity Building 2. Getting Closer to Public 3. Exploring Partnership Models 4. Building Systems through IT	1. Rapid 2. Urbanization 3. Denial of Grants 4. Public Awareness 5. No replenishment of human talent

### 2.11 Identifying Unique Position from TMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Accountant from TMC, Kurukshetra and assessed the training needs for this position by comparing it with the standard job description of an accountant from a ULB as shown in table – 6 below:

**Table 2.6: Job Description - 1**

<b>Job Title:</b>	Accountant	<b>Department:</b>	Accounts
<b>Work Location:</b>	Thanesar Municipal Council, Kurukshetra	<b>Year:</b>	2013
<b>Job Objectives:</b>			
Responsible for applying accounting principles and procedures to analyze financial information, prepare accurate and timely financial reports and statements and ensure appropriate accounting control procedures.			
<b>Key Result Areas (KRAs)</b>			
<ul style="list-style-type: none"> <li>➤ % of Error free accounting entries</li> <li>➤ Number of Payments made for various works within the time frame</li> <li>➤ % of accuracy in administering employees payroll</li> <li>➤ % of Accuracy in preparation of Financial Reports</li> <li>➤ Number of times Deadlines of Financial Reports are met</li> </ul>			
<b>Roles and Responsibilities:</b>			



<b>1) Ledger Maintenance</b>
<b>2) Monitor Payment of Various Works</b>
• Prepare contingent & to get necessary sanctions for payment
• Monitor cheque preparation
• Obtain necessary signatures from cheque receiver on the concerning file
<b>3) Administrative Work</b>
• Draft replies for various administrative letters
• Supervise & monitor all the staff works
• Ensure staff attendance & completion of work within given time
• Resolve accounting discrepancies and irregularities
<b>4) Preparation of Financial Reports</b>
• Compile and analyze financial information to prepare financial statements including monthly and annual accounts
• Preparation of utilization Certificate
• Ensure all financial reporting deadlines are met
• Prepare & Reconcile balance sheets
<b>5) Establish, Maintain and Control Various Account Procedures</b>
• Assist budget clerk in budget preparation and forecasts
• Administer payroll administration
• Prepare account / Bank reconciliations
• Coordinate with audit department in the audit process
• Implementing and maintaining internal financial controls and procedures
<b>6) Other Work Related Responsibilities</b>
• Work according to the instructions received from HOD
• Carry out functions suggested by the commissioner within the purview of TMC

Interaction with in TMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	All Departments	All Levels	For Various Payments
Interaction Outside TMC			
Sl. No	Organization	Level of person	Purpose of interaction
1.	Citizens	All	For payment purpose
2.	Contractors/Suppliers	All	For payment purpose



Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Printer</li> <li>• Ledgers</li> <li>• Computers</li> <li>• Other necessary Stationery items</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• strong communication skills</li> <li>• information and task monitoring</li> <li>• judgment and problem-solving</li> <li>• supervisory skills</li> <li>• stress tolerance</li> <li>• proficiency in relevant accounting software</li> <li>• knowledge of accounting principles and practices</li> <li>• knowledge of finance principles</li> <li>• knowledge of financial reporting</li> <li>• technical accounting skills</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Computer automation of Accounting Software
<b>Recommended Qualifications</b>	Graduate from a Recognized University

**Table: 2.7: Assessment of Competencies for Municipal Accountant**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Strong communication skills</li> <li>• information and task monitoring</li> <li>• judgment and problem-solving</li> <li>• supervisory skills</li> <li>• stress tolerance</li> <li>• proficiency in relevant accounting software</li> <li>• knowledge of accounting principles and practices</li> <li>• knowledge of finance principles</li> <li>• knowledge of financial reporting</li> <li>• technical accounting skills</li> </ul>	1. Over qualified for the job (He is pursuing Phd.)	<ol style="list-style-type: none"> <li>1. Communication</li> <li>2. Most of the work done manually</li> <li>3. Low Knowledge on urban reforms</li> <li>4. No accounting background</li> </ol>

### 2.12 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps in the appointed employees and the elected representatives of TMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, TMC can claim to be vibrant organization:



**Table – 2.8: Table Showing Competency Gaps in Employees & the Elected Representatives of TMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Educational Background 2. Low level of Functional Knowledge 3. Lack of role clarity 4. Poor Housekeeping of physical Files 5. Low level of awareness about the urban sector	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Preparation of DPR 6. Exposure Visits 7. Record Keeping	1. Low level of Educational Background 2. Low level of understanding of role & responsibilities 3. Lack of awareness about urban sector especially planning 4. Reactive approach to public issues	1. Induction Programme or the refresher 2. Exposure to Urban Planning Process 3. Exposure to Financial Planning Management 4. E – governance 5. Exposure Visits
Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps
1. Low work output 2. Poor communication 3. Lack of priorities	1. Computer Skills 2. Preparation of MIS 3. Communication Skills 4. Leadership Skills 5. Team Work	1. Very Slow disposal of cases 2. Chaos at the Council Meetings	1. Time Management 2. Computer Skills 3. Decision Making 3. Leadership 4. Chairing of Meetings
Attitude Gaps	Training Programmes Recommended to Narrow the Gaps	Attitude Gaps	Training Programmes Recommended to Narrow the Gaps
1. Insensitivity to others' feelings 2. Procrastination 3. Lack of initiative & ownership 4. Dirty office environment	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Exposure to hygiene and health 4. Goal Setting	1. Not attending the council office regularly	1. Exposure to intra personal skills 2. Exposure to inter personal skills





### **2.13 Institutions Which Can Impart Training**

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

1. IIPA, New Delhi
2. HIPA, Gurgaon

### **2.14 Suggestions for the ULB:**

In order to improve the working of TMC the following measures are being recommended so that those complement the capacity building approach for the Council in the long run:

- Till the municipal cadre of TMC is created critical positions of the TMC like the Executive Officer and the Secretary be deputed from the State cadre for a limited period with the mandate to strengthen TMC with focus on capacity building.
- Critical positions lying vacant be filled up on contractual basis and offered attractive salary to fill in the vacuum.



## CHAPTER – 3: HUBLI DHARWAD MUNICIPAL CORPORATION

### 3.1 Introduction

Hubli–Dharwad Municipal Corporation (HDMC), an ISO certified corporation, was constituted in the year 1962 by combining two cities of Hubli and Dharwad separated by a distance of 20 kilometers. This was a unique experiment in urban development history. The area of this Corporation is 202.3sq.kms and spreads over 45 revenue villages.

Under the Government of India Act of 1850, the Hubli Municipal Council was established on August 15, 1855. Its membership was fixed at 18, including the President. The Collector of the district functioned as the President, and the members were called commissioners. The government nominated all the members. At present there are total 67 wards in the ULB. For effective management, the ULB is divided into 12 zones of which 8 zones fall under Hubli and remaining 4 under Dharwad.

### 3.2 Organizational Mission

The primary objective and aim of the ULB is overall development city of twin cities of Hubli and Dharwad.

### 3.3 Organizational Structure and Functional Set-up

The governing structure of Hubli – Dharwad Municipal Council consists of both political and administrative wings. The political wing is headed by an elected body of councilors headed by the Mayor. The Commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

Powers have been vested in the following three distinct statutory authorities under section 6 of the Karnataka Municipal Corporation Act 1976:

- Corporation
- Standing Committee
- Municipal Commissioner

#### 3.3.1 Corporation: General Body

The Corporation consists of elected councilors not being less than thirty and not more than two hundred in number headed by the Chairman known as Mayor. The term of the councilors is for a period of five years whereas, the mayor is elected every one year and the seat is reserved for the candidates belonging to SC/ST/OBC categories.

#### 3.3.2 Standing Committees

There are following four committees constituted in the ULB each responsible for different function. As per the Karnataka Municipal Corporation Act of 1976, each standing committee shall consist of seven councilors of the Corporation. Each standing Committee unanimously elects one of its members as the Chairman of the committee.

- Market Committee
- Finance committee
- Revenue Committee
- Public Work Committee



### 3.3.3 *Administrative Wing*

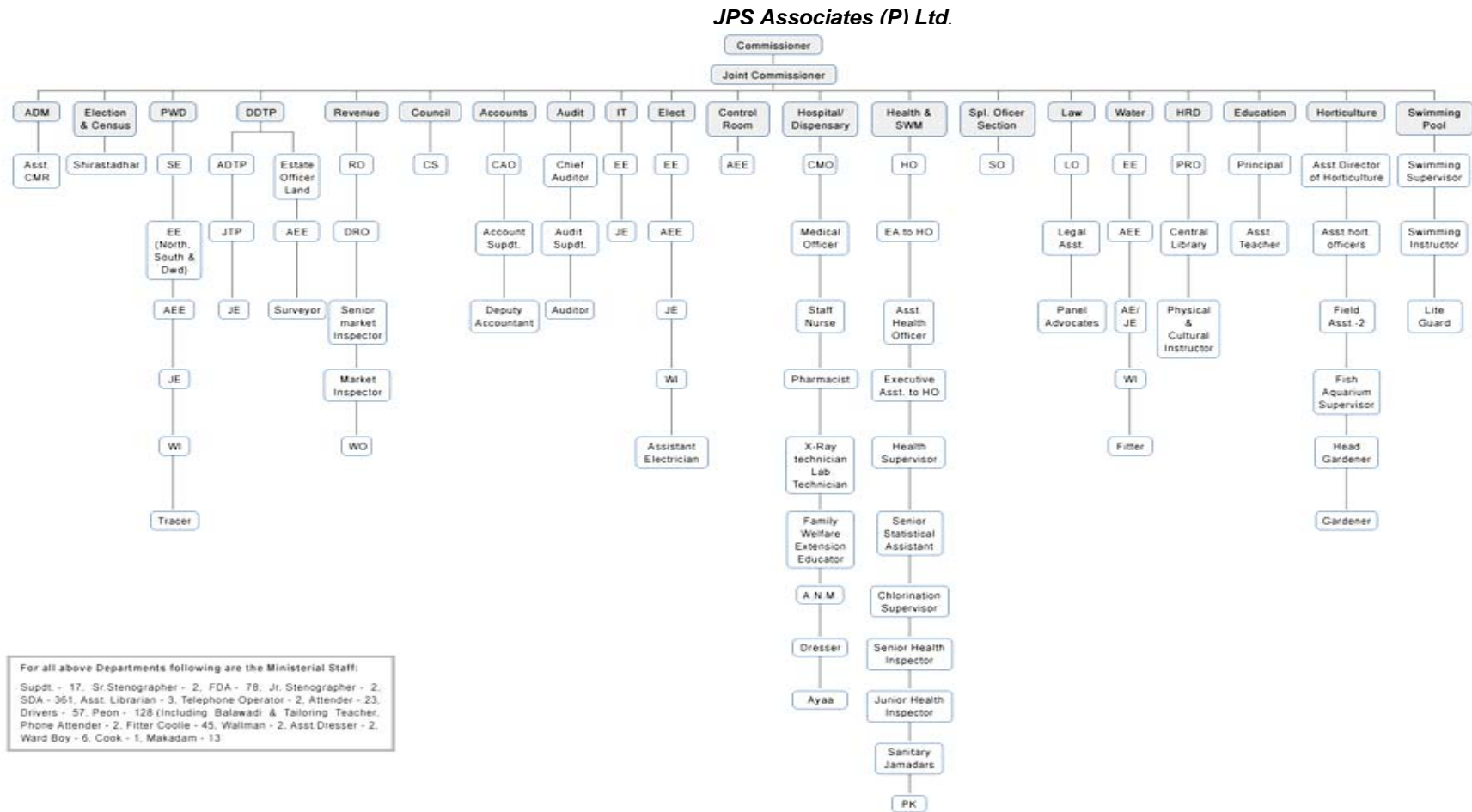
The administrative wing is headed by the Municipal Commissioner supported by various departments/sections in the central office of the corporation. In order to provide quick response and effective delivery of services, decentralized administrative set up was adopted by creating various zones in the city and by delegating adequate financial and decision making powers to the heads of zonal administration. The corporation has very comprehensive departments details of which are given below. The consultants have observed that this is the only corporation visited by the consultants for the purpose of this survey where HRD department functions as an independent department which proves that the corporation understands the importance of HRD department:

- Administration
- PWD
- Town Planning
- Revenue
- Council
- Accounts
- Audit
- IT
- Electrical Branch
- Control Room
- Hospitality/Dispensary
- Health & SWM
- Law
- Water
- HRD
- Education
- MIS (responsible for generation of reports)

Each branch is headed by the functional head or Head of the Department (HOD).



Table –3.1: Organizational Structure of Hubli Dharwad Municipal Corporation





### **3.3.4 Broad Functions of the Municipal Council**

For effective functioning, the organization is divided into various departments and these departments are functionally headed by various deputy commissioners and supported by the HODs like Health officer, Town planning officer, Chief audit officer and the Law officer.

Functions performed by various commissioners are as follows:

#### **3.3.4.1. Deputy Commissioner (Revenue) is responsible for:**

- Property tax
- Markets (rents)
- Advertisement tax
- Trade revenue (licenses)

#### **3.3.4.2. Deputy Commissioner (Engineering)/ Development is responsible for:**

- Development works (underground drains, roads, electrical works, construction, storm water drains)
- Solid waste management (Environmental Engineering)

#### **3.3.4.3 Deputy Commissioner (Administration and Establishment) is responsible for:**

- Staffing
- Confidential Reports
- Promotions
- RTI
- All other employee issues

#### **3.3.4.4. Chief Accounts Officer is responsible for:**

- Accounting Policies
- Assets and Liabilities
- Banking
- Payments
- Revenue Tracking
- Budget Preparation

#### **3.3.4.5. Health Officer is responsible for:**

- Hospitals
- Sanitation related Work
- Health related Programmes liking controlling vector borne diseases

#### **3.3.4.6. Town planning Officer is responsible for:**

- Sanction of building plans as per the Master Plan

#### **3.3.4.7. Chief Audit officer is responsible for:**

- Auditing

#### **3.3.4.8. Law officer is responsible for:**

- Legal matter and providing legal opinion to the commissioner

#### **3.3.4.9 Council Secretary is responsible for:**

- Election of the corporators
- General Body meetings
- Formulation of functional committees (finance; works; revenue; and standing)



### 3.4. Staff Strength

There are a total of 3794 sanctioned positions in the Municipal Corporation but out of that about 58 percent of the positions are lying vacant and only 42 percent are in position. Of all the grades the highest vacancy is observed in the grade C and D where the vacancy rate is more than 50 percent of the sanctioned positions. This gives a clear picture of shortage of staff to perform various administrative and other functions of the Municipal Corporation.

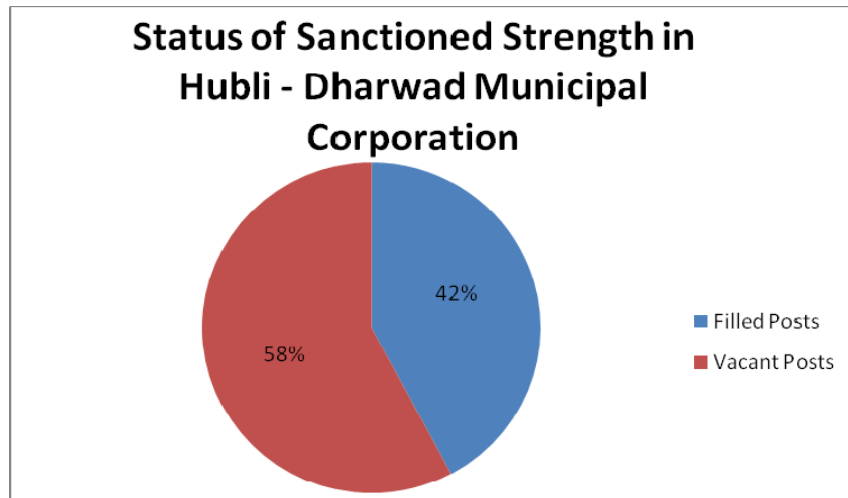


Table –3.2: Manpower Position of Hubli Dharwad Municipal Council

Grade	Total Posts	Vacant	Filled	Remarks
A	49	15	36	2 Health Officer
B	64	48	19	1 Audit Officer/2 Office Asst. Administration
C	1183	717	540	
D	2498	1482	1074	Extra position for Attended/SDA
Total	3794	2262	1669	Vacant position deducting 69 no.

Source: Hubli Dharwad Municipal Corporation, as on 29.11.2013

### 3.5 Target /Budget

#### 3.5.1 Budget statement for HDMC

The following table gives a snapshot glance of the budgetary figures for the last three years:

**Table –3.3: Budget Statement of HDMC for the year 2013-14 (in lakhs)**

S. No	Particulars	Actual accounts for 2011-12	Revised estimates for 2012-13	Budget Estimates for 2013-14
A	Opening Balance	1320.06	3795.52	1802.52
B	Revenue Receipts	15949.53	20107.40	24510.45
	Revenue Payments	12034.31	15843.35	17445.35
	Cash Surplus/Deficit on Revenue	3915.22	4264.05	7065.11
C	Capital Receipts	0.00	250.00	250.00
	Capital Payments	2629.48	6651.00	9116.92
	Cash Surplus/Deficit on capital account	2629.48	6401.00	8866.92
D	Extraordinary Receipts	3158.40	4209.06	4440.63
	Extraordinary Payments	1968.68	4065.11	4196.68
	Cash surplus/Deficit Extraordinary account	1189.72	143.95	243.95
E	Total Cash surplus/ Deficit	2475.46	1193.00	1557.86
F	Closing Balance	3795.52	1802.52	244.66

\*Source: HDMC Budget Estimates for 2013-14.

### 3.6 Data Captured through Interactions and Questionnaire

The consultants had interactions with the following officials of HDMC:

- Mr. Randeep Chowdary, Municipal Commissioner
- Mr. S. H. Naregal, Special Officer
- Mr. P.D. Gillemmanavar, Asst. Commissioner (Admin)
- Mr. Ramesh Noolvi, Community Affairs Officer
- Ms. Nayana, Environmental Engineer

The consultants interacted with the appointed officials including the Municipal Commissioner individually and were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation. Most of the information collected by the consultants was from the Municipal Commissioner and the Assistant Municipal Commissioner (Administration) . Some of the important issues and observations that came up during the interactions are as follows:



- The Commissioner did not seem to be very enthusiastic about the survey as he suspected the seriousness of the implementation of such surveys;
- He was very concerned about the shortage of manpower in the corporation created by the ban on direct recruitment. When probed by the consultants as to why he is not filling up the vacancies on contract, he said that does not help as the corporation cannot attract the best of the talent;
- The Assistant Revenue Officer (ARO) has been appointed but he has not been assigned any role with the result he is doing no work but drawing his pay; no system seems to be in place for the smooth functioning of the corporation as the approach is adhoc; the Heads of the Department (HODs) move to Dharwad twice a week;

Twenty Nine (29) filled up questionnaires were collected from Hubli Dharwad Municipal Corporation from both senior officers and the clerical staff distribution of which is shown in the table below:

**Table – 3.4: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Community Affairs Officer	SJSRY	3
2	Zonal Assistant Commissioner	Zone II	7
3	Executive Engineer	PWD	4
4	Superintending Engineer	PWD	1
5	Assistant Engineer	PWD	1
6	Accounts Superintendent	Accounts	1
7	Accounts Officer	Accounts	1
8	Accounts Superintendent	Accounts	1
9	SDA	Accounts	2
10	Chief Accounts Officer	Accounts	1
11	Executive Engineer	KUSIP	1
12	SDA	KUSIP	1
13	Assistant Engineer	KUSIP	1
14	Executive Engineer	SWM	1
15	Executive Engineer	Establishment	1
16	Deputy Director	Town Planning	1
17	Special Officer	Public Relation	1
18	<b>Total</b>		<b>29</b>

**Officers: 29      Staff: 0**

### 3.7 Analysis of the Data





The data captured by the consultants through interactions with the appointed employees of HDMC across the levels and with the elected representatives of HDMC has been mainly analyzed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 3.7.1 General Profile of the Employees

Representation of women in the Municipal Corporation is very less (3%) as per the questionnaires filled. Among the respondents, maximum number (55 percent) are degree holders majorly in the field of commerce and engineering whereas rest of the respondents are either diploma holders or post graduates. It was heartening to see that there were 4 officers in the target group with M Phil/ Phd. Qualification. In the opinion of the consultants the ratio of graduates/post graduates and higher is skewed positively for the corporation (84%). This is a feather in the cap of the corporation.

However, as there is ban on direct recruitment of the employees, the consultants feel that after this lot of officers retires over a period of time, planning should be done now to induct competent people on contractual basis to replenish and enhance those skills. This will need devising some attractive incentive packages for the new inductees which HRD department should start working on from now as the administrative processes in the corporation are very long and tedious.

Table 3.5: Profiles of Human Resource in HDMC as on 10.10.2013

Sr. No.	Profile	Number	Percentage (%)
1	<b>Gender</b>		
	Women	1	3
	Men	28	97
2	<b>Class</b>		
	A	16	55
	B	7	24
	C	4	14
	D	2	7
3	<b>Age Group</b>		
	Below 30	4	14
	30-40 years	8	28

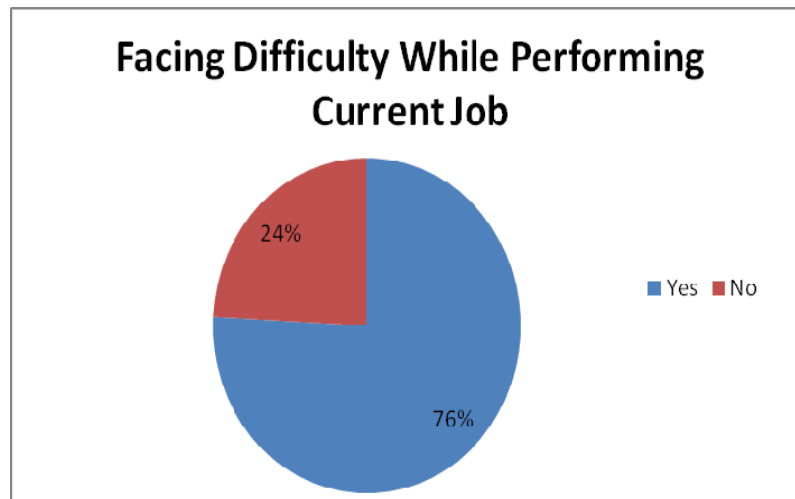


	40- 50 years	16	55
	Above 50 years	1	3
4	Educational Qualification		
	Senior Secondary	2	7
	Diploma	6	21
	Degree	16	55
	PG/Masters	5	17
	M.Phil/PhD	4	14

Source: Questionnaires filled up by the appointed Officials at HDMC, 2013

### 3.7.2 Job Related Information

Among the respondents, maximum number (76 percent) are facing difficulties while performing their current job responsibilities because of lack of technical knowledge and **get stressed while dealing with the public**. Rapid urban development and city governance were the major issues impacting the performance of the officials as highlighted by more than 62 percent of the target population.



About 40 percent of the target group feels the political pressure from the elected representatives and face lack of cooperation from other departments which create hindrances in delivering the expected results in more effective manner while development of IT sector within the organization is creating pressure on the existing staff to perform better; however, they felt they are not trained or equipped in a manner to effectively change with the requirement of time to perform better. (refer figure below)



### Types of Difficulty Faced

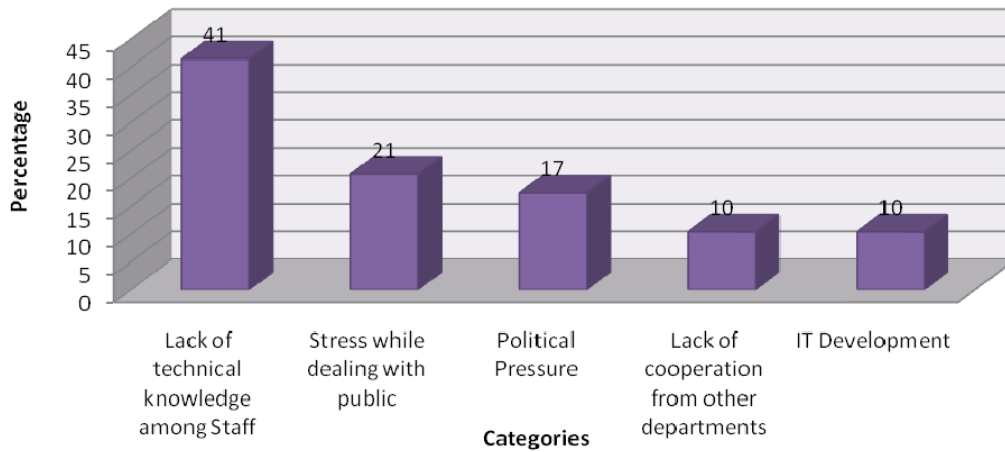
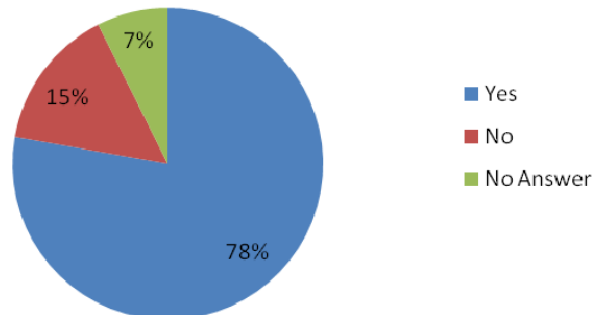


Figure 3.1 and 3.2 : Filling up of Questionnaire by appointed Officials at HDMC



### Feel Motivated to Perform Current Job Responsibilities



About 78 percent of the respondents feel motivated to perform their job responsibilities better while 15 percent lack a sense of motivation to perform their duties and 7 percent didn't reply to the question on motivation in the questionnaire. Lack of in-house infrastructure facilities and shortage of staff are the common reasons for those who do

not feel motivated; for others the interest in the job and cooperation from others motivate them to perform better.

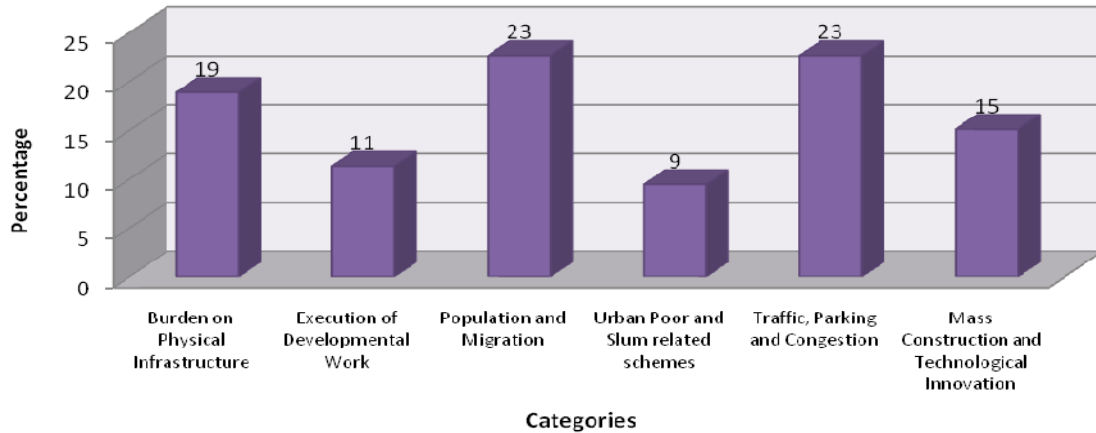


Table 3.6: Reasons affecting the job performance of the officials

Position	Reason
Zonal Assistant Commissioner (7)	Shortage of Staff
Accounts Superintendent (Accounts)	Shortage of Staff
SDA (Accounts)	Shortage of Staff
SDA (KUSIP)	Shortage of Staff

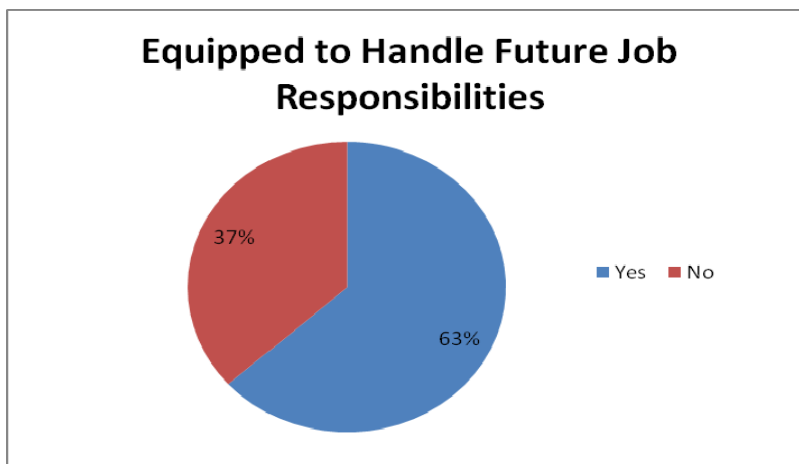
More than 80 percent of the respondents are of the view that, with the kind of urban development taking place in their city, it will impact their current job responsibilities in the near future. Out of this target group about 50 percent feel the increased population

### Emerging Issues of Urban Development



or migration into the city compounded by increase in traffic & congestion will increase the burden on the existing infrastructure in the city which at later stages will increase their job responsibilities but, they feel, they are not equipped to handle that pressure as on date, and, therefore, dread it.

#### 3.7.3 Training and Development



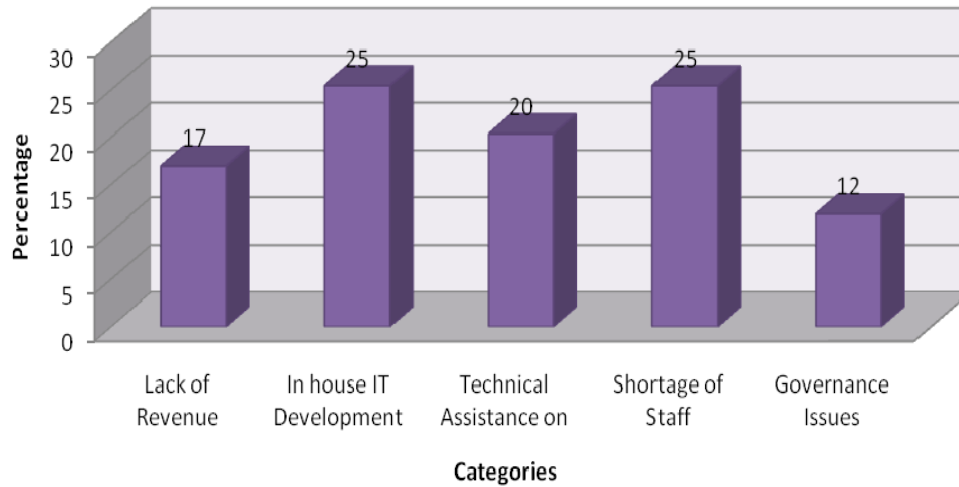
About 63 percent of the respondents are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field if urban development has been adopted by HDMC in terms of setting up of MIS Cell, promoting tools and techniques of e-governance etc. which will eventually make their jobs easier in the coming time.

However, about 30 percent of the target group are of the view that there are certain issues like shortage of staff, absence of



computerization of all the departments and the lack of technical knowledge about the newly proposed reforms which will somehow affect their efficiency to perform their jobs in a better way.

### Issues impacting Future Job Responsibilities



#### 3.7.3.1 Training Imparted to the Officials

HDMC is cognizant of the importance of training and has been imparting training to its officials from time to time. The consultants have captured position – wise details of such trainings as below:

Table 3.7: Details of Training Imparted to the Officials of HDMC

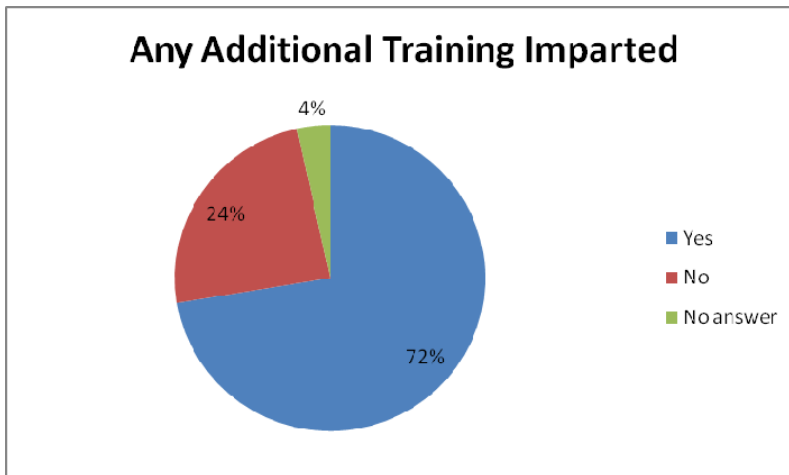
Position	Training	Location
Community Affair Officers	Marketing Strategies	
	Revenue Mobilization	
	Urban Poverty	ATI Mysore
Zonal Assistant Commissioner	Quality Control in Civil Works	
	E- Procurement	ATI Mysore
	E-tendering	
	Operating Tax related software	
	SWM	ASCI, Hyderabad
	Municipal Administration Management	ATI Mysore
	Public Participation in government projects	
Chief Accounts Officer	Accounting Reforms	
Executive Engineer	Capacity Building	ATI Mysore
Superintending Engineer	ULB Administration	ATI Mysore



### 3.7.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. Since so less training is provided, all the programmes seem to be relevant. But, generally, only priority issues get addressed and other management training takes the back seat.

More than 50 percent of the respondents have been specifically imparted training in various sectors of urban sector reforms at ATI, Mysore, and these respondents are the Grade A employees and while about 41 percent of the respondents replied that no training has been imparted to them, with 9 percent not responding to this question put in the questionnaire.



No additional training for the additional job responsibilities given to the respondents has been imparted when they feel there is need of additional training not only for them but also for their junior level staff in order to adopt the changes occurring in the urban development sector and impacting their job responsibilities.

Table below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

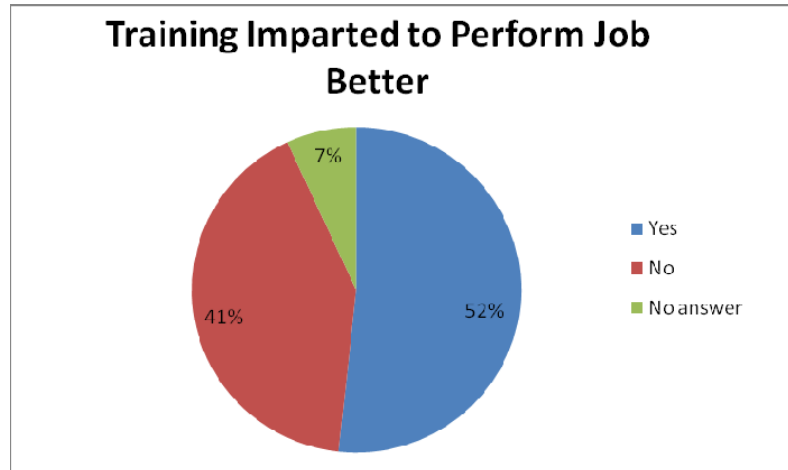


Table 3.8: The Officials Who feel Ill Equipped to Handle the Urban Development Trends in HDMC as on Date

Position and Department	Reason
Zonal Assistant Commissioner (Zone II)	Lack of Training for staff
Zonal Assistant Commissioner (Zone VII)	Require skilled staff and sufficient staff



Zonal Assistant Commissioner (Zone X)	Require skilled staff
Community Affair Officer (SJSRY)	Training on understanding urban Poverty
Assistant Engineer (PWD)	Personal capacity enhancement training
Superintendent Engineer (PWD)	Use funds awarded to fulfill basic needs
Assistant Engineer (KUSIP)	Additional Training Required
Executive Engineer (SMW)	On field training on SWM
Accounts Superintendent	Training on handling accounting reforms
Accounts Officer	Training of Staff on accounting reforms
AEE (Project)	Training on new equipments related to public works

\*Source: Questionnaires filled up by the appointed Officials at HDMC

Figure 3.3 and 3.4 : Filling up of Questionnaire by appointed Officials at HDMC



The consultants have also captured the details of training felt to be required by the officials of HDMC and the preferred institutions where these training are imparted as per the responses of these officials to the questionnaire administered to them. In order to face the future job challenges, especially cater to the requirements of the urban reforms, 70 percent of the respondents have felt the need for training in the field of latest technical know how concerning their jobs and the rest either want to go on exposure visits to observe the kind of developments taking place outside their city in other ULBs of the country or want IT upgradation of the existing infrastructure facilities in HDMC office so that they may have an excess to such outside developments while working in office. The list of such training has been captured below.

**Table – 3.9: Additional Training Felt to be Necessary by the Officials of HDMC**

Position	Training	Location
Zonal Assistant Commissioner	Good Practices of ULBS	ATI, Mysore



	Design, Construction and Supervision of roads	ATI, Mysore
	Administrative Training	ATI, Mysore, ASCI Hyderabad
	Public works	ASCI Hyderabad, KERs Mysore
	Property Tax	ATI, Mysore
Superintendent Engineer	Solid Waste Management	
	Public Relation	ATI, Mysore
Executive Engineer (PWD)	Job Specific	ATI, Mysore
	Land Development	
	Traffic Management	
	Parking Facilities	
	Capacity building in Infrastructure project development	ATI Mysore, ASCI Hyderabad
Assistant Engineer	Job Specific	ATI, Mysore
Accounts Officer	Information Technology	
	Financial Management	
	Revenue Mobilization	
	Assets Liability/Management	
Executive Engineer (Project)	Capacity Building	ATI Mysore, ASCI Hyderabad
	PPP	
	Stress Management	
	Communication Skill Development	
	Skill /Technology Development	
AEE, Project	Management Development	ATI Mysore

### 3.7.3.3 Duration of the training Programmes

Regarding the duration of the Training Programmes, more than 30 percent of the respondents felt that the duration of the training program should be of at least one to two weeks and another group of 30 percent respondents felt 3 to 5 days will be enough but the frequency of these training programmes/ workshop should take place at regular intervals of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

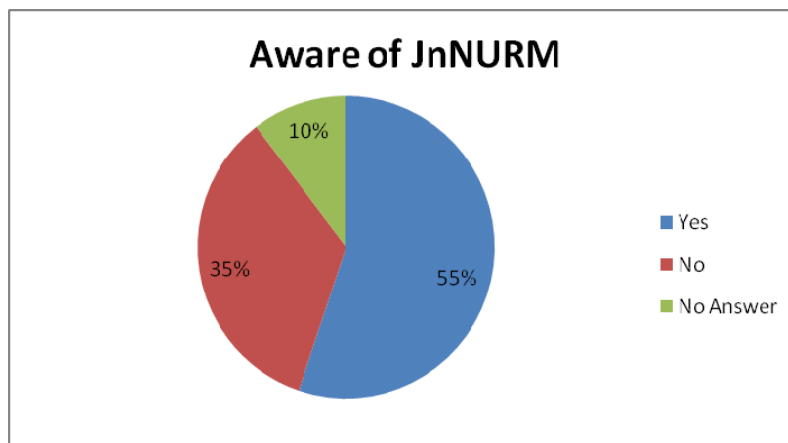




### 3.7.4 Awareness about JnNURM

As per the information provided by the Public Relations Officer (PRO) Rajiv Awas Yojna (RAY) cell has recently been initiated by having identified 138 slums of which 100 slums have been notified). Three slums have been identified for DPR preparation. Budget for the urban poor alleviation is INR 13.0 Crores every year. The urban alleviation programmes being implemented by the corporation are as follows:

- Swaran Jayanti Sherai Rojgar Yojna (SJSRY)
- Urban Self Employment Programme (USEP)
- Urban Women Self Employment Programme (UWSEP)
- Urban Women Self Employment Programme Revolving Fund
- Skill Training Employment Programme (STEP)
- Urban Community Development Network (UNCD)
- Rajiv Awas Yojna (RAY)



When the officials responsible for the implementation of the RAY programme were asked if they faced any problems in the implementation of the programme and required any support for capacity building the consultants were informed that they faced no problems as they were getting enough help including

training from the Administrative Training Institute (ATI). Hence they felt there was no gap in capacity building.

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them Proforma listing the details of those reforms to record the initiative taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management
- Service Delivery

Among the respondents about 55 percent are aware of the JnNURM but only 35 percent are aware of the JnNURM and the reforms introduced under JnNURM while 10 percent did not reply to the question put in the questionnaire and of those who replied in affirmative have mentioned some of the programs/schemes/reforms undertaken by them under the JnNURM. The details captured by the consultants are reproduced below in four tables covering the framework of such reforms:



Table – 3.10: Training Needs As per key Focus Areas of 74 CAA

Framework for Governance

Position	Key Areas	Current Status	Need Of Training	Remarks	
Executive Engineer (Project), (Civil), (SMW) and Zonal Assistant Commissioner	IT Standardization	MIS Cell Set up in 2004 which has developed many IT Softwares	Yes, to cope up the coming future challenges	Best Practices of HDMC	
	Implementation and Operational Planning including Development strategies for project execution	Just 40 percent efficiency in project development strategy achieved	Training is required to achieve 100 percent efficiency	Need Technical training of the staff in techniques of strategy planning	
	Monitoring, Review and Quality Control procedures	In house Quality Control Cell and third party consultant	Training is required in quality control	For better results	
	Citizen Awareness and participation	Awareness programme was carried out through reputed institution for SWM	Need training	Green city	
	Skill Development	No response	Need training	To generate maximum response	
	Introduction of E- governance	E- Governance is adopted	E- Governance is adopted	Yes, to cope up the coming future challenges	
		E- Governance and procurement is adopted	E- Governance and procurement is adopted	Yes,	for better transparency



**Table – 3.11: Training Needs As per key Focus Areas of 74 CAA Framework for Finance and Financial Management**

Position	Key Areas	Current Status/	Need Training	Of Remarks
Chief Accounts Officer and Accounts Officer	Budgeting and Planning	IT Software in place but needs more peoples participation	Yes	Increase the capacity of the officers and staff
	Expenditure Management	Budget control system through MIS	Training required	Improves efficiency of the staff
	Procurement Planning and Execution	Public procurement act/E-procurement	Training required	Increase transparency
	Revenue Mobilization	Need improvement and adopted H.D ONE technique	Training especially on current rules are required	Improves the capacity of the staff
	Asset/liability Management	Techniques are Adopted	Training required	Capacity building of the staff and create capital assets
	Accrual Accounting	Adopted FBAS and accrual accounting system	Training required	Helps in standardization of accounting system
	Internal Controls and Auditing	Implemented-Satisfactory status	Training required	Control violating rules
	FM Information System and Procurement	Adopted KTPP Act 2000-Satisfactory status	Training required	Efficient use of limited resources



Table – 3.12: Training Needs As per key Focus Areas of 74 CAA Framework for Service Delivery

Position	Key Areas	Current Status	Need Of Training
Public Relation Officer	Service Delivery for Poor	-	
	Financing framework	-	Training is required
	Service delivery for the poor	Free of cost drinking water supply to urban poor	Training is required
	Strengthening project planning, implementation performance planning and benchmarking and monitoring	Benchmarking the services is been adopted in HDMC	
	Training and professionalization of service delivery	Training are given to staff of first division and second division cadre	
	Efficient Management of Social Impacts	Urban poor cell was established in 2010 and DPRs for slum improvement were forwarded to Government of Karnataka for further approvals	



Table – 3.13: Training Needs As per key Focus Areas of 74 CAA Framework for Urban Planning

Position	Key Areas	Current Status	Need Of Training	Remarks
Community Affair Officer	Reforms introduced after 74 CAA	-	<b>Training is required</b>	Capacity building
	Urban Planning Process	Urban poor housing schemes are to be developed	<b>Training is required</b>	Planning and implementation
	Land Management	-	<b>Training is required</b>	Capacity building and planning and implementation
	Pro poor Planning approaches	DPR for slum improvement was prepared and forwarded to state government	<b>Training is required</b>	Service delivery for the poor
	Initiatives	SJSRY/RAY Cell was constituted		



### 3.7.5 Good Practices

In terms of awareness of good practices, about 60 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but they are not aware in which sector these good practices can be categorized. Some of the ULBs identified by the respondents are as follows:

- Ahmadabad Municipal Corporation
- Municipal Corporation of Delhi
- Pune Municipal Corporation- EPR- SWM
- Mysore Municipal Corporation
- Jaipur Municipal Corporation
- Pimpri Chinchwad Municipal Corporation

### 3.7.6 The Overall Conclusion

Taking into consideration all the above facts, the overall conclusion drawn by the consultants about HDMC is as follows:

- The Municipal Commissioner had not gone through our mail regarding the intent and purpose of the study in spite of having sent it twice. He confused it with the survey being conducted by CRISIL who visited the corporation before our visit in connection with carrying out a survey regarding the financial reforms;
- The elected representatives are not holding office because the elections having been challenged in the court and the matter being sub judice;
- Mayor is elected every year;
- The approach of the commissioner in dealing with his subordinates was absolutely bureaucratic. The consultants are wondering whether it was his frustration speaking or he wanted to show his working style to the consultants. This impression of the consultants was corroborated when they asked for his overview regarding the functioning of the organization but were redirected to the MIS section where most of the information was obtained by the consultants;
- The administration of the corporation appeared to be weak as the case of an individual having created a burial site inside his house and the administration not taking any action against the house owner, proves;
- The consultants felt that the attitude of the commissioner was lackadaisical;
- The roles of the senior officials seems to have evolved over a period of time as there is nothing in print laying down the job descriptions of such important functions;
- The MIS department appears to be doing a good job as it has developed 12 software applications on its own;
- For solid waste management 47 wards have been outsourced to private contractors which includes street sweeping, drain cleaning, door to door garbage collection and transportation;
- Industrial waste not being collected by the HDMC;
- control room for registering the public grievances working 24/7

### 3.8 Issues impacting the Working of the Council

Some of the reasons impacting the working of the Corporation are as follows:

- Shortage of staff
- Work Overload
- Ill defined roles of officials
- Magnitude of scale
- Lackadaisical Attitude of Senior Officials



### 3.9 Current Challenges faced by the ULB

One of the major challenges faced by HDMC is tackling the growing population of the city and dealing with the ever increasing population of vehicles and their parking issues in the city.

### 3.10 SWOT Analysis of HDMC

With the help of the primary and the secondary data generated during this study the consultants attempted to do swot analysis for this ULB which is detailed out in the table – 12 below:

Table – 3.14: SWOT Analysis of HDMC

Strengths	Weaknesses	Opportunities	Threats
1. Systems in place 2. A few Committed Employees 3. Awareness & Approach to Solid Waste Management 4. Outsourcing of some functions 5. Approachability	1. Ill defined roles of some officials 2. Lack of Leadership 3. Lack of Controls 4. Lackadaisical Attitude	1. Capacity Building 2. Exploring Partnership Models to outsource functions and improve revenue	1. Rapid Urbanization 2. Public Awareness 3. Shortage of human resource 4. Lack of skills and competencies 5. Magnitude of scale

### 3.11 Identifying Unique Position from HDMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Executive Engineer (PWD) and Public Relations Officer (PRO) from HDMC, and assessed the training needs for these positions by comparing those with the standard job descriptions from other ULB as shown in table – 13 and 14 below:

Table – 3.15: JOB DESCRIPTION – 2

<b>Job Title:</b>	Executive Engineer	<b>Department:</b>	PWD
<b>Work Location:</b>	Hubli Dharwad Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To implement & monitor various construction activities undertaken by PWD department			
<b>Key Result Areas(KRAs)</b>			
<ul style="list-style-type: none"> <li>➤ Approves the prepared Estimate in the Stipulated time</li> <li>➤ Approves the Technical &amp; financial note File in the Stipulated time</li> <li>➤ Calls for a tender in the stipulated time</li> <li>➤ Evaluation of the tender in the Stipulated time</li> </ul>			



<ul style="list-style-type: none"> <li>➤ Issue of Work Order in the Stipulated time</li> <li>➤ Overall Monitoring of Field Work as per the time frame</li> </ul>
<b>Roles and Responsibilities:</b>
<b>1) Plan Project</b>
<ul style="list-style-type: none"> <li>• To prepare a plan for construction &amp; repair work</li> <li>• To assist Superintendent Engineer in formulation &amp; implementation of all PWD projects</li> </ul>
<b>2) Tender Invitation &amp; Management</b>
<ul style="list-style-type: none"> <li>• To facilitate public private partnership in support of new projects</li> <li>• To assist in bidding process</li> <li>• To obtain necessary administrative &amp; technical sanction for tenders</li> <li>• To negotiate with prospective contractors</li> <li>• To ensure contract management &amp; other financial aspects of the project</li> </ul>
<b>3) Implement &amp; Monitor Construction &amp; Repair Activities</b>
<ul style="list-style-type: none"> <li>• To assign tasks to Assistant Engineer (AE)</li> <li>• To ensure timely supervision of all constructional activities undertaken by PWD</li> <li>• To collect reports of work-in-progress from AEs</li> <li>• To take corrective steps for addressing delays in project implementation</li> <li>• To have control over PWD works in progress</li> </ul>
<b>4) Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• To ensure proper administration of PWD department</li> <li>• To ensure effective &amp; timely implementation of PWD projects</li> <li>• To have an interface with other engineering groups &amp; collaborate &amp; interface within the organization</li> <li>• To contribute to discussions &amp; meetings on implementation of PWD projects &amp; municipal reforms</li> <li>• To ensure timely preparation of reports &amp; reporting for ongoing PWD works.</li> <li>• Any other work incidental to the course of delivery of job responsibility</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function.</li> </ul>

<b>Interaction with in HDMC</b>			
<b>Sl. No</b>	<b>Department</b>	<b>Level of person</b>	<b>Purpose of interaction</b>
1.	Water	HOD	To obtain pipe line maps & to know if some work is undertaken at the same site
2.	MPUSP	HOD	To obtain information if work is undertaken at the same site
3.	General Administration & Establishment	Head Clerk	To obtain salary & leave sanctions
4.	Sanitation	HOD	To obtain information if any work has been undertaken by the department on the same site & obtain maps of construction done on the same site as that of PWD
5.	Street Lighting	E.E	For office light repairs





6.	Accounts	A.O	For payment & Receipts
<b>Interaction Outside HDMC</b>			
Sl. No	Organization	Level of person	Purpose of interaction
1.	JnNURM	HOD	To obtain information if any work is currently undertaken at the same site or likely to be undertaken in near future
2.	ADB	HOD	To obtain information if any work is currently undertaken at the same site or likely to be undertaken in near future

<b>Additional Information</b>	
<b>Resources and their Source of Availability</b>	Computer • Measuring Tape • Drawing Equipments
<b>Competencies Required</b>	<input type="checkbox"/> Basic & detailed Engineering • Erection & commissioning of projects • Sound knowledge of construction activities • Fluency in English & Hindi • Computer Proficiency
<b>Changes foreseen in this Job in Coming five Years</b>	Computer automated systems
<b>Recommended Qualifications</b>	• Diploma in Civil Engineering with 10 year experience • B.E with 6 year experience

**Table – 3.16: Assessment of Competencies for Executive Engineer - PWD**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Basic &amp; detailed Engineering</li> <li>• Erection &amp; commissioning of projects</li> <li>• Sound knowledge of construction activities</li> <li>• Fluency in English &amp; Hindi</li> <li>• Computer Proficiency</li> </ul>	<ol style="list-style-type: none"> <li>1. Job Knowledge</li> <li>2. Friendly Approach</li> <li>3. Patience</li> <li>4. Command over Language</li> </ol>	<ol style="list-style-type: none"> <li>1. Land Development</li> <li>2. Traffic Management</li> <li>3. Advance Engineering Software</li> <li>4. Project Management</li> </ol>

**Table – 3.17: JOB DESCRIPTION – 3**

<b>Job Title:</b>	Public Relations Officer (PRO)	<b>Department:</b>	Public Relations
<b>Work Location:</b>	Hubli Dharwad Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			



<p><input type="checkbox"/> To act as Media specialist</p> <ul style="list-style-type: none"> <li>• To Convey the policies and interests of the organization to the public through various forums of media</li> </ul>
<p><b>Key Result Areas (KRAs)</b></p> <ul style="list-style-type: none"> <li>➤ No of Queries answered in a month against received (RTI)</li> <li>➤ % of Error free Information updated into the Website</li> <li>➤ Updating the news and other related blogs in website at regular intervals</li> <li>➤ % of Error free access provided for citizens to upload a complaint or Query</li> <li>➤ Media management</li> </ul>
<p><b>Roles and Responsibilities:</b></p> <p><b>1) Develop and Maintain reputation of Corporation</b></p> <ul style="list-style-type: none"> <li>• To promote the policies and services of the Corporation</li> <li>• To organize press conferences, exhibitions</li> <li>• To prepare news items for publishing in the media</li> <li>• To maintain Corporation newsletters</li> <li>• To develop a promotional activities for departments</li> <li>• To cover all the departmental activities and handover all the news items to the Media</li> <li>• Managing the PR aspect of a potential crisis situation.</li> <li>• Planning, developing and implementing PR strategies</li> <li>• Researching, writing and distributing press releases to the targeted media</li> </ul> <p><b>2) Public Interactions</b></p> <ul style="list-style-type: none"> <li>• Liaising with and answering queries from the media, individuals and other organizations, often via telephone and email;</li> <li>• To act as official spokesperson of the Corporation</li> <li>• To answer the questions of the public and the media.</li> <li>• Preparing and supervising the production of publicity brochures, handouts, direct mail leaflets, promotional videos, photographs, films and multimedia programmes;</li> </ul> <p><b>3) Internal News Letters</b></p> <ul style="list-style-type: none"> <li>• To prepare the news articles, press releases for internal newsletters</li> <li>• To prepare handouts</li> <li>• To update information regularly on the official website of the Corporation</li> <li>• Writing and editing in-house magazines, case studies, speeches, articles and annual reports;</li> </ul> <p><b>4) Other Work Related Responsibilities</b></p> <ul style="list-style-type: none"> <li>• To work as per the instructions received from the Commissioner or other higher authorities</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function.</li> </ul>

Interaction with in HDMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	All Departments	HODs	To take the updates of the departmental activities necessary for publicity



Interaction Outside HDMC			
Sl. No	Organization	Level of person	Purpose of interaction
1.	All News agencies	Journalist	To pass the information about the HDMC.

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Computer</li> <li>• Printer</li> <li>• Mobile</li> <li>• Storage</li> <li>• Stationery items</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>☐ Sound Knowledge in Local Language and English</li> <li>• Interpersonal Skills</li> <li>• Good Communication Skills</li> <li>• Reasoning Ability</li> <li>• Excellent Inter – personal skills</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Independent Workplace
<b>Recommended Qualifications</b>	Post Graduate in Public Relations/ Media

### 3.12 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work because of the rapid urbanization which increases the magnitude and the scale of work.

**Table – 3.18: Assessment of Competencies for Public Relations Officer - PRO**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Sound Knowledge in Local Language and English</li> <li>• Interpersonal Skills</li> <li>• Good Communication Skills</li> <li>• Reasoning Ability</li> <li>• Excellent Inter – personal skills</li> </ul>	<ol style="list-style-type: none"> <li>1. Go getter</li> <li>2. Good understanding of English language</li> </ol>	<ol style="list-style-type: none"> <li>1. How to leverage internet for service delivery</li> <li>2. Brisk and Apt communication</li> <li>3. Reasoning Ability</li> </ol>

### 3.13 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps in the appointed employees of HDMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, HDMC can claim to be a vibrant organization:

**Table – 3.19: Table Showing Competency Gaps in Employees & the Elected Representatives of HDMC**



Competency Gap in Employees		Competency Gap in Elected Representatives	
<b>Knowledge Gap</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	The analysis for the elected representatives could not be carried out as the elected representatives have not assumed office because the elections have been challenged	
1. Low level of Functional Knowledge 2. Lack of role clarity	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Exposure Visits		
<b>Skill Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>		
1. Low work output 2. Poor communication 3. Lack of priorities	1. Computer Skills 2. Communication Skills 3. Leadership Skills 4. Team Work		
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>		
1. Insensitivity to others' feelings 2. Procrastination 3. Lack of initiative & ownership	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting		

### 3.14 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshops to be conducted in the near future for capacity building.

- HSMI, Delhi
- ATI, Mysore
- ASCI, Hyderabad
- Harish Chandra Kapoor Institute OTC, Hyderabad
- IIT Chennai



### **3.15 Suggestions for the ULB:**

In order to improve the working of HDMC the following measures are being recommended so that those complement the capacity building approach for the Council in the long run:

- Critical positions lying vacant be filled up on contractual basis and offered attractive salary to fill in the vacuum.



## CHAPTER – 4: GANGTOK MUNICIPAL CORPORATION, SIKKIM

### 4.1 Introduction

Gangtok (Notified Town Area) has a population of 29,354 in the year 2001 of which 15,914 were males and 13,440 were females. In 2011 the population has increased to 98,658 and spreads over an area of 35 km<sup>2</sup>. The hilly area is surrounded by lush green forests. Gangtok is not only the capital of Sikkim, but also the gateway to the rest of the North East, with the result the city has seen an upsurge in tourist inflow over the last few years with a floating population of 15,000 on a daily basis.

Gangtok Municipal Corporation Act was legislated way back in the year 1975. However, the municipality did not function properly and it was ceased by the state government in the year 1985 when the Municipal Corporation Act 1975 was repealed. Since 1985, the state government, through the Local Self Government Department and later the Urban Development Housing Department (UDHD) has been carrying out the municipal functions in Gangtok. In the year 1995, a new Sikkim Municipalities Act was enacted.

### 4.2 Organizational Mission

A well governed, economically vibrant and environmentally sustainable city with access to basic services to all the citizens of the city by providing basic infrastructure and urban services thereby making the city cleaner/greener and congestion free.

### 4.3 General and Administrative Set-up

Gangtok Municipal Corporation (GMC) is a 3.5 year old corporation and, therefore, a very young urban body. The GMC is headed by the Mayor and supported by the Executive Council.

There are a total of 15 wards each ward represented by a councilor, with the Mayor as the Chairman of the Executive Committee whose tenure is for a period of 5 years. There are a total of five committees each committee comprising three members..

#### 4.3.1 Administrative Wing

Commissioner as the head of the administrative wing is responsible to look after the administration of the Municipal Corporation.

#### 4.3.2 Broad Functions of the Municipal Council

In view of GMC being comparatively nascent most of the functions of the corporation are still with the Urban Development Housing Department (UDHD). Even the important function of Registration of Births /Deaths or marriages has not been taken over by it as yet. As per the state government gazette notification dated 25.06.2010 the state government has authorized the GMC to perform the functions as captured in table – 1 below which are being administered by the (UDHD) of the state along with the help of functionaries as shown in table - 1 below.



**Table – 4.1: List of the Functions Transferred to Gangtok Municipal Corporation**

S. No	Function	Responsibilities
1	Trade License	1. Issue of Trade Licenses within the jurisdiction 2. Renewal of Trade Licenses 3. Supervisory Functions
2	Car Parking	1. Calling NITS for award of Car Parking contract within its jurisdiction 2. Evaluation and award of car parking contract
3	Bazaar Contract	1. Calling NITS for award of Bazaar Contracts within jurisdiction 2. Evaluation and award of bazaar contracts
4	Sanitation/Solid Waste Management	1. Collection and Disposal of Solid Waste 2. Collection of Sanitation Charges
5	Urban Poverty Alleviation	1. Implementation of Poverty Alleviation Schemes
6	Civil Works	1. Calling tenders, conclusion of agreement, acceptance of tenders and execution of tender works up to 50 Lakhs

There are two following broad functions of the GMC as captured by the consultants:

- Street sweeping
- Solid Waste Management (earlier the responsibility was restricted to the collected of the solid waste but now it is the management of the plant)

Town planning is envisaged to be transferred to the corporation by the end of this year.

#### **4.4. Staff Strength**

As per the latest information available with the consultants total fill in position in the GMC is 130.including 70 safai karanchari.

#### **4.5 Target/Budget**

The revenue stream comprises the following:

- trade licenses
- car parking
- hoardings & banners

There is no property tax in the State. In order to augment the revenue stream, new initiative of garbage collection cess has be has been imposed.

#### **4.6 Data Captured through Interactions and Questionnaire**

The consultants had interactions with the following appointed officials and the elected representatives of GMC:

- The Commissioner Mr. Anil Raj Rai
- The Deputy Commissioner Mr. H.K. Chettri who happens to be the Nodal Officer as well
- Mr. K.M Tobgay, Mayor, GMC
- Members of the Executive Committee



The consultants interacted with the appointed officials including the Municipal Commissioner individually and were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.

Most of the information collected by the consultants was from the Municipal Commissioner and the Deputy Municipal Commissioner (Nodal Officer) . Some of the important issues and observations that came up during the interactions are as follows:

- The proposal to create the municipal cadre has gone to the government but there is no response from the authorities as yet;
- The authorities questioned the objective of capacity building in the absence of manpower planning
- Some IT initiatives have been taken recently but a lot needs to be done.

The consultants also met the elected representatives including the Mayor at a joint meeting and the essence of that meeting has been captured by the consultants as follows:

- The councilors are inexperienced in urban development sector because, the corporation being new, they are the first timers the work is getting duplicated between the GMC and the UDHD
- Time has come to let go off power in the larger interests of the development of the State felt the mayor;
- The manner in which the CBUD is building capacity in the State is no good. He felt the need of imparting training to the certified institutions so that the impact of capacity building was felt by the users of that training;
- The systems are getting in place but the process is slow;
- The mayor lamented the apathy of the government as any file sent to the government takes six months to move;
- The corporation faces some problems addressing the public grievances because some areas have not been transferred to the corporation resulting into jurisdictional wrangles;
- There is no middle agency between the allotment of work and the execution of work thereby making the projects cost effective.
- PPP model will not work in GMC area because of the topographical constraints; and
- Duplication of work among HDUD and GMC is the major concern of the elected representatives;

The participant's feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 25 questionnaires from Gangtok Municipal Council including the senior officers and the clerical staff.

Table – 4.2: **Department wise and Function wise Distribution of Filled Up Questionnaires**

S. No	Position	Department	No. of Respondents
1	Commissioner	Administration	1
2	Deputy Commissioner	Administration	1
3	Assistant Municipal Commission	Administration	1
4	Office Superintendent	Administration	1
5	Supervisor	Administration	1
6	LDC	Administration	1
7	Computer Operator	Administration	1





8	Assistant Engineer	Engineering Cell	1
9	Junior Engineer	Engineering Cell	1
10	Municipal Finance Officer	Accounts	1
11	Accountant	Accounts	1
12	Account Assistant	Accounts	2
13	Draughtsman	Accounts	1
14	Sr. Inspector	License	1
15	Inspector	License	1
16	Assistant Sub Inspector	License	3
17	Building Officer	License	1
18	L.D.C.	License	4
19	Community Organizer	License	1
<b>20</b>	<b>Total</b>		<b>25</b>

**Officers: 10      Staff: 15**

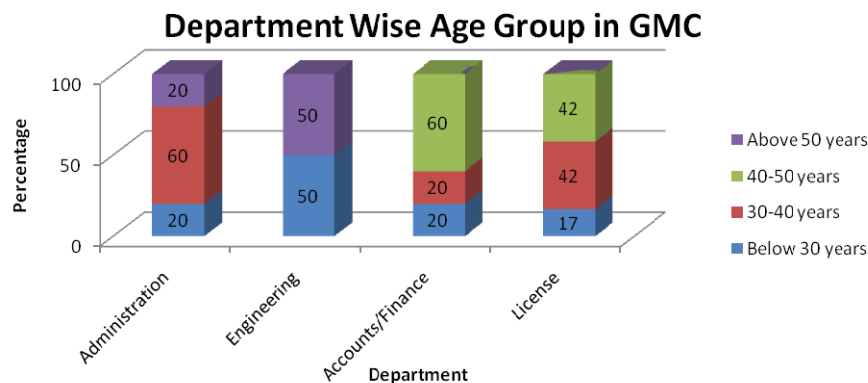
#### 4.7 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of GMC across the levels and with the elected representatives of GMC has been mainly analyzed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

##### 4.7.1 General Profile of the Employees

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the majority population of the employees in all the categories is between 30 to 40 years. The distribution of the age profile proves that GMC is a young corporation.

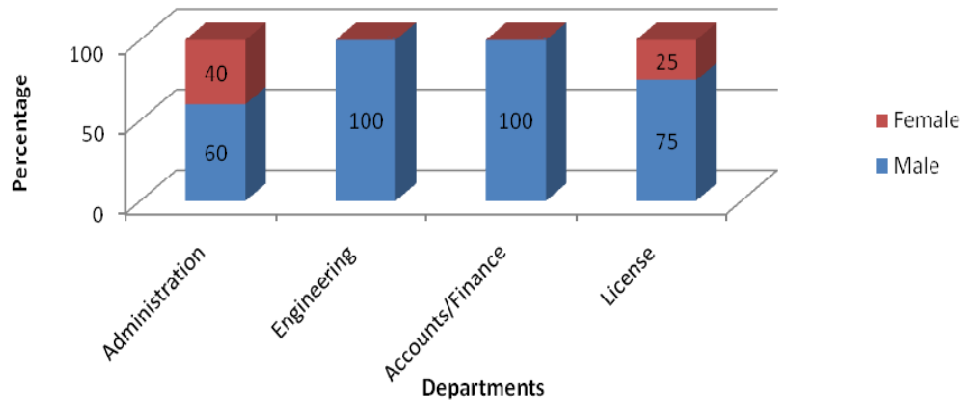


In terms of the gender ratio in GMC, about 80 percent of the population is male and about 20% female. The



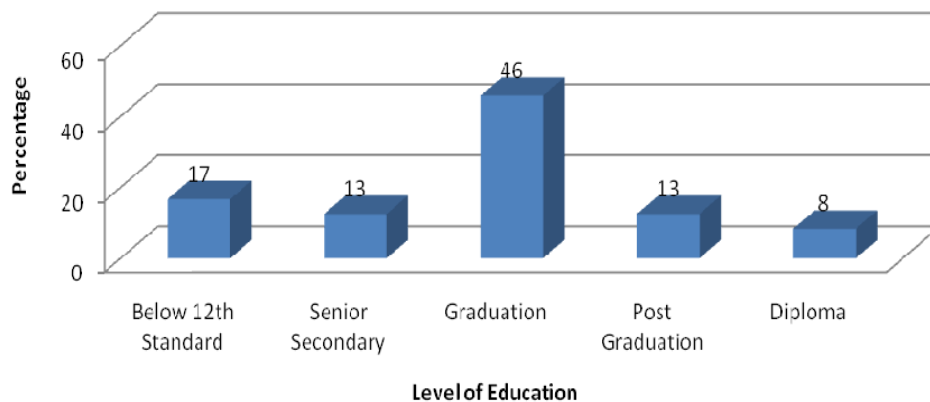
consultants conclude that GMC is a male dominated organization irrespective of the fact that in the North East women prefer to work compared with men as a result of which they are more visible than the men everywhere.

### Department Wise- Composition of Male and Female



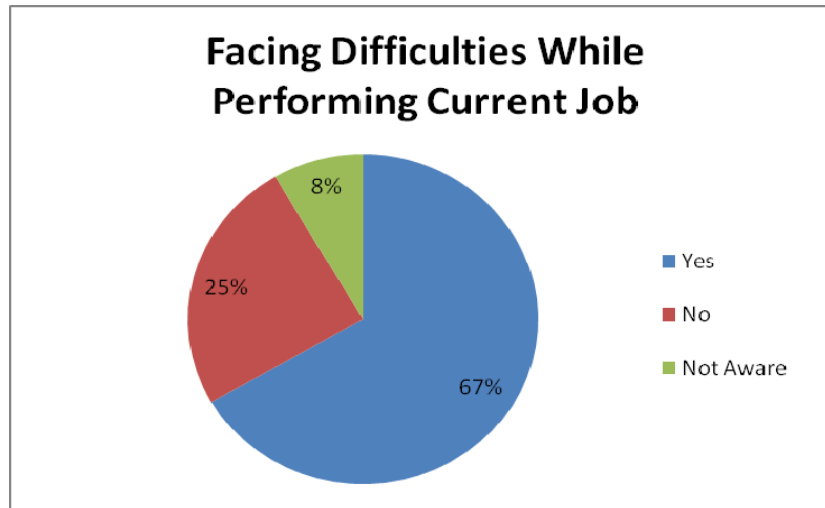
Qualification wise analysis shows that 46 percent of the respondents are graduates in various disciplines followed by those who haven't even completed their senior secondary; then by post graduates and those who have passed senior secondary.

### Educational Profile of Appointed Officials in GMC

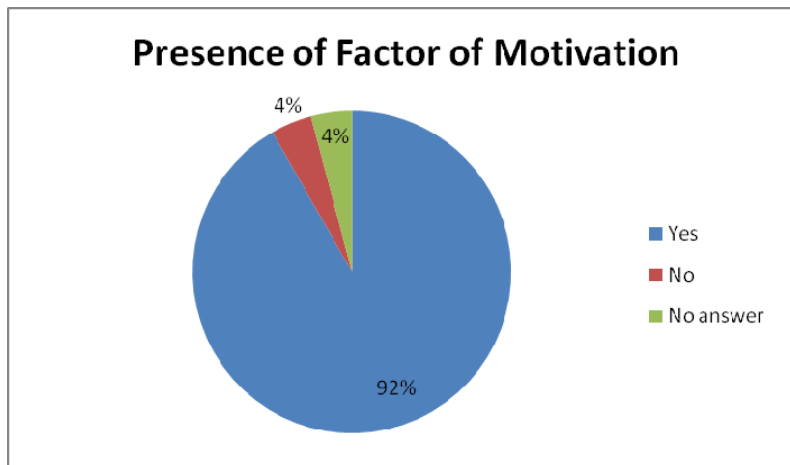


#### 4.7.2 Job Related Information

About 67 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 25 percent are not facing any difficulties and the remaining 8 percent did not answer the question. Upon further analysis of this data the consultants found that 54 percent of this population faced job related problems majorly because of **lack of technical knowledge among the staff** and the shortage of staff in the municipal corporation; 27% of the respondents indicated the reasons as **lack of cooperation from other departments, stress while dealing with the public** and so on; whereas 19 percent of the respondents did not answer the question. (refer figure below).



The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.



About 92 percent of the respondents feel motivated to perform their job responsibilities better while just 4 percent lack a sense of motivation to perform their duties and 4 percent didn't reply to the question. Lack of in-house infrastructure facilities and shortage of staff are the common reasons for those who do not feel motivated, for others the interest and cooperation from other motivates them to

perform better.

The consultants feel that, in spite of a lot of obstacles faced by the employees of GMC as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this young ULB. The senior management should take note of this and leverage this response by developing GMC to the extent that GMC can be showcased as an organization with very highly motivation level.

Reasons affecting the job performance of the employees have been captured in the table – 4 below:

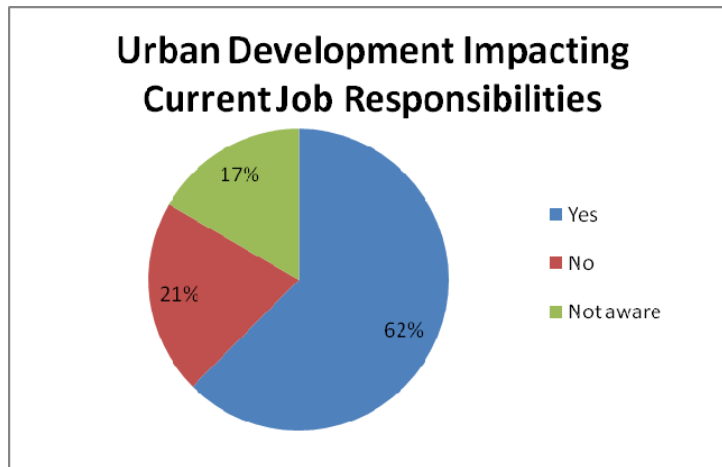
**Table – 4.3: Reasons Affecting the Job Performance of the Employees of GMC**

Position	Reason
Commissioner	Insufficient job related functions
	Lack of Trained/Skilled manpower
	Lack of Co-operation from some of the Elected Representatives
Deputy Commissioner	Lack of technical Staff



	Lack of Exposure Visits
	Hindrances in taking appropriate decisions
Assistant Municipal Commissioner	Shortage of Technical Persons
Inspector, License	Political Pressure
	Lack of Cooperation from Senior officers
Junior Engineer	Political Pressure
Account Assistant	Lack of Technological Up gradation and finance related software
	Lack of Belongingness to the place
Municipal Finance Officer	Shortage of Staff
	Job insecurity of contractual staff
Office Superintendent	Absence of Record Keeper in Administration section
LDC	Stress while Dealing with Public

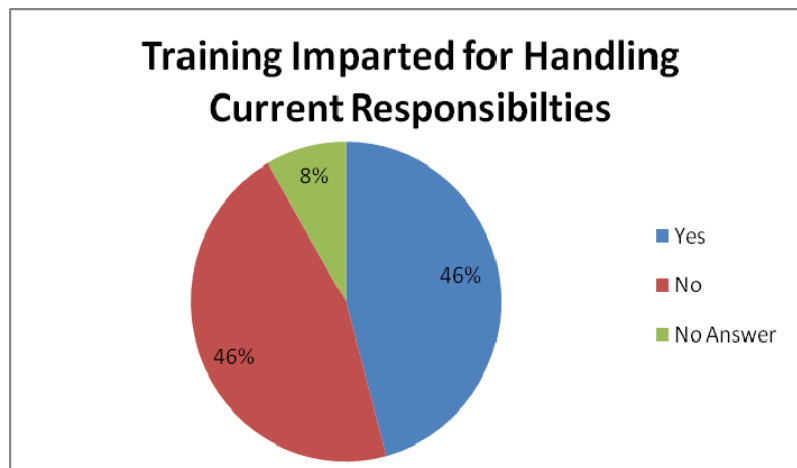
#### 4.7.3 Training and Development



About 62 percent of the respondents are of the view that urban development is impacting their current job responsibilities especially related to clean urban environment, execution and implementation of developmental work and keeping pace with the reforms introduced whereas, 21 percent did not feel the same (refer figure below).

#### 4.7.3.1 Training Imparted to the Officials

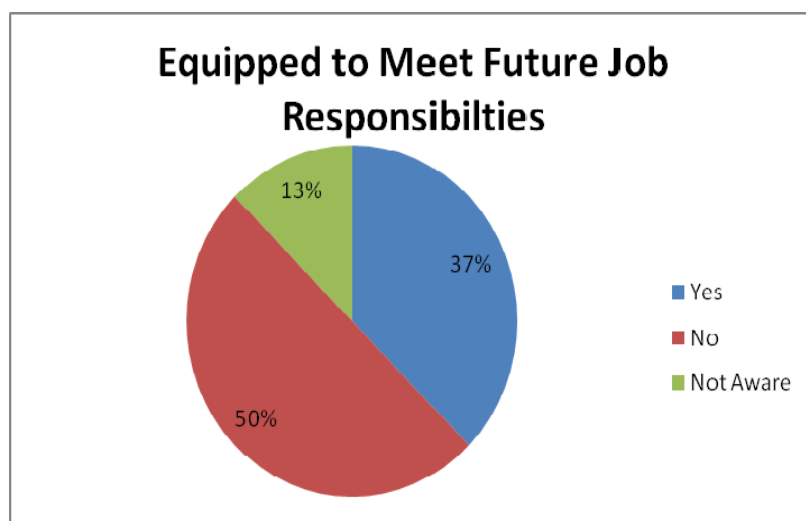
About 46 percent of the respondents received training and attended workshops to perform their job better but the same percentage of the respondents pointed out that they have not received any training till date to perform their job better. Most of the respondents are the new recruits. Figure 8.3 and 8.4:





While 50 percent of the respondents are of the view that they are not equipped to meet the future job responsibilities, however, 37 percent of the respondents are of the view that they are equipped to meet the future job responsibilities whereas 13 percent of the respondents did not reply.

The consultants have captured position – wise details of such trainings as below:



**Table – 4.4: Details of Training Imparted to the Officials of GMC**

Position	Training	Location
Commissioner	Basic Foundation Course	
Assistant Municipal commissioner	Solid Waste Management	ASCI Hyderabad
Accountant	Finance	Chowdhary and Chowdhary, Gangtok
Account Assistant	Accounts Software	-
Municipal Finance Officer	Double Entry Account system	Local CA Firm, Gangtok.



		Now IDC is providing hand holding in double account entry system
--	--	--

Assistant Sub Inspector, License	-	Nepal
Sub Inspector, License	Solid Waste Management	
	E-governance	
	Service Bench Marking	
Deputy Commissioner	Administration	

#### 4.7.3.2 The Need for Training Felt

##### Appointed Officials

In order to face the future challenges and to cater to the urban reforms, 60 percent of the respondents require training in the field of technical know how and rest want to go on exposure visits to observe the kind of development taking place outside their ULB.

Table -4.5 List of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

Rank	Name of the Training
Commissioner	Leadership Development
	Team Building
	Finance
Deputy Commissioner	Strategic Planning
Office Superintendent	Rules/Regulation of GMC
	Administration
Assistant Municipal Commissioner	E-Waste Management
	Plastic Waste Management
	Waste Water Management
Computer Operator	IT Development



Junior Engineer	Technological Development
Account Assistant	Record Keeping on Computer Software
Municipal Accounts Officer	Double Entry Accounting System
ASI, License	Public Dealing
	Solid Waste Management
Bazaar Officer	Related to Current Job Responsibilities

### Elected Officials

The mayor was unequivocal about the need for training for the elected representatives. He suggested the following initiatives for the capacity building: as the councilors are fresh and ready to learn they should be fully trained on the urban developmental activities. This he felt was easy as all the 15 members represent one political party which, he felt, was an advantage of making GMC as a model ULB.

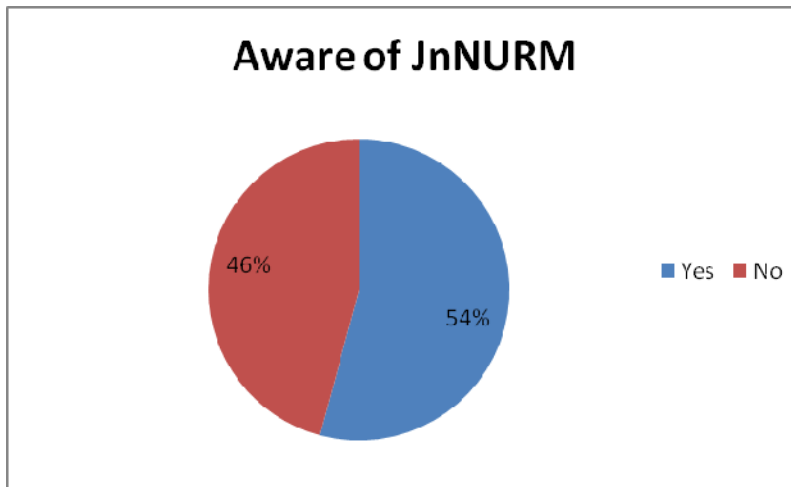
- Awareness workshops should be organized from time to time to share the nature of urban development taking place across the country;
- Exposure to IT being necessary, IT training to the councilors should be initiated;
- Exposure visits to the ULBs across the country and abroad should be encouraged in order to encourage elected representatives to participate more actively in the municipal affairs;
- Training programmes should be developed to provide knowledge as to how to scout for the available state and/or the central government funds earmarked for the developmental work of the ULBs;
- Awareness about e-governance which will bring the councilors closer to the public;
- Leadership Skills
- Induction programme of a longer duration;
- Refresher Programmes for reinforcement of training;

#### *4.7.3.3 Duration of the training Programmes*

Regarding the duration of training programmes, more than 44 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 50 percent respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.



#### 4.7.4 Awareness about JnNURM



Amongst the respondents about 55 percent are aware of JnNURM; 35 percent are aware of reforms introduced under JnNURM while 10 percent did not respond to this question; and of those who replied in the affirmative about JnNURM are aware of some of the programs/schemes/reforms undertaken under JnNURM.

#### 4.7.5 Good Practices

About 60 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but they are not aware in which sector these best practices can be categorized. Some of the ULBs identified by the respondents are as follows:

- Surat Municipal Corporation
- Pune Municipal Corporation- SWM
- Visakhapatnam Municipal Corporation

The following are the institutes proposed for training/workshop is to be conducted in the near future for capacity building.

- NIC
- IDFC
- ASCI (Hyderabad)
- EPTRI (Hyderabad)
- Lee Kuan Yew School of Public Policy (Singapore)
- UNDP
- MoHUPA- HSMI

#### 4.7.6 The Overall Conclusion

Taking into consideration all the above facts, the overall conclusion drawn by the consultants about GMC is as follows:

- The Mayor has a 10 – 15 year vision for sustaining the corporation;
- Very positive response to training from the Mayor

#### 4.8 Issues impacting the Working of the Corporation

One of the major challenges faced by the GMC is lack of powers because state government has appointed HDUD as the nodal agency for urban development therefore all the important functions related to urban development even of the municipal corporation lies with HDUD.

Some of the other critical issues impacting the working of the Corporation are as follows:





- Inexperience because of the age of the ULB
- Shortage of staff
- Lack of powers
- Lack of technical knowledge among staff
- 

#### 4.9 Current Challenges faced by the ULB

The biggest challenge faced by the corporation is its age. As the corporation is 3.5 years young organization it has not matured enough to handle the urban related issues. Learning is still taking place and till it comes full circle, the challenges will always be current.

#### 4.10 SWOT Analysis of GMC

With the help of the primary and the secondary data generated during this study the consultants attempted to do swot analysis for this ULB which is detailed out in the table – 7 below:

**Table – 4.6: SWOT Analysis of GMC**

Strengths	Weaknesses	Opportunities	Threats
1. Young organization which can be molded 2. Educated councilors 3. Motivated Councillors 4. Lesser population to cater 5. Work culture which is like a family 7. Youth of the councilors 8. Vision of the Mayor 9. Affiliation of councilors with one political party	1. Exposure to limited municipal functions 2. The entire workforce on deputation 3. Lack of HR planning 4. Limited revenue stream 5. Lack of municipal cadre 6. Major dependence on govt. fund, therefore, exposure to govt. interference	1. Make GMC a model Municipal Corporation 2. Systematic way of conducting HR planning to define proper roles & responsibilities and build skills and competencies 3. Raise revenue stream	1. Instability because of the abrupt transfer of senior executives 2. Political Interference

#### 4.11 Identifying Unique Position from GMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Office Superintendent (Establishment) from GMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 8 below:

**Table – 4.7: JOB DESCRIPTION – 4**

<b>Job Title:</b>	Office Superintendent (Establishment)	<b>Department:</b>	Establishment
<b>Work Location:</b>	Gangtok Municipal Corporation	<b>Year:</b>	2013



<b>Job Objectives:</b>
To provide administrative leadership, instructions & support to all GMC personnel in carrying out the goals and objectives of the corporation
<b>Key Result Areas (KRAs):</b>
<ul style="list-style-type: none"><li>➤ Promotions given within time limit</li><li>➤ DPC constituted within time limit</li><li>➤ No. of months in a year where salaries [for regular employees] [for daily wage employees] paid in stipulated time</li><li>➤ % of ACRs processed and filed within one month</li><li>➤ % of retirement benefits settled within one month</li><li>➤ No. of enquiries / disciplinary actions closed within a month [or % completed]</li><li>➤ No. of transfers processed in a month</li><li>➤ No. of appeals from Jan Sunvayi [or RTI] resolved in a month</li><li>➤ No. of court cases attended in a month</li><li>➤ No. of employees sent for training in a month</li><li>➤ No. of orders issued for recruitment</li><li>➤ No. of transfers done within time limit</li></ul>
<b>Roles and Responsibilities:</b>
<b>1) Timely Salary payment of staff</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> To ensure pay bills are prepared within stipulated time through department clerks</li><li>• To write necessary notes on files put up by the clerks</li><li>• To process cases of allowances, advances, increments, arrears &amp; other monetary benefits to the staff, if permissible, under the rules.</li></ul>
<b>2) Develop and Maintain Administrative Procedures</b>
<ul style="list-style-type: none"><li>• To issue necessary guidelines to departments from time to time</li><li>• To prepare necessary note files and submit to relevant officers.</li><li>• To handle all official communication of the department.</li><li>• To ensure all the letters of urgent/immediate nature are disposed off on priority basis</li></ul>
<b>3) Recruitment</b>
<ul style="list-style-type: none"><li>• To maintain a list of vacant positions of employees in all the departments</li><li>• To initiate process of recruitment for vacant or compassionate posts</li><li>• To draft proposal for appointments against the vacant posts, compassionate grounds &amp; other cases, after selections from competent forums</li><li>• To check that the recruitment of staff is made in accordance with the recruitment rules and policies and also obtain copies of the orders and keep for record.</li><li>• Process appeals against the appointments made.</li></ul>
<b>4) Promotion of Employees</b>
<ul style="list-style-type: none"><li>• To prepare working papers for the promotion of staff and submit to the Commissioner.</li><li>• To process appeals against the promotions made by the DPC</li><li>• To Prepare cases of promotion</li></ul>
<b>5. Prepare necessary documents for Transfers</b>
<ul style="list-style-type: none"><li><input type="checkbox"/> To ensure that the transfers of the staff within GMC, are made according to the criteria and policy.</li></ul>



<ul style="list-style-type: none"> <li>• To process cases of transfers</li> <li>• To put up appeals against posting transfers of employees</li> </ul>
<b>6. Leave management of Employees</b>
Process cases of earned leave, Extra ordinary leave, special leave, etc of GMC staff
<b>7. Pension Cases</b>
<input type="checkbox"/> To ensure speedy disposal of pension cases <ul style="list-style-type: none"> <li>• To ensure service records of pension employees are sent to the Pension Department</li> </ul>
<b>8. Enquiries</b>
<input type="checkbox"/> To file up cases of disciplinary action against ministerial staff. <ul style="list-style-type: none"> <li>• To draft the statement of allegations / charge sheets etc in respect of staff</li> <li>• To put up files/ cases for appointment of enquiry officers/ enquiry committee with the statement of allegation/ charge sheet etc to the Commissioner</li> <li>• To put up appeals of staff, against the punishment awarded under Rules, to the Commissioner</li> </ul>
<b>9. Assembly Business</b>
To pay special attention to Assembly questions pertaining to your section and put up the same to the Commissioner for quick disposal
<b>10. To take action against Complaints</b>
To administer complaints pertaining to your section and put up in the files for further action.
<b>11. Litigation</b>
To assist clerks in the replies (Para wise comments) to the appeals/ courts cases.
<b>12. Office Management</b>
<input type="checkbox"/> To ensure all the Rules/ Laws and instructions relating to the department are available. <ul style="list-style-type: none"> <li>• To facilitate good working conditions and provide all basic amenities.</li> <li>• Check the attendance and punctuality of ministerial staff of your section.</li> </ul>
<b>13. Other work related responsibilities</b>
<input type="checkbox"/> To work according to the instructions received from your HOD <ul style="list-style-type: none"> <li>• Carry out functions suggested by the commissioner within the purview of GMC</li> <li>• Any other work incidental to the course of delivery of job responsibility</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function.</li> </ul>

Interaction within GMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	All department	All	For salary payments, leave etc
2.	Accounts	All	For payment to contractors & other bills
3.	Street Lighting		For department light repairs
Interaction Outside GMC			
Sl. No	Organization	Level of person	Purpose of interaction



1.	COLLECTORATE		Election, meeting, etc;
2	Divisional Commissioner		Regarding correspondences

Additional Information	
<b>Resources and their Source of Availability</b>	<input type="checkbox"/> Computers • Printers • Files • Registers • Other related stationery like pens, scales, paper...etc
<b>Competencies Required</b>	• Leadership skills • Reading skills • Writing skills • Letter drafting ability • Computer Proficiency • Communication skills • Good behavior
<b>Changes foreseen in this Job in Coming five Years</b>	Computer automated systems
<b>Mathematical skills</b>	<input type="checkbox"/> Reasoning ability • Willing to work under pressure • Meticulous with good employee service & citizen service mindset
<b>Recommended Qualifications</b>	Graduate within minimum 5 year experience in department administrative position

**Table – 4.8: Assessment of Competencies for Office Superintendent - Establishment**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Leadership skills</li> <li>• Reading skills</li> <li>• Writing skills</li> <li>• Letter drafting ability</li> <li>• Computer Proficiency</li> <li>• Communication skills</li> <li>• Good behaviour</li> </ul>	<ol style="list-style-type: none"> <li>1. Use of Computers</li> <li>2. Good behaviour</li> <li>3. Manages Stress</li> <li>4. Good inter-personal relations</li> </ol>	<ol style="list-style-type: none"> <li>1. Low Knowledge about the organization</li> <li>2. Low Education</li> <li>3. Average Effectiveness</li> <li>4. Limited knowledge about the administrative rules &amp; regulations of GMC</li> <li>5. Limited knowledge about working of other departments especially pertaining to payment issues</li> <li>6. Office record keeping poor</li> </ol>
Computer automated systems		<ol style="list-style-type: none"> <li>1. Lack of awareness about new software for making the job effective</li> </ol>
<input type="checkbox"/> Reasoning ability • Willing to work under pressure		



• Meticulous with good employee service & citizen service mindset		
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#### 4.12 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Moreover, the topography will always remain the biggest challenge to manage the development. Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Drainage to control landslides
- Parking (as there is no public transport in place)
- Solid waste management in tourist season when the garbage generation goes up.

#### 4.13 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 9 below in the appointed employees and the elected representatives of GMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, GMC can claim to be a vibrant organization:

**Table – 4. 9: Table Showing Competency Gaps in Employees & the Elected Representatives of GMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Educational Background 2. Low level of Functional Knowledge 3. Lack of role clarity 4. Low level of knowledge about urban development	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Preparation of DPR 6. Exposure Visits Rules & Regulations of GMC Plastic Waste Management	1. Low level of understanding of role & responsibilities 2. Lack of awareness about urban sector especially planning	1. Induction Programme or the refresher 2. Exposure to Urban Planning Process 3. Exposure to Financial Planning Management 4. E – governance 5. Exposure Visits
Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps



1. Low work output 2. Poor coordination 3. Stress 4. Lack of initiative & ownership	1. Computer Skills 2. Preparation of MIS 3. Leadership Skills 4. Team Work 5. Stress Management 6. Strategic Management 7. Decision Making	1. Very Slow disposal of cases 2. Low level of rapport with the government agencies/departments	1. Time Management 2. Computer Skills 3. Decision Making 4. Leadership 5. PR & Lobbying
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>
1. Procrastination	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting	1. Insensitivity to others' needs	1. Exposure to intra personal skills 2. Exposure to inter personal skills

#### 4.14 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- NIC
- IDFC
- ASCI (Hyderabad)
- EPTRI (Hyderabad)
- Lee Kuan Yew School of Public Policy (Singapore) (for Urban Management & public Service Delivery)
- UNDP
- MoHUPA- HSMI
- NUS (for Executive Programme)

#### 4.15 Suggestions for the ULB:

In order to improve the working of GMC unless the processes and systems, role and responsibilities, accountability, and funding are put in place, it may be useless effort to focus on capacity building



## CHAPTER - 5: DEHRADUN NAGAR NIGAM, UTTARANCHAL

### 5.1 Introduction

Dehradun is the State Capital as well as the District Headquarter and is the only city with a municipal corporation in the state. The city spreads over an area of 52 sq km and is emerging as one of the major counter magnet of north for Delhi. Dehradun has a population of around 5.8 lacs as per 2011 census with a floating population of around 20,000 every day. Dehradun Nagar Nigam has 60 wards.

### 5.2 Organizational Mission

To control the haphazard growth of the city and have an overall controlled growth.

### 5.3 General and Administrative Set-up

#### 5.3.1 Administrative Wing

Commissioner as the head of the administrative wing is responsible to look after the administration of the Municipal Corporation and the current incumbent is Mr. Ashok Kumar (IAS)

#### 5.3.2 Broad Functions of the Municipal Council

The broad administrative functions of the Dehradun Nagar Nigam (DNN) can be clubbed in the following categories:

- Advertisement
- Birth/Death Registration
- Parking
- Health Services
- Heritage Conservation
- License
- Market
- Property Tax
- Public Works
- Sanitation
- Drainage
- Social Sector
- Street Light

### 5.4 Staff Strength

There are a total of 2741 proposed positions for various functions of DNN but out of that only 1657 positions (about 45 percent) have been sanctioned; even out of the sanctioned list about 65 percent of the positions are lying vacant. Of all the grades the highest posts are proposed in the grade C and D where the vacancy rate is more than 50 percent which establishes a clear picture of shortage of staff to perform various administrative and other activities of the Municipal Corporation. This shortage definitely has an impact on the functioning the DNN. Table – 1 below indicates the status of manpower as on the date the assessment was conducted:

**Table – 5.1: Status of Manpower in Position**



Grade	Sanctioned Posts	Proposed Posts
A	13	27
B	2	14
C	822	258
D	820	2442
<b>Total</b>	<b>1657</b>	<b>2741</b>

Source: Dehradun Nagar Nigam, November 2013

### 5.5 Target/ Budget

The current budget figures could not be obtained from DNN as the consultants were informed that it is still under preparation. However, the budget figures for the past few years have been captured by the consultants as described in table – 2 below.

Table – 5. 2: Comparative Budget for the last 5 Years

S.No.	Financial Year	Total (Rs. Lacs)	ULB	Budget
1	2009-10	48,08,50,300		
2	2010-11	22,52,18,000		
3	2011-12	20,88,20,000		
4	2012-13	20,98,20,000		
5	2013-14	In progress		

Source: Dehradun Nagar Nigam, November 2013

As the above table indicates the budget for DNN has been on the decline from financial year 2010-11.

### 5.6 Data Captured through Interactions and Questionnaire

The consultants had interactions with the following appointed officials and the elected representatives of DNN:

- Mr. Ashok Kumar, Commissioner (IAS)
- Mr. Vinod Chamoli, Mayor
- Mr. Ravi Pandey , Executive Engineer
- Mr. Ramesh Chuahan, OSD

The consultants interacted with the appointed officials including the Municipal Commissioner individually and were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.





Most of the information collected by the consultants was from the Municipal Commissioner and the Executive Engineer.

The consultants also met the elected representatives including the Mayor at a joint meeting and the essence of that meeting has been captured by the consultants as follows:

- One of the major drawback in the path of development of Dehradun Nagar Nigam is that the state still does not have a municipal act of its own; UP Municipal Act is being used as reference for decision making purposes.
- Executive powers are still not with the elected representatives which is affecting the functioning of the Nigam.
- Other than that DNN is facing shortage of funds for the developmental work
- Interference of the state government should be minimized in the city affairs

The participant's feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 27 questionnaires from Dehradun Nagar Nigam including the senior officers and the clerical staff.

**Table – 5.3: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Junior Engineer	P.W.D. Section	1
2	Executive Engineer	P.W.D. Section	1
3	L.D.C.	Accounts	4
4	Accountant	Accounts	2
5	Secretary Supervisor	Health	1
6	Vaccinator	Health	1
7	Sanitary Inspector	Health	1
8	P.A. (AMNA)	AMNA	1
9	Data Keeper	Dept. Not Mentioned	1
10	L.D.C.	Dept. Not Mentioned	2
11	LDC	Tax Department	1
12	Senior Assistant	Tax Dept.	1
13	Data Entry Operator	Tax Section	2
14	Data Entry Operator	Building Tax Dept.	3
15	Tax Inspector	Tax Dept.	3
16	Tax Superintendent	Tax Dept.	1
17	S.D.S.	PIU	1
<b>18</b>	<b>Total</b>		<b>27</b>

**Officers: 03      Staff: 24**

## 5.7 Analysis of the Data



The data captured by the consultants through interactions with the appointed employees of DNN across the levels and with the elected representatives of DNN has been mainly analyzed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

#### 5.7.1 General Profile of the Employees

Representation of women in the Municipal Corporation is very minimal (4%) as per the number of questionnaires filled. Among the respondents, maximum number (44 percent) is degree holders majorly in the field of commerce and technology whereas the rest of the respondents (about 26 percent) are post graduates and 7 percent pursued higher education. Grade II employees comprise a large chunk among the respondents.

On the age dimension the employees appear to be uniformly distributed across all the age groups.

The consultants have tabulated this data in table – 4 below:

**Table –5.4: Human Resource Profile of DNN**

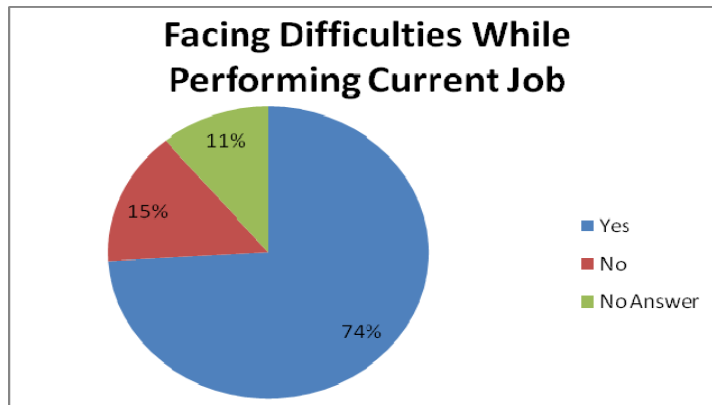
S. No	Categories	Numbers	Percentage
<b>1</b>	<b>Gender</b>		
	Female	1	4
	Male	26	96
<b>2</b>	<b>Age</b>		
	Below 30 Years	6	22
	30-40 Years	7	26
	40-50 Years	7	26
	Above 50 Years	7	26
<b>3</b>	<b>Educational Qualification</b>		
	Senior Secondary	6	22



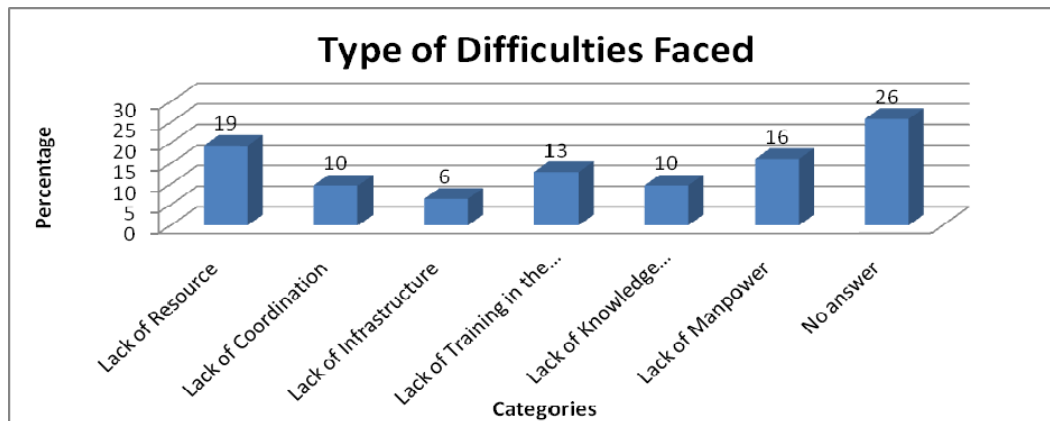
	Graduation	12	44
	Post Graduation	7	26
	M. Phil/ PhD	2	7
<b>4</b>	<b>Level/Grade</b>		
	I	3	11
	II	13	48
	III	2	7
	IV	1	4
	No Answer	8	30

Source: Primary survey conducted by JPS in 2013

#### 5.7.2 Job Related Information

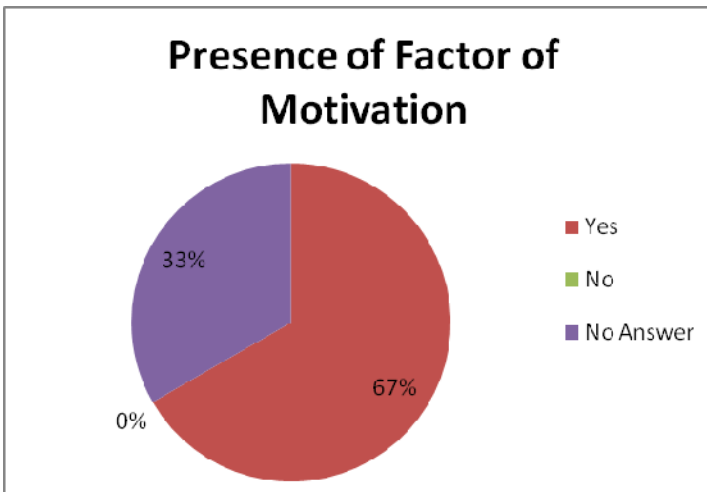


Among the respondents, maximum number (74 percent) is facing difficulties while performing their current job responsibilities; **lack of technical knowledge, lack of coordination among staff and other departments, lack of manpower and most important lack of resources** being major issues listed by the respondents.



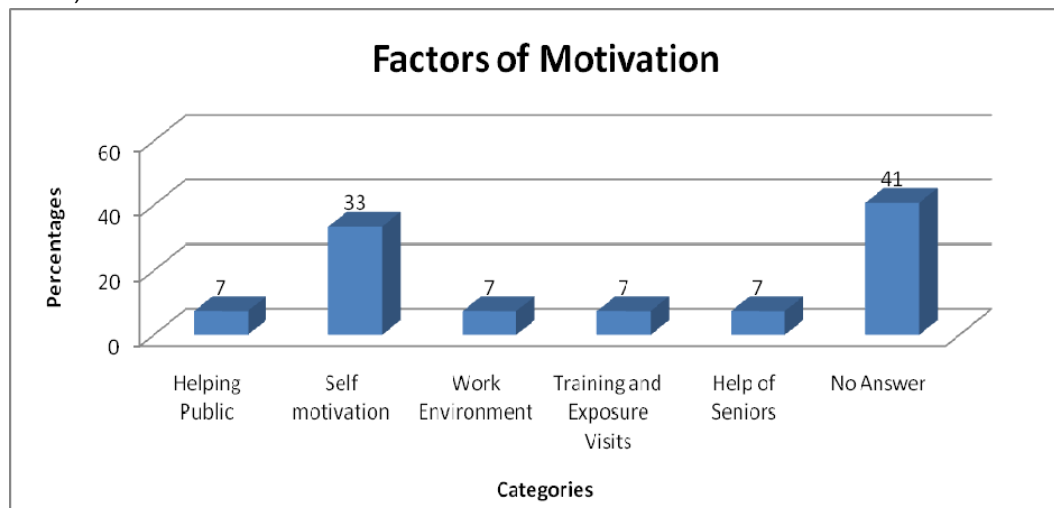


The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.



About 67 percent of the respondents feel motivated to perform their job responsibilities better while 33 percent lack a sense of motivation to perform their duties. Out of the total motivated population 33% are self motivated; for some the interest in the job and cooperation from others motivates them to perform better whereas for the remaining number other factors like work environment, helping public and even training programmes induce the factor of motivation.

The lower grade staff feels lack of motivation to perform better as they are not technologically equipped and also, due to shortage of staff, have to shoulder extra burden of work day after day. (Refer figure below)



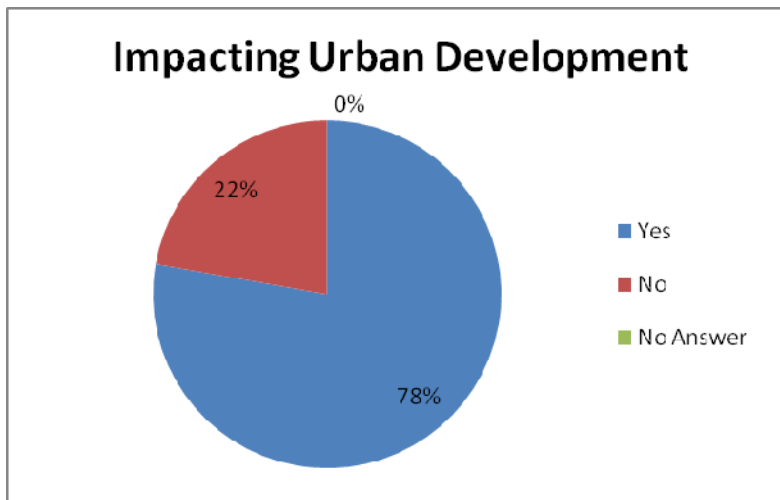
The consultants captured the main reasons affecting the job performance of the employees because of low level of motivation as described in the table – 5 below:



**Table – 5.5 : Reasons affecting the job performance**

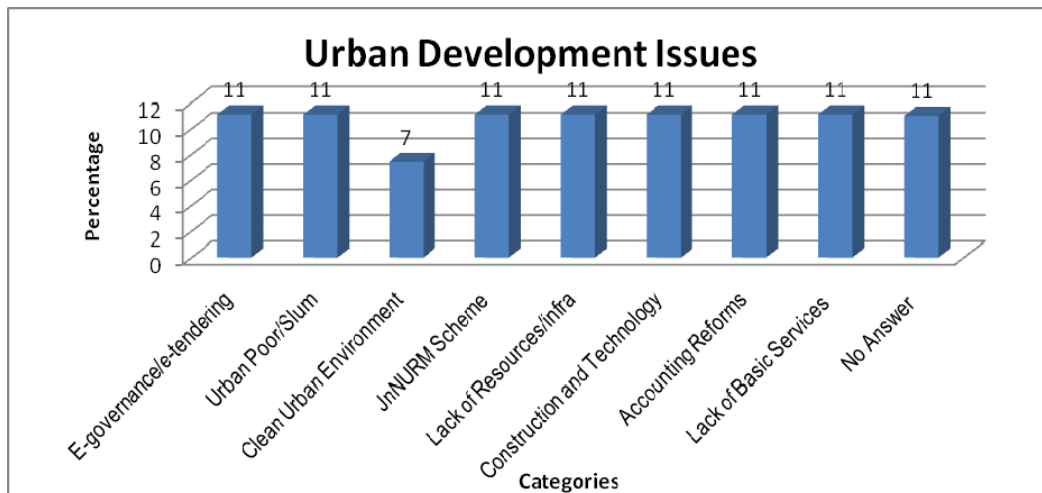
Position	Reason
Clerk	Excessive Work Load
Data Entry Operator	Not fully equipped
Tax Inspector	No reason

### 5.7.3 Training and Development



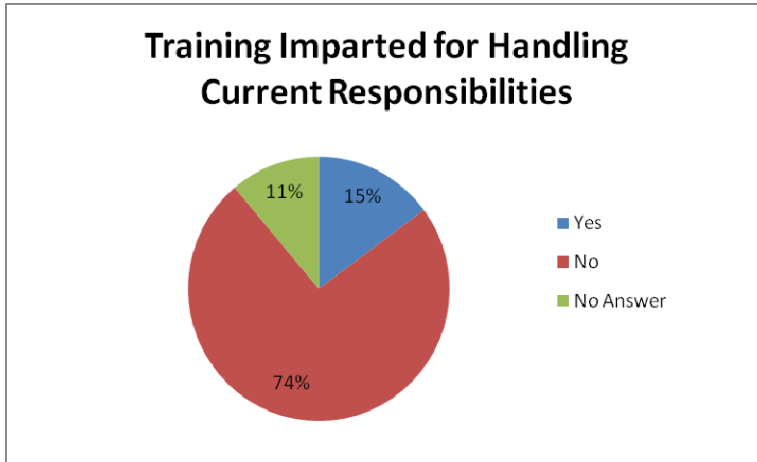
About 80 percent of the respondents are of the view that the kind of urban development taking place will impact their current job responsibilities in the near future especially the increasing **demand of e-governance, urban poor schemes, lack of infrastructural facilities, municipal accounting reforms** and lack of basic services will increase the burden on their current job. The table – 6 below captures

the opinion of the respondents on urban development issues. (Refer figure below).



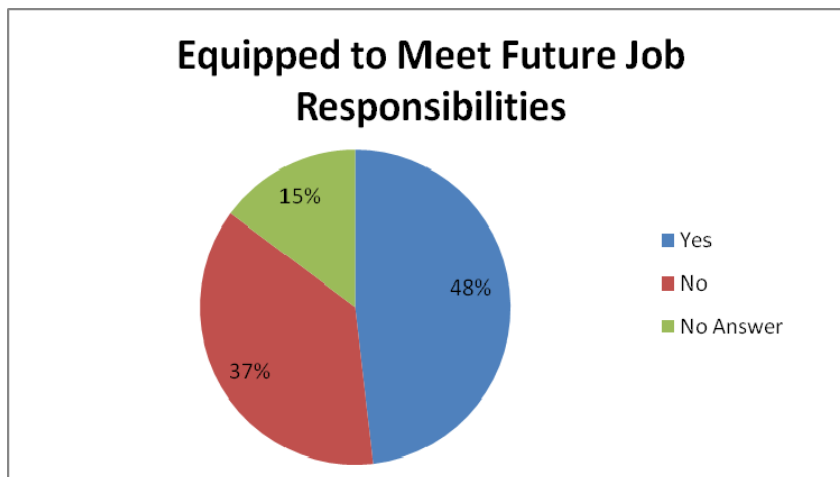


5.7.3.1 Training Imparted to the Officials



Only 15 percent of the respondents have been imparted training in various sectors of urban sector reforms. The bulk of beneficiaries for that training has been Grade A employees. These trainings have been imparted in ATI, Mysore. However, about 41 percent of the respondents responded that no training has been imparted to them whereas 7 percent of the respondents did not respond to this question in the questionnaire.

About 48 percent of the respondents are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field if urban development have been adopted by DNN especially in terms of setting up of Project Implementation Unit (PIU) for implementing pro poor reforms.



All the respondents felt that the training provided to them was of relevance. Since so less training is provided, any training programme adds value, felt the respondents. However, in this ULB also the general response was that during such training it is generally the priority subjects that get

covered resulting approach holistic management training taking a back seat.

The consultants have captured position – wise details of such trainings as below:

**Table – 5. 6: Details of Training Imparted to the Officials of DNN**

Position	Training	Location
Executive Engineer	Urban Management	ASCI Hyderabad
SDS	Capacity Building	ASCI, ATI, LBS IITs



### 5.7.3.2 The Need for Training Felt

#### Appointed Officials

In order to face the future challenges and to cater to the urban reforms, 85 percent of the respondents feel that they require training in the field of technical know how and rest want to go on exposure visits to observe the kind of development taking place outside their ULB.

Table -7 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 5.7 : Designation wise Training Requirements of DNN**

Rank	Name of the Training
Executive Engineer	PPP Exposure
	Success Stories of Centrally funded schemes like BSUP/SWM
Junior Engineer	Preparation of DPR on Housing Schemes
	Computer Software
	Infrastructure Planning
SDS	Project Management
	Urban Governance
	Community Participation
	Social Audits
	IT Development
Tax Inspector	On funding scheme
Clerk	Job Responsibilities
	Tally ERP 9
Data Entry Operator	Tax Entry Software General Management

#### Elected Officials

The elected representatives whom the consultants interacted with were very vocal about the need for training; the broad requirement for such training has been captured by the consultants as follows:



- Exposure visits to adopt innovative technology and to adopt the approach to achieve financial stability should be encouraged; and
- In order to increase the core competency of the elected representatives, training workshops should be organized at regular intervals

#### 5.7.3.3 Duration of the training Programmes

Regarding the duration of training programmes, more than 50 percent of the respondents felt that duration of training should be of at least of one week and another group of 35 percent respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### 5.7.4 Awareness about JnNURM

Amongst the respondents about 44 percent are aware of JnNURM; out of that population 56 percent are aware of reforms introduced under JnNURM.

#### 5.7.5 Good Practices

About 40 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but they are not aware in which sector these best practices can be categorized. Some of the ULBs identified by the respondents are as follows:

- Ahmadabad Municipal Corporation
- Municipal Corporation of Delhi
- Hyderabad Municipal Corporation
- Surat Municipal Corporation

#### 5.7.6 The Overall Conclusion

Taking into consideration all the above facts, the overall conclusion drawn by the consultants about DNN is that the elected representatives, in order to improve the functioning of the Nagar Nigam, desire as follows:

- Autonomy in working which may only happen if the interference of the state government in the city affairs is minimized;
- Funding for ward development should be increased; and
- Duplication of powers in the form of Parastatal agencies should be discouraged.

### 5.8 Issues impacting the Working of the Corporation

One of the major challenges faced by the DNN is the absence of Municipal Act in Uttaranchal.

- Some of the other critical issues impacting the working of the Corporation are as follows:
- Shortage of staff
- Work Overload
- Lack of technical knowledge among staff

### 5.9 Current Challenges faced by the ULB

One of the major challenges faced by DNN is tackling the growing population of the city and dealing with the ever increasing population of vehicles and their parking issues in the city.





### 5.10 Identifying Unique Position from DNN & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Office Superintendent (Establishment) from GMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 8 below:

**Table – 5.8: Job Description – 5**

<b>Job Title:</b>	Sanitary Inspector	<b>Department:</b>	Health
<b>Work Location:</b>	Dehradun Nagar Nigam	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To supervise and monitor health department activities.			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ No of complaints on sanitation resolved against received</li> <li>➤ Monitoring the Work of Ward Supervisors and License Clerks</li> <li>➤ No of Shops to which penalty has been issued for illegal dealings</li> <li>➤ No of charges filed against the shop on food and oil adulteration in a month</li> <li>➤ No of Wards in the field visits covered in a day as per against the target</li> <li>➤ % of Error free Services provided to citizens on sanitary issues</li> </ul>			
<b>Roles and Responsibilities:</b>			
<b>1) Supervision of Cleanliness Work</b>			
<input type="checkbox"/> To receive necessary instructions from chief sanitary inspector regarding Health Department <ul style="list-style-type: none"> <li>• To supervise the work of ward supervisor and Assistant Ward Supervisor</li> <li>• To ensure sanitation ,cleanliness is well maintained in the zone</li> <li>• To control the attendances of Ward Supervisors and Assistant Ward Supervisors</li> </ul>			
<b>2) Prevention of Disease</b>			
<ul style="list-style-type: none"> <li>• To take necessary precautions to prevent small pox ,plague and other communicable diseases</li> <li>• To ensure insecticides and pesticides are sprayed regularly in zone to prevent spread of mosquitoes and insects</li> <li>• To ensure stray animals are send to animal shelter homes</li> <li>• To issue notices and take necessary action on animal owners for removal of poultry farms set under municipal lands ,in case it is affecting public health</li> <li>• To take necessary steps to prevent water pollution</li> </ul>			
<b>3) Control Food Adulteration</b>			
<ul style="list-style-type: none"> <li>• To inspect food available in shops and check shop license</li> <li>• Inspects establishment where foods, drugs, and similar consumer items are manufactured and have control over food industries set in zonal territory</li> <li>• Visits shop to investigate sanitary conditions and health and hygiene habits of persons handling consumer products</li> </ul>			



<ul style="list-style-type: none"> <li>• To levy penalties on shops without license</li> </ul>
<b>4) Citizen Complaints</b>
<ul style="list-style-type: none"> <li>• To resolve citizen complaints</li> <li>• To give necessary health related information to public regarding birth and death certificates</li> </ul>
<b>5. Administrative Responsibilities</b>
<input type="checkbox"/> To check the attendances of Ward Supervisor and Assistant Ward <ul style="list-style-type: none"> <li>• To prepare necessary reports related to health department</li> </ul>
<b>6. Other work related responsibilities</b>
<input type="checkbox"/> Any other work incidental to the course of delivery of job responsibility <ul style="list-style-type: none"> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function</li> </ul>

Interaction within DNN			
Sl. No	Department	Level of person	Purpose of interaction
1.	Market	Superintendent	For shop license
2.	Revenue	Revenue Officer	For revenue collected through fees & penalty
3.	Encroachment	Superintendent	To remove illegal shops without license
Interaction Outside DNN			
Sl. No	Organization	Level of person	Purpose of interaction
1.	Police	Police Inspector	To check shops during festival season

Additional Information	
<b>Resources and their Source of Availability</b>	<input type="checkbox"/> Computer <ul style="list-style-type: none"> <li>• Printer</li> <li>• Mobile</li> <li>• Office Vehicle</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Knowledge of municipal laws related to public and community health programs, public health care issues, policy, and programs</li> <li>• Able to maintain working relationships with health staff</li> <li>• Good Communication skills</li> </ul>
<b>Recommended Qualifications</b>	B. Sc. and Diploma in Sanitation from a recognized Institution



**Table – 5.9 : Assessment of Competencies for Sanitary Inspector**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Knowledge of municipal laws related to public and community health programs, public health care issues, policy, and programs</li> <li>• Able to maintain working relationships with health staff</li> <li>• Good Communication skills</li> </ul>	1. Coping up with work in spite of shortage of staff	<ol style="list-style-type: none"> <li>1. Low level of understanding of English language</li> <li>2. Low level of awareness about environment management</li> <li>3. Tendency to externalize the issues</li> </ol>

### 5.11 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution of developmental work because of the shortage of staff and also due to minimal technical knowledge among the staff and constant pressure of work.

### 5.12 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 9 below in the appointed employees and the elected representatives of GMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, GMC can claim to be a vibrant organization:

**Table –5.10: Table Showing Competency Gaps in Employees & the Elected Representatives of DNN**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
<ol style="list-style-type: none"> <li>1. Low level of Educational Background</li> <li>2. Low level of Functional Knowledge</li> <li>3. Lack of role clarity</li> </ol>	<ol style="list-style-type: none"> <li>1. Exposure to Urban Planning Process</li> <li>2. Exposure to Financial Planning &amp; Management</li> <li>3. Solid Waste Management</li> <li>4. E – governance</li> <li>5. Preparation of DPR</li> <li>6. Exposure Visits</li> <li>7. PPP Model</li> <li>8. Project Management</li> <li>9. Infrastructure Planning</li> <li>10. Social Audits</li> <li>11. ERP 9</li> <li>12. General Management</li> </ol>	<ol style="list-style-type: none"> <li>1. Low level of understanding of role &amp; responsibilities</li> <li>2. Lack of awareness about urban sector especially planning</li> </ol>	<ol style="list-style-type: none"> <li>1. Induction Programme or the refresher</li> <li>2. Exposure to Urban Planning Process</li> <li>3. Exposure to Financial Planning Management</li> <li>4. E – governance</li> <li>5. Exposure Visits</li> </ol>



	13.Tax Entry Software 14.Municipal Accounting Reforms		
<b>Skill Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	<b>Skill Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>
1. Low work output 2. Poor coordination 3. Stress	1. Computer Skills 2. Preparation of MIS 3. Leadership Skills 4. Team Work 5. Stress Management 6. Strategic Management 7. Decision Making	1. Very Slow disposal of cases 2. Low level of rapport with the government agencies/departments	1. Time Management 2. Computer Skills 3. Decision Making 4. Leadership 5. PR & Lobbying
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>
1.Procrastination	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting	1. Insensitivity to others' needs	1. Exposure to intra personal skills 2. Exposure to inter personal skills

### 5.13 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- ATI, Mussoorie
- ASCI, Hyderabad
- LBS Academy
- NIIT Dehradun
- IDFC



## CHAPTER - 6: UDAIPUR MUNICIPAL CORPORATION, RAJASTHAN

### 6.1 Introduction

Udaipur is also known as the city of lakes. The city is well connected from all the modes of transportation and is growing as a major tourist destination in India. In the history of Municipal Corporation, the first municipality of Udaipur was established in December 1922 and later in 1959, after independence, democratic representation in the municipality began. From 1973 to 1994 administrative arrangement was adopted and later in the same month board of elected representatives was constituted. Udaipur city has a population of around 5.0 lacs as on date.

On March 6, 2013 Udaipur Municipal council received the status of Municipal Corporation.

### 6.2 Organizational Mission

The city of Lakes that provides for its residents an environmentally friendly, economically vibrant ambiance, providing large amounts and a variety of opportunities along with a sustainable infrastructure that takes care of all of its citizens, giving equal importance to urban poor of the city.

### 6.3 Organizational Structure and Functional Set-up

The governing structure of Udaipur Municipal Corporation comprise political and the administrative wing. The political wing is headed by an elected body of councilors headed by the Mayor. The Commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

Powers have been vested in the following distinct statutory authorities of the Rajasthan Municipalities Act 2009:

- Corporation
- Standing Committee
- Administrative Wing

#### 6.3.1 Corporation: General Body

The corporation has 55 wards which are likely to increase because of the population growth; each ward being represented by a councilor, with 5 councilors nominated by the State Government bringing the total number of councilors to 60.

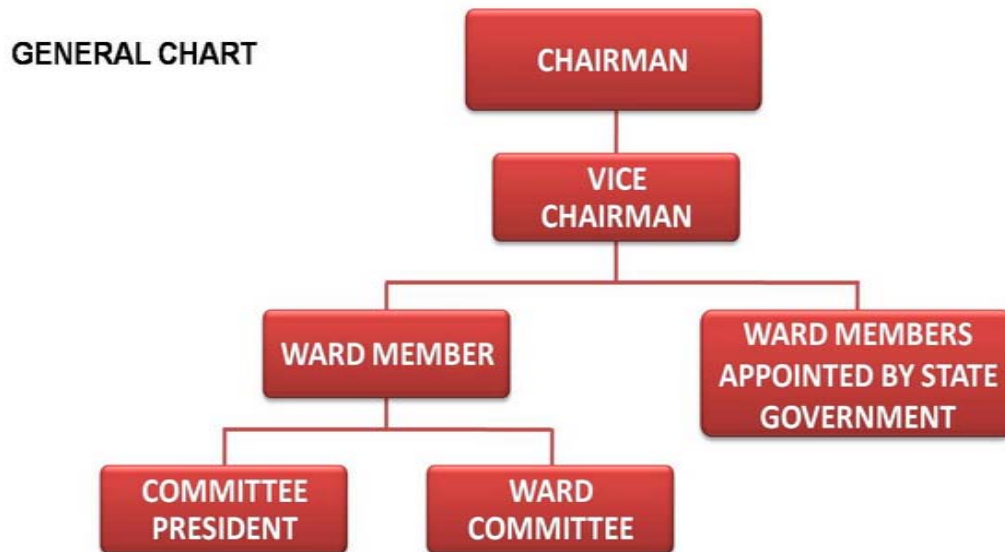
The Corporation consists of elected member from the state legislative assembly, three or ten percent appointed members with special knowledge of municipal affairs, elected councilors and leader of opposition and is headed by the mayor; currently Shrimati Rajni Dangi is holding that position effective 01. 04. 2013.

#### 6.3.2 Standing Committees

There are following seven committees constituted in the ULB, each responsible for a different function. As per the Rajasthan Municipalities Act of 2009, each standing committee shall consist of not more than ten councilors of the Corporation. Each standing Committee unanimously elects one of its members as the Chairman of the committee. There are 13 following samitis working in the corporation though, generally, there are 7 elected committees in other corporations. There is strong participation by these committees in the corporation affairs which could prove useful to the corporation but it impedes the working of the corporation because of their interference.



Figure1: General Organizational Profile of UMC



Source: Organizational Structure of Udaipur Municipal Corporation as per their website.

The overall structure of the ULB along with the Roles & Responsibilities, powers and duties are clearly enunciated in the Rajasthan Municipality Act of 2009 and adopted by the corporation.

- Executive Committee
- Finance Committee
- Health and Sanitation Committee
- Building Permissions and Works Committee
- Slum Improvement Committee
- Compounding and Compromising of Offense Committee
- Other Committees

Five (5) more following committees have been constituted for effective functioning:

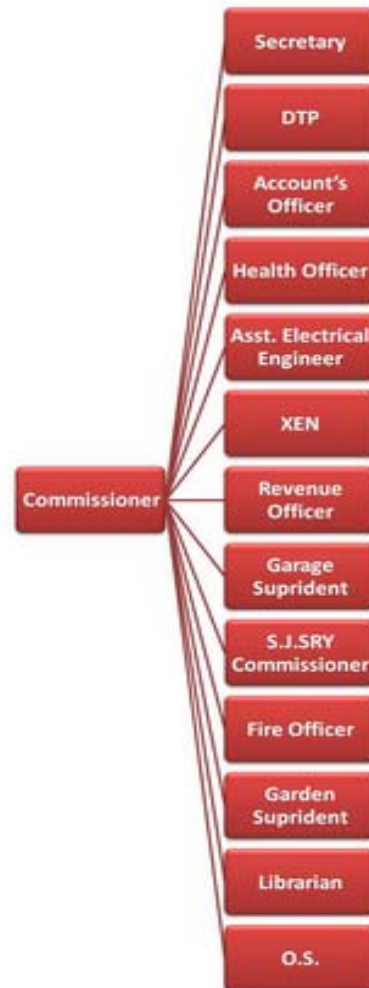
- Garage and Vehicle committee
- Arrangement of Light Committee
- Revenue Committee
- Cultural Heritage and Sports Committee
- Garden and Town Beautification Committee

### 6.3.3 Administrative Wing

The administrative wing is headed by the Municipal Commissioner Mr. Himmat Singh who is one month old in the organization, supported by various departments/ sections in the central office of the corporation. In order to provide quick response and effective delivery of services, decentralized administrative set up has been adopted by creating various zones in the city and by delegating adequate financial and decision making powers to the heads of the zonal administration.



Figure2: General Organizational Profile of UMC



Source: Organizational Structure of Udaipur Municipal Corporation as per their website.

#### 6.3.4 Broad Functions of the Municipal Corporation

The corporation has very comprehensive departments details of which are given below.

- Sewerage
- Drainage Works
- Traffic and Transportation
- Basic Services for Poor
- Solid Waste Management (SWM)
- Tourism and Urban Renewal
- Lakes Conservation
- Public Amenities
- Urban Governance
- Sanitation & Health

Urban Planning function is with the Urban Improvement Trust (UIT) and Water Supply function with the Public Health Engineering Division (PHED).



#### 6.3.4.1 Functional Analysis

The consultants, for the purpose of this study, wanted to do functional analysis of one department and selected the Sanitation Department.

The sanitation department is headed by the Health Officer Mr. Davinder Singh Saini. The department has 700 permanent and 900 contractual sweepers on roll, the highest number of employees in a department in the Nagar Nigam. All work of collection is carried manually as nothing is mechanized.

The responsibility of the health officer is restricted to sanitation only. The role involves collecting the waste and giving it to the disposal agency which creates a conflict of interest. About three years back a project study for generation of electricity was undertaken but the project could not take off because the solid waste generated is not enough to feed the plant.

#### 6.4 Staff Strength

As per the latest information available with the consultants the table -2 below describes the sanctioned manpower for the UMC:

**Table – 6.1: Break up of Employee Strength in UMC**

S. No	Particulars	Numbers
1	Sanctioned Posts	2189
2	Employees in Position	1280
	<b>Vacant Positions</b>	<b>909</b>

*Source: Udaipur Municipal Corporation, as per the budget year 2013 to 2014*

As is clear from the table -1 above there are a total of 2189 sanctioned positions in the Municipal Corporation but out of that about 58 percent of the positions are in position and 42 percent are lying vacant.

There is no vacancy in the Engineering Department; however, there are 8 vacancies in the Revenue department and Lights Division also has vacancies. However, the day to day maintenance activities have been contracted out which reduces the burden on the corporation.

#### 6.5 Target/Budget

The revenue stream comprises the following:

- house tax
- property tax
- urban improvement tax and grants from the State and
- the central Government

The corporation has surplus budget and is exploring new sources of raising revenue like the project for car parking.





The following table gives a snapshot glance of the budgetary figures for the current year:

**Table – 6.2 : Budget Statement of UMC for the year 2013-14 (in lakhs)**

S.No	Categories	Budgeted Oct, 2013-14	Actual Oct, 2013-14
<b>A</b>	<b>Receipts</b>		
1	Revenue Receipts	8652.65	3542.27
2	Capital Receipts	3976.06	1085.95
3	Other Receipts	0.00	364.62
	<i>Total</i>	<i>12628.71</i>	<i>4992.84</i>
4	Opening Balance	11619.25	11619.25
	<b>Total Receipts</b>	<b>24247.96</b>	<b>11612.09</b>
<b>B</b>	<b>Payments</b>		
5	Revenue Payments	8076.96	2255.60
6	Capital Payments	8991.90	1418.11
7	Other Payments	17068.86	3673.71
	Closing Balance	12938.38	12938.38
9	<b>Total</b>	<b>24247.96</b>	<b>16612.09</b>

Source: UMC

## 6.6 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of UMC:

- The Commissioner Mr. Himmat Singh
- The Mayor Shrimati Rajni Dangi
- Executive Engineer, Engineering Mr. Samart Singh Babel
- Executive Engineer, Engineering, Mr. Shishar Kant Varshaney,
- Health Officer Mr. Davinder Singh Saini
- Mrs Rajkumari Meenaria, elected representative

The consultants interacted with the appointed officials including the Municipal Commissioner individually and were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation. Most of the information collected by the consultants was from the Municipal Commissioner. Some of the important issues and observations that came up during the interactions are as follows:

- It was felt by the Commissioner that 74th Constitutional Amendment Act (CAA) is not successful because of the conflict interest.

Commissioner's Vision:

- For better planning all the underground cabling should be through a duct;
- Transportation to the old town should be stopped at a point and golfing carts used by the public to decongest the area;
- Maintaining 67 parks as a model of good practice.



- However, the commissioner felt that, as of now, he faced two obstacles: (i) political interference; and (ii) financial constraints

Meeting with Engineers:

The officials from the Engineering Department felt that the engineering department was used for different jobs which do not fall under its jurisdiction. Not only that. The style of Nagar Nigam functioning was ad hoc, and compounded by shortage of staff, the employees are diverted from one job to another regularly. Further, they felt that the Nagar Nigam lacked transparency and e - governance.

Meeting with the Staff:

The staff voiced their concern about the lack of role clarity and highlighted the following cases to establish the same:

- Eye surgeon performs heart surgery in case of an emergency;
- Accounts Officer is responsible for registration of marriages; also, he is responsible for the establishment function;
- Employees are overloaded with work;
- The contractual employees exploit the Nagar Nigam by threatening to resign if pressed for work;
- Staff are generally demoralized as their quality of work life balance is getting affected;

The consultants also met the elected representatives including the Mayor at a joint meeting and the essence of that meeting has been captured by the consultants as follows:

Vision:

She felt the desire to something new in town on the international level which could become a benchmark for other corporations. One other issues she brought about the following points with the consultants:

- She highlighted the conflict of interest between the MLAs representing the State and the councilors representing the local population;
- Further, she felt the need of greater cooperation amongst the Government Departments like Nagar Nigam, UIT, PWD, Police, etc. for improving urban planning. She went to the extent of suggesting realignment of these departments in order to reduce the duplication of work and make them effective;
- She took pride in that that roads falling under the jurisdiction of Nagar Nigam are repaired timely resulting in better road conditions compared with other agencies like UIT, etc;
- She lamented that the power of delegation to the Mayor was not enough with the result any big project has to be split into parts which not only is a time consuming process but also hampers project planning;
- She pointed out the lack of accountability in the State Government for Urban improvement;
- Roles assigned to the elected councilors are given on ad hoc basis and political basis without taking into consideration their skills & competencies; and
- Conflict of interest between the elected representatives and the appointed officials as support from the implementing agency (the administration) is not available every time

Her apprehensions, in view of what all has been pointed out above, that the 74th CAA may not succeed as there seems to be no accountability in the system.



Interaction with Other Representatives:

1. Mrs Rajkumari Meenaria, elected representative:  
She claims to her credit having negotiated a project with the State Government with an investment of INR 7 crores for improving drainage in her area (ward22). Her suggestion was that the policy makers and implementers of the Nagar Nigam should take quick decisions for improving the functioning of the Nagar Nigam. She felt the need for regular workshops for keeping the elected representatives updated on urban development.
2. The consultants had a joint meeting with the councilors of ward 2, 22, 24, 26, and 28 and observed as follows:
  - The councilors attitude was very diffident and arrogant to the extent that one councilor told them not to mention his name or ward in their study;
  - The councilors seem to be interested only in more financial powers and administrative powers so that they could execute more projects; and
  - The councilors did not seem to be concerned about the citizen councils.

The participant's feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 13 questionnaires from Udaipur Municipal Corporation including the senior officers and the clerical staff.

**Table – 6. 3: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Junior Engineer	Civil	1
2	Revenue Inspector	Revenue	1
3	Lower Division Clerk (Kanishta Lipik)	Revenue	1
4	Consultant RAY	Reform Cell	1
5	Local Division Clerk	General Store	1
6	Local Division Clerk	Building Branch	1
7	Assistant Nagar Planning	Building Branch	1
8	Accountant	Accounts	1
9	Local Division Clerk	Accounts	1
10	Local Division Clerk	Health Branch	1
11	Health Inspector	Health Section	2
12	Fireman	Fire & Safety	1
13	<b>Total</b>		<b>10</b>
<b>Officers: 5</b>			<b>Staff: 8</b>

Observations

The consultants observed a big communication gap during their visit to the ULB. The PA to the Commissioner expected a delegation of 30 -35 from JPS whereas we had intimated to the Corporation that we would like to administer questionnaire to 30 -35 employees of the Corporation. English appears to be a communication barrier. This observation is supported by the fact that nobody within the Nagar Nigam knew about the visit of the consultants and/or its



purpose even though communication regarding the same had been sent by the MOUD on 12.08.2013 and reinforced by the consultants.

The Mayor follows open door policy.

- The difference in the attitude of the elected representatives and the appointed officials was that whereas the elected representatives seemed to be on toes to leave the discussion table at the earliest but the appointed officials including the Municipal Commissioner was working in office even at 7 P.M. This speaks of lack of accountability on part of the elected representatives.
- Senior administrators appeared to be demoralized.
- Lack of initiatives because of lack of recognition and appreciation.
- Some officials, though competent, seem to be tom taming than doing actual work.

Which means there is no accountability established in the Nagar Nigam?

One senior official asked his PA to fill up the questionnaire on his behalf. That speaks volumes about the ownership issue in the Nagar Nigam.

**6.7 Analysis of the Data**

The data captured by the consultants through interactions with the appointed employees of UMC across the levels and with the elected representatives of UMC has been mainly analyzed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

**6.7.1 General Profile of the Employees**

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the majority population of the employees in all the categories is between 30 to 40 years. The distribution of the age profile proves that GMC is a young corporation.

The consultants have observed that, because no female has filled the questionnaire, UMC appears to be a male dominated organization.

Qualification wise analysis shows that 46 percent of the respondents are graduates and post graduates in various disciplines; 31 percent are diploma holders and 23 percent are under graduates in various subjects. The following table shows age wise, grade wise, and qualification wise distribution.

**Table –6. 4: Distribution of Employees Age wise, Grade wise and Qualification wise**

S.No	Categories	Numbers	Percentage
1	<b>Gender</b>		
	Female	0	0
	Male	13	100
2	<b>Age</b>		



	Below 30 Years	3	23
	30-40 Years	2	15
	40-50 Years	7	54
	Above 50 Years	1	8
<b>3</b>	<b>Educational Qualification</b>		
	Secondary & Senior Secondary	3	23
	Graduation	3	23
	Post Graduation	3	23
	Diploma	4	31
<b>4</b>	<b>Level/Grade</b>		
	II	2	15
	No Answer	11	85

#### 6.7.2 Job Related Information

About 62 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 38 percent are not facing any difficulties. Upon further analysis of this data the consultants found that 40 percent of this population faced job related problems majorly because of **lack of technical knowledge amongst the staff**, shortage of staff in the municipal corporation; and work pressure which impacts their performance, whereas, about 18 percent of the target group feels the lack of proper infrastructure and also lack of funds create hindrances while performing their current job responsibilities.

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 85 percent of the respondents feel motivated to perform their job responsibilities better while 15 percent lack a sense of motivation to perform their duties. Lack of in-house infrastructure facilities and shortage of staff are the common reasons for those who do not feel motivated, for others the interest and cooperation from other motivates them to perform better.

The consultants feel that, in spite of a lot of obstacles faced by the employees of UMC as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response by developing UMC so that the level of employee motivation goes up. Table –below describes the reasons for low motivation:

**Table -6. 5: Reasons for Low Motivation in UMC**

Position	Reason
Junior Engineer	Lack of support from other staff
	Lack of awareness about new technology



	No Support from Seniors
Revenue Inspector	Work overload
Health Officer	Political Pressure
Assistant Town Planner	Lack of updated technology

The consultants have also captured the reasons affecting the job performance of the employees in the table –below:

**Table – 6. 6: Reasons Affecting the Job Performance of the Employees of UMC**

Position	Reason
Junior Engineer	No proper resources
	Technically handicapped staff
	No cadre formation
RAY- Consultant	Computer Illiterate
Revenue Inspector	Shortage of Manpower
	Work Overload (Only one revenue inspector for 55 wards)
	Absence of Legal Officer in revenue section
LDC	Work Overload
	Shortage of staff
	No new recruitment

### 6.7.3 Training and Development

#### 6.7.3.1 Training Imparted to the Officials

About 50 percent of the respondents have received training and attended workshops to perform their job better but 45% of the respondents pointed out that they have not received any training till date to perform their job better.

About 50 percent of the respondents are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field of urban development has been adopted by UMC in terms of setting up of MIS Cell, promoting tools and techniques e- governance like birth and death registration, property tax etc. which will eventually make their jobs easier in the coming time.

The consultants have captured position – wise details of such trainings as below:

**Table – 6. 7: Details of Training Imparted to the Officials of UMC**

Position	Training	Location
Revenue Inspector	Local self Government Development course	Dept. of Local Bodies, Jaipur
LDC	Computer Training	
Fireman	Present Fire related Byelaws and Rules /regulation	
LDC	Current job related training	
	HCF Training	



However, the rest of 50 percent of the target group are of the view that there are certain issues like shortage of staff, and the lack of technical knowledge about the newly proposed reforms which will somehow affect their efficiency to perform their jobs in a better way. The table – 8 below captures some reasons given by the employees justifying their lack of preparedness.

**Table – 6. 8: Reasons given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Junior Engineer	No resources
	Shortage of staff
	Lack of Technical Knowledge among staff
Revenue Inspector	Shortage of Staff
Consultant -RAY	No Reason
Firemen	No Reason
Health Inspector	No Reason
Assistant Town Planner	No training imparted

#### 6.7.3.2 Relevance of Training Imparted

About 50 percent of the respondents felt that the training provided to them was of relevance. It was reported that most of the respondents were uncomfortable in receiving trainings in English language. Therefore, training program should be imparted in Hindi. This emphasizes the need for conducting trainings and to prepare reading materials in the local language.

#### 6.7.3.3 The Need for Training Felt

##### Appointed Officials

During the interactions with the appointed officers of UMC the officials pointed out that no training ever was given to Junior Engineers (JEs) even though training institutes are available. They felt that the technological tools like What are not being used within the corporation for dissemination of information quickly; awareness on urban development requirements through Workshops by a specialist should be a regular feature of training, they emphasized. Similarly, exposure visits to other ULBs in order to get hands on experience as to how they handle and dispose off solid waste, should be encouraged.

In order to face the future challenges and to cater to the urban reforms, 80% of respondents felt the requirement of training in the field of technical know how and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -9 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.



**Table –6. 9 : Designation wise Training Requirements**

Rank	Name of the Training
Assistant Town Planner	Present Norms/Rules and Regulation for land use zoning etc
Revenue Inspector	Personality development
	RTI
LDC	About Internet/Multimedia
	Computer related training
Consultant – RAY	Implementation of Programmes
	IT Development
Junior Engineer	Technological Development

#### Elected Officials

The mayor was unequivocal about the need for training for the elected representatives. She felt the following training needs for the elected representatives:

- The mayor felt that since she was from a political party not in power in Rajasthan public relations (PR) training was required by her;
- Comprehensive Induction programme for the elected representatives before assigning any responsibilities to them is necessary; and
- Change in working processes and procedures for improving the working of the nigram was equally essential.

#### *6.7.3.4 Duration of the training Programmes*

Regarding the duration of training programmes, more than 50 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 50 percent respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### *6.7.4 Awareness about JnNURM*

The officials have awareness about the RAY cell as they have information about some developmental work is going on. There appears to be proper coordination and cooperation with the officials of this cell. Some of the initiatives taken by UMC are as follows





#### 6.7.5 Good Practices

The corporation is aware of the good practices in the urban sector and the Mayor and the erstwhile Commissioner visited France in this connection for observing the measures taken there for heritage protection. About 20 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but they are not aware in which sector these best practices can be categorized. Lake preservation has been taken up with the National Lake Conservation Project (NLCP)

Some of the ULBs identified by the respondents are as follows:

- Municipal Corporation of Delhi
- Jaipur Municipal Corporation

#### 6.7.6 The Overall Conclusion

- Public participation in supporting the corporation visible. Example is that the parks in Udaipur are generally adopted by businessmen, voluntarily, which reduces the financial burden of the corporation especially when they have shortage of gardeners.
- Solid waste is dumped in an open area and it may turn out to be a health hazard. No initiative has been taken to improve the functioning of the Health Department.
- Accounts Officer responsible for the establishment function, has to interview the candidates for selecting 100 sweepers single handed within a time bound period which, the consultants feel, is not the right procedure for selection of the employees as it may lead to malpractices and by pass the established selection process which envisages selection through an interviewing panel.
- The general feeling is that the employees from top to bottom seem to be demoralized as they feel that nobody in the organization is listening. This is a serious issue and needs a strategic intervention, feel the consultants.
- Tools given to the employees for their work are of bad quality; recent example being that of the tablets distributed to employees for census work which crashed and the employees had to record the data manually, resulting into work overload.

#### 6.8 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:

- Shortage of staff
- Work Overload
- Lack of technical knowledge among staff
- The corporation does not have the capacity to plan and develop projects on its own.

#### 6.9 Current Challenges faced by the ULB

The biggest challenge faced by the corporation is its age. As the corporation is 3.5 years young organization it has not matured enough to handle the urban related issues. Learning is still taking place and till it comes full circle, the challenges will always be current.

#### 6.10 Initiatives taken by UMC Under 74<sup>th</sup> CAA:

In order to comply with the requirements of 74<sup>th</sup> CAA for urban reforms, Udaipur Municipal Corporation has taken the following initiatives:

- Project on double entry system initiated.
- Computerization in the organization initiated.
- On E - governance nothing major has been done;



- Work on e - tendering has just been initiated in 2013.
- Similarly, property tax initiative also has been just started.
- Memorandum of Understanding for STP has been signed with the Hindustan Zinc Corporation.

### 6.11 SWOT Analysis of UMC

With the help of the primary and the secondary data generated during this study the consultants attempted to do SWOT analysis for this ULB which is detailed out in the table – 10 below:

**Table – 6. 10: SWOT Analysis of UMC**

Strengths	Weaknesses	Opportunities	Threats
1. Open Culture 2. Willingness to discuss & Learn 3. Collective Experience 4. Financial Self Reliance to some extent	1. Under utilization of human resource 2. Systems not in place 3. Monitoring & Evaluation Process Absent 4. Ownership Missing 5. Low level of technology 6. Conflict of interest between officers and councillors 7. Round pegs in square holes 8. Ad hocism 9. No investment in capacity building 10. Nepotism 11. Political Interference 12. Lack of proper tools	1. New initiatives for improving systems 2. Ease of operation 3. Adopting e – governance; financial planning, urban planning, and improving service delivery	1. New initiatives may die 2. Inefficiency may creep in 3. Public wrath 4. Overall the ULB may weaken

### 6.12 Identifying Unique Position from UMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Health Officer from UMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 11 below:



**Table –6. 11: JOB DESCRIPTION - 6**

<b>Job Title:</b>	Health Officer	<b>Department:</b>	Sanitation
<b>Work Location:</b>	Udaipur Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To oversee health department through planning, organizing, preparing budget, financial management, and supervising employees			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ Approval of the technical &amp; financial note file in the stipulated time</li> <li>➤ Inviting tender in the stipulated time</li> <li>➤ Evaluation of the tender in the stipulated time</li> <li>➤ Issue work order in the stipulated time</li> <li>➤ Overall monitoring of field work as per the standards</li> <li>➤ Monitoring number of complaints resolved against received</li> <li>➤ % of error identified in the field done by staff</li> </ul>			
<b>Roles and Responsibilities:</b>			
<b>1) Control and Supervision over Health Department</b>			
<ul style="list-style-type: none"> <li>• To ensure proper cleaning of roads, drains, and collection of garbage of all wards is done by health staff regularly</li> <li>• Monitor collection and disposal of garbage within municipal territory</li> <li>• To conduct ward visits to inspect the cleaning and sanitation work</li> <li>• To monitor the work of Chief Sanitary Inspectors and Sanitary Inspectors in zones</li> <li>• Control over municipal dispensaries, slaughter houses</li> <li>• Ensure proper disposal of dead animals</li> </ul>			
<b>2) Tender Invitation &amp; Management</b>			
<ul style="list-style-type: none"> <li>• To facilitate public private partnership in support of health project</li> <li>• To assist in bidding process</li> <li>• To obtain necessary administrative &amp; technical sanction for tenders</li> <li>• To negotiate with prospective contractors/suppliers</li> <li>• To ensure contract management &amp; other financial aspect of the project</li> </ul>			
<b>3) Planning and Organizing Health Activities</b>			
<ul style="list-style-type: none"> <li>• Develop and implements plans for various health activities</li> <li>• Preparation of department budget</li> <li>• Take necessary action and directs health staff on various issues relating to site selection, field sanitation, disease threats..etc</li> <li>• Ensure proper execution of various public health programs</li> </ul>			
<b>4) Address Citizen Complaints</b>			
<ul style="list-style-type: none"> <li>• Respond to complaints or liaise with the general public, on matters relating to health department.</li> <li>• Resolve complaints, disputes, problems as appropriate.</li> </ul>			
<b>5. Administrative Responsibilities</b>			



<ul style="list-style-type: none"> <li>• Reply to official letters, state assembly questions</li> <li>• Ensure staff attendances , discipline &amp; control</li> <li>• Attend meetings at the state level on behalf of the commissioner, collectorate meetings, &amp; at the commissioner Office</li> <li>• Prepare necessary department reports</li> </ul>
<b>6. Registration and Issue of Certificates</b>
Issue marriage certificates, birth and death certificates and shop licenses to various applicants
<b>7. Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• Any other work incidental to the course of delivery of job responsibility</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function.</li> </ul>

Interaction within UMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	Accounts	Accounts Officer	For various forms of payments
2.	Street Lighting	EE	For office light repairs
3.	PWD	EE	For drainage construction
4.	Encroachment	Superintendent	For removal of illegal drains
Interaction Outside UMC			
Sl. No	Organization	Level of person	Purpose of interaction
1.	Contractors/Vendors	All	For various health contracts
2.	Citizens	All	For health department related issues
3.	Collectorate	Commissioner	For health department Meetings

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Office Vehicle</li> <li>• Mobile</li> <li>• Computer</li> <li>• Printer</li> <li>• Stationery</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Leadership Skills</li> <li>• Thorough knowledge of the principles and practices of modern medicine and public health</li> <li>• Analytical Skills</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Dustbin Free city
<b>Recommended Qualifications</b>	MBBS from a recognized institution or Engineering Degree and special qualifications in Environmental Engineering.



**Table – 6.12 : Assessment of Competencies for Health Officer**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Leadership Skills</li> <li>• Thorough knowledge of the principles and practices of modern medicine and public health</li> <li>• Analytical Skills</li> </ul>	<ol style="list-style-type: none"> <li>1. Commitment to work</li> <li>2. Supervisory Skills</li> </ol>	<ol style="list-style-type: none"> <li>1. Low level of understanding of English language</li> <li>2. Low level of awareness about health management issues</li> <li>3. Low level of service delivery</li> </ol>

### 6.13 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution a implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Environmental Engineering
- Solid waste management in tourist season when the garbage generation goes up.

### 6.14 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 12 below in the appointed employees and the elected representatives of UMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, UMC can claim to be a vibrant organization:

**Table – 6. 13: Table Showing Competency Gaps in Employees & the Elected Representatives of UMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
<ol style="list-style-type: none"> <li>1. Low level of Educational Background</li> <li>2. Low level of Functional Knowledge</li> <li>3. Lack of role clarity</li> </ol>	<ol style="list-style-type: none"> <li>1. Exposure to Urban Planning Process</li> <li>2. Exposure to Financial Planning &amp; Management</li> <li>3. Solid Waste Management</li> <li>4. E – governance</li> <li>5. Preparation of DPR</li> <li>6. Exposure Visits</li> <li>7. RTI</li> </ol>	<ol style="list-style-type: none"> <li>1. Low level of understanding of role &amp; responsibilities</li> <li>2. Lack of awareness about urban sector development</li> </ol>	<ol style="list-style-type: none"> <li>1. Induction Programme and/or the refresher</li> <li>2. Exposure to Urban Planning Process</li> <li>3. Exposure to Cost of Capital</li> <li>4. E – governance</li> <li>5. Exposure Visits</li> </ol>



Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps
1. Low work output 2. Poor coordination 3. Stress 4. Communication Gap	1. Computer Skills including multimedia 2. Preparation of MIS 3. Leadership Skills 4. Team Work 5. Stress Management 6. Decision Making 7. Change Management 8. Communication	1. Very Slow disposal of cases 2. Low level of rapport with the government agencies/departments	1. Time Management 2. Computer Skills 3. Decision Making 4. Leadership 5. PR & Lobbying
Attitude Gaps	Training Programmes Recommended to Narrow the Gaps	Attitude Gaps	Training Programmes Recommended to Narrow the Gaps
1. Procrastination 2. Lack of initiative & ownership	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting	1. Insensitivity to others' needs 2. I don't care attitude	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Behavioural Sensitivity Programme

### 6.15 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- OTI, Udaipur
- Jaipur Municipal Corporation
- HIPA, Gurgaon

### 6.16 Suggestions for the ULB:

- As approval of DPR takes a very long time a process of making it interactive through the web should be initiated to reduce the process time.
- For sharing the best practices within the ULBs a portal should be created which can be accessed by everyone.
- Training should be organized at the work place in order to reduce the time and cost of learning.
- MBs should be uploaded on the portal for bringing in transparency.
- Acknowledgement and recognition of good work should be introduced.
- In order to bring the functioning of the Nagar Nigam on rails, the senior positions should be filled up from the IAS cadre and the State Cadre.



## CHAPTER - 7: BHARUCH MUNICIPAL CORPORATION, GUJARAT

### 7.1 Introduction

Bharuch, also known as Broach, is situated in Gujarat on the bank of the holy river Narmada. Bharuch is the oldest city of Gujarat. Bharuch has a known history of about 8000 years. Bharuch was a port city and known to many European and Middle East countries. Bharuch is the administrative headquarters of the District. Total area of the ULB is 17.67 sq km with a population of 1.67 Lakhs (2011).

### 7.2 Organizational Structure and Functional Set-up

The governing structure of Bharuch Municipal Council (BMC) consists of both political and administrative wings. The Commissioner heads the administrative wing and the political wing is headed by the Mayor

Powers have been vested in the following distinct statutory authorities of under section 4 of the BPMC Act 1949:

- Corporation
- Standing Committee
- Commissioner

#### 7.2.1 Corporation: General Body

The corporation has 14 wards each ward being represented by a councillor.

#### 7.2.2 Standing Committees

The Standing Committee consists of twelve councillors. The Council at its first meeting after general elections appoints twelve persons out of its own body to be members of the Standing Committee under section 20 of this act.

#### 7.2.3 Administrative Wing

The administrative wing is headed by the Director at the State level who is the sanctioning authority for recruitment. The Municipal Council is headed by the Chief Officer who is holding an additional charge as the District Municipal Officer reporting to various functionaries at the State level.

#### 7.2.4 Broad Functions of the Municipal Corporation

The corporation has very comprehensive departments details of which are given below.

- Water Supply
- House Tax
- City Engineering department
- Accounts
- Establishment
- Shop Registration
- Death, births & Marriage
- Lights Department
- Sanitation

Planning function is with Bharuch Urban development Authority (BUDA). However, inputs for planning are taken from BMC.

##### 7.2.4.1 Functional Analysis



The consultants, for the purpose of this study, wanted to do functional analysis of one department and selected the Accounts Department.

The accounts department is headed by the Municipal Accountant Mr. Manish Darzi who is supported by 4 staff members . The role of this department broadly is as follows:

- Maintenance of Ledger
- Deposits of cheques/cash
- Budgets
- Monitoring on quarterly basis with the help of MIS

#### 7.4 Staff Strength

Sanctioned strength of BMC is 643. Outsourcing of the function or a specific job is allowed, so there is no obstacle in recruiting the person for the job.

As per the latest information available with the consultants the table -1 below describes the sanctioned manpower for the BMC:

**Table – 7.1: Break up of Employee Strength in BMC**

S. No	Particulars	Numbers
1	Sanctioned Posts	643
2	Employees in Position	262
	<b>Vacant Positions</b>	<b>381</b>

Source: Bharuch Municipal Council, September 2013

#### 7.4 Target/Budget

The revenue stream comprises the following:

Taxes from:

- Property
- water
- Vehicles (not through dealer but directly from the owner)
- Cleaning
- Street Lights
- Professional Tax
- Shops Registration

Other Income comes from:

- Construction Tax
- Rental Income
- Market Tax for Exhibitions, melas, etc
- Ambulance Service
- Water Supply through tanker
- Grants

Budget for the FY 2013-14 is INR 48 crores of which INR 32.5 crores will be generated internally through the taxes and INR 15.5 crores will come through grants.





## 7.5 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of BMC:

- Chief Officer Mr. Sanjay Saini
- Municipal Accounts Officer, Mr. Manish Darzi
- Clerk I/C House Tax Department, Mr. Ramesh Bhai Parmar

The consultants interacted with the appointed officials including the Chief Officer separately who were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.

Most of the information collected by the consultants was from the Chief Officer and the Municipal Accountant. Some of the important issues and observations that came up during the interactions are as follows:

Chief Officer:

- He voiced the concern about shortage of manpower.
- His assessment of the manpower in place was like square pegs in round holes, lacking the basis competencies and skills.
- PPP model for solid waste management negotiated for which land has been identified but not allotted as yet.
- No major role played by the elected representatives. His feeling was that they create obstacles.
- There is political interference because of religious divide.

Meeting with the Staff:

The meeting, in the absence of any other senior officer, with the Clerk I/C Mr. Ramesh Bhai Parmar who shared the following information with the consultants:

- There are 55000 properties under the BMC.
- The department has 14 clerks each clerk responsible for revenue collection for 1 ward.
- Assessment of house tax is done after every 4 years.
- One hundred computerized bills are generated on the basis of date of birth (DOB) of the building every day in order to avoid the rush at the last minute.

Meeting with the Elected Representatives

In view of the flood situation no elected representative was available in office. When the consultants requested the CO to try organize a meeting with a few elected representatives to get their views on the training needs, the CO felt that by calling a few elected representatives and not all of them, would cause administrative problems for him in view of the reservation policy of SC/ST, etc. which could be construed as discrimination against them.

The participants feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 18 questionnaires from Bharuch Municipal Council including the senior officers and the clerical staff.

**Table – 2: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Clerk	Account	1
2	Sr. Establishment Clerk	Establishment	1
3	Clerk	House Tax	2
4	Accountant	Account	1
5	Shop Inspector		1
6	Building Inspector	City Engineer	1
7	Chief Sanitary Inspector	Sanitation Dept.	1
8	Assistant Municipal Engineer.	P.W.D.	2
9	Mechanical Engineer	Water Works	2
10	Electrical Engineer	Water Works	1
11	Superintendent	-	1
12	Sub-Registrar	Birth & Death	1
13	I/C/ F.S.	-	1
14	I/C Auditors	Auditors/Secretary	1
15	Malaria Inspector	Malaria Dept.	1
16	<b>Total</b>		<b>10</b>
			<b>18</b>

**Officers: 13      Staff: 5**

## 7.6 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of BMC across the levels and with the elected representatives of BMC has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 7.6.1 General Profile of the Employees

Table below shows grade wise, qualification wise and age profile of the respondents. The highlight of the analysis is that the majority population of the employees (61%0 is in the age group of 40 years and above. The distribution of the age profile proves that GMC is a getting older and needs infusion of young blood.



The consultants have observed that, because no female has filled in the questionnaire, BMC appears to be a male dominated organization.

Qualification wise analysis shows that 72 percent of the respondents are graduates and post graduates in various disciplines; 11 percent are diploma holders and 11 percent are under graduates. The following table shows age wise, grade wise, and qualification wise distribution.

**Table – 7. 3: Distribution of Human Resource Profile of BMC**

S.No	Categories	Numbers	Percentage
<b>Gender</b>			
	Female	0	0
	Male	18	100
<b>Age</b>			
	Below 30 Years	6	33
	30-40 Years	1	6
	40-50 Years	7	39
	Above 50 Years	4	22
<b>Educational Qualification</b>			
	Senior Secondary	2	11
	Graduation	9	50
	Post Graduation	4	22
	Diploma	2	11
<b>Level/Grade</b>			
	I		
	II	4	22
	III	11	61
	No Answer	3	17

Source: Questionnaires filled up by the appointed Officials at Bharuch

#### 7.6.2 Job Related Information

About 78 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 22 percent are not facing any difficulties. Upon further analysis of this data the consultants found that 45 percent of this population faced job related problems majorly because of shortage of staff, **lack** of proper infrastructural facilities and **lack of technical knowledge** in the municipal council. In addition, issues like **stress**



**dealing with public, lack of cooperation among staff** and political interference are the other factors affecting the current job responsibilities.

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 94 percent of the respondents feel motivated to perform their job responsibilities better while 6 percent lack a sense of motivation to perform their duties.

The consultants feel that, in spite of a lot of obstacles faced by the employees of BMC as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response by developing BMC so that the level of employee motivation goes up further and it can become a model ULB in terms of the highest motivation level of the employees.

The consultants have also captured the reasons affecting the job performance of the employees in the table – 4 below:

**Table –7.4: Reasons Affecting the Job Performance of the Employees of BMC**

Position	Reason
I/C Auditor	Political Pressure
	Interference in Work
I/C Fire Services	Old Equipments
	Lack of Trained Staff
	Need of Newly Technology equipment
Sub Registrar (Birth – Death)	Shortage of Staff
Electrical Engineer	Shortage of Materials
	Long Documentation and Procedure Time
Asst. Mechanical Engineer	Less technical equipment
	Political Pressure
	Shortage of Staff
Mechanical Engineer	Excess Work Load
	Recruitment of Foreman is the need of Hour
Municipal Engineer	Work Load
	Shortage of Staff increases burden and affects Personal Life
	Lack of Technical Staff
Asst. Municipal Engineer	Shortage of Staff
	Lack of Technical Staff
Chief Sanitary Inspector	Well Trained Staff is required
Building Inspector	Political interferences
	Shortage of Staff
Clerk	Increasing PPP in Infrastructure Project
Sr. Establishment Clerk	Shortage of Staff

### 7.6.3 Training and Development

#### 7.6.3.1 Training Imparted to the Officials



Only 28 percent of the respondents have received training and attended workshops to perform their job better but a large chunk of population 72% of the respondents pointed out that they have not received any training till date to perform their job better.

Out of that about 56 percent of the respondents are of the view that they are equipped to handle future job responsibilities as e – governance has been initiated in the council which, they feel, eventually will make their jobs easier in the coming time.

The consultants have captured position – wise details of such trainings as below:

**Table –7. 5: Details of Training Imparted to the Officials of BMC**

Position	Training	Location
Shop Inspector	Advanced Training	Every year- One Week Program
Accountant/Chief Accounts Officer	Accounting Reforms	SPIPA, Ahmadabad
Clerk (House Tax)	PPP in Urban Infrastructure Services	ASCI Hyderabad
Clerk (Accounts)	Accounts	

However, the rest of 78 percent of the target group are of the view that there are certain issues like shortage of staff, and lack of technical knowledge about the newly proposed reforms which will somehow affect their efficiency to perform their jobs in a better way. The table – 6 below captures some reasons given by the employees justifying their lack of preparedness.

**Table – 7.6: Reasons Given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Mechanical Engineer	Support from Councilors required
	Shortage of manpower
Shop Inspector	Training should be imparted
Municipal Engineer	Need More technical Staff
Asst. Municipal Engineer	Need training
	Need Modern Equipment
Electrical Engineer	Training should be imparted
I/C Auditor	Insufficient Staff

#### 7.6.3.2 Relevance of Training Imparted

Most of the respondents felt that the training provided to them was not of relevance. It was reported that most of the respondents were uncomfortable in receiving trainings in English language. Therefore, training program should be imparted in Gujarati. This emphasizes the need for conducting trainings and to prepare reading materials in the local language.

#### 7.6.3.3 The Need for Training Felt



### Appointed Officials

The Chief Officer expressed strong desire for training and suggested the following training interventions:

- **HODs to be developed in their roles & responsibilities.**

Training of the regular employees in the following areas:

- **Computer skills**
- **GPS System**
- **Monitoring**
- **MIS**
- **Contract Management**
- **e - tendering**
- **Leadership**

The municipal accountant has been trained at the Sardar Patel Institute of Public Administration (SPIPA), Ahmedabad, on accounts related areas. However, he felt the need for advanced training on accounting. Also, he was of the opinion that the staff in the Accounts Department also should be trained.

In order to face the future challenges and to cater to the urban reforms, 83% of respondents felt the requirement of training in the field of technical know how and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -7 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 7.7 : Designation wise Training Requirements**

<b>Rank</b>	<b>Name of the Training</b>
I/C Auditor	Administration and Management
I/C Fire Services	Disaster Management
Accountant/Chief Accounts Officer	Advanced Training
Building Inspector	Civil Engineering
	Software like AUTOCAD
Chief Sanitary Inspector	Latest Technology
Mechanical Engineer	Communication Skill Development
Asst. Mechanical Engineer	Training for Junior level staff
Electrical Engineer	Latest improvement
	Computer Education
	Panel Designing
Asst. Municipal Engineer	Structural Knowledge
Municipal Engineer	Construction Management
	Structural Knowledge

#### 7.6.3.4 Duration of the training Programmes



Regarding the duration of training programmes, more than 70 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 20 percent respondents felt 3 to 5 days will be enough for the duration of training program; and 10 percent of the respondents wanted the duration of training to be of 15 days. However, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### 7.6.4 Awareness about JnNURM

During their interactions with the officials regarding JnNRUM the consultants got a feeling that there was very little awareness about the JnNURM.

The RAY cell, consultants were informed, is under development. Some work in this area has been undertaken by identifying 5500 households living in the slums and sanctioning pilot project for allotting houses to 550 (10%) urban poor households.

#### 7.6.5 Good Practices

The corporation is aware of the good practices in the urban sector and the Mayor and the erstwhile Commissioner visited France in this connection for observing the measures taken there for heritage protection. About 10 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but rest of the population is either not aware or did not respond to this question. Those who know about good practices have cited the following ULBs with good practices:

- Ahmedabad Municipal Corporation
- Surat Municipal corporation

#### 7.6.6 The Overall Conclusion

Accounting system is still on single entry system. Double entry system has been initiated and both the systems are running in parallel. However, it was difficult to digest for the consultants that, in spite of very heavy technological claimed investment and upgradation of systems, the accounting system is still based on single entry system.

- Internal audit department is in place which we have not observed in any other ULB
- No initiative has been taken so far by BMC for creating citizens' council
- Municipal cadre established around three years back and the Chief Officer, Municipal Accountant, and Municipal Engineer have been deputed from the municipal cadre to BMC.
- However, there is an urgent requirement of including the other important functions in the municipal cadre in order to reduce the influence of the elected members.
- Bharuch as a whole is having laid back attitude including the BMC.
- However, in spite of all what has been mentioned above, BMC has to its credit the following achievements:
- It has earned the distinction of having been chosen in the second rank amongst 159 ULBs in the country
- It has been given the first rank amongst 'A' class ULBs

### 7.7 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:



- No core competencies in the organization. This is compounded because some manpower has been hired on daily basis.
- No second tier of management developed so far. Therefore, competence goes away with the person in case of his/her transfer or retirement.

#### **7.8 Current Challenges faced by the ULB**

The biggest challenge faced by the corporation is its age. As the corporation is 3.5 years young organization it has not matured enough to handle the urban related issues. Learning is still taking place and till it comes full circle, the challenges will always be current.

#### **7.9 Initiatives taken by UMC under 74<sup>th</sup> CAA:**

In order to comply with the requirements of 74<sup>th</sup> CAA for urban reforms, BMC has taken a lot of initiative on improving the functioning in the organization to the extent that GPS has been introduced which helps the C.O and other officials to track the progress of the projects and also the movement of its officials and staff when involved with the work in the field.

Other initiatives taken by the Bharuch Municipal Corporation are as follows:

- Water Supply DPR for INR 16.5 crores has been sanctioned;
- Additional DPR for INR 25.0 crores has been sanctioned for the replacement of 70 year old pipe line which will soon be implemented through a project management agency.
- An internal committee which has as its members elected representatives has been formed to monitor the project in order to save cost;
- Improvement in drainage

E - governance Initiatives include the following:

- Property Tax online
- Registration of births, death and marriages online
- Public grievances online
- Shops & Establishment initiatives online
- Online payment gateway is on the way.

In total 24 initiatives have been taken.

Additional initiatives taken after February 2013 are as follows:

- Sewerage/drainage project involving INR 130 crores.
- Storm Water Drainage project has been approved and the process for appointing a consultant is on.

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them Proforma listing the details of those reforms to record the initiatives taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management





- Service Delivery

The details captured by the consultants are reproduced below in four tables covering the framework of such reforms:

**Table – 7.8 : Training Needs As per key Focus Areas of 74 CAA Framework for Finance and Financial Management**

Position	Key Areas	Current Status/	Need Of Training	Remarks
Chief Accounts Officer	Budgeting and Planning	Budgets are prepared as per the norms Planning made for quarterly and yearly	<b>Yes training is required of budget preparation and how to follow a budget plan</b>	Increase the capacity of the officers and staff
	Expenditure Management	Quarterly reports are generated	<b>Training is required</b>	Improves management of the Staff
	Procurement Planning and Execution	E-Tendering Method is adopted	<b>Training is required</b>	
	Revenue Mobilization	E- Governance	<b>Training required</b>	Improves the revenue mobilization of the ULB
	Asset/liability Management	Maintained Yearly	<b>Training is required</b>	
	Accrual Accounting	Manually Single Entry account is maintained Govt. of Gujarat arranged for CA for conversion into Double entry accounting system	-	
	FM information Systems, Procurement	Online system is maintained and anybody can pay its taxes online	<b>Yes</b>	Project Execution
	Capacity Enhancement of Municipal Accountants	On way to prepare website upload accounts detail on it.	<b>Yes</b>	
	Monitoring, review and quality control procedures	All register are audited by internal auditor Accounts monitored by standing committee	<b>Yes</b>	



**Table –7. 9 : Training Needs As per key Focus Areas of 74 CAA Framework for Service Delivery**

Position	Key Areas	Current Status	Need Of Training	Remarks
Municipal Engineer	Service Delivery, tariff and subsidy design	Water rate Management system is in place	<b>Training is Required</b>	Increases income and efficiency
	Financial Framework	Water charges are collected from the residents	<b>Training for budget analysis</b>	Recovery of Budget Losses
	Service Delivery for Poor	ULB are providing hand pumps and Stand post in slum areas		
	Strengthening projects planning, implementation, performance planning and benchmarking and monitoring	PMC and TPI are now together in managing the water supply project consultant and a third party is inspects regularly monitoring the project	<b>Training in Surveying, Mapping and executing project from beginning to completion</b>	Monitoring of PMC and TPI would become easy
	Training and professionalization of services	24 hrs service delivery in terms of checking of leakages, pies etc is catered by Nagarpalika	<b>Training on identifying leakages with the help of Computer of satellite system</b>	Job becomes easier
	Efficient management of Social Impacts	-		

**7.10 Identifying Unique Position from BMC & Assessing the Training Needs for this Position**

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Electrical Engineer from BMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 10 below:

**Table – 7.10: JOB DESCRIPTION – 7**

<b>Job Title:</b>	Mechanical Engineer	<b>Department:</b>	Water Works
<b>Work Location:</b>	Bharuch Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To plan & monitor water works			
<b>Key Result Areas (KRAs):</b>			
➤ Approval of the technical & financial note file in the stipulated time			



<ul style="list-style-type: none"> <li>➤ Inviting tender in the stipulated time</li> <li>➤ Evaluation of the tender in the stipulated time</li> <li>➤ Issue work order in the stipulated time</li> <li>➤ Overall monitoring of field work as per the standards</li> <li>➤ Monitoring number of complaints resolved against received</li> </ul>
% of error identified in the field done by staff
<b>Roles and Responsibilities:</b>
<b>1) Site Supervision</b>
<ul style="list-style-type: none"> <li>• To check Operation &amp; maintenance of head works, pump houses, storage reservoirs, filtration plants ,tube wells &amp; hand pumps done by Sub-Engineer &amp; pump operators.</li> </ul>
<b>2) Monitor Meter reading work</b>
<ul style="list-style-type: none"> <li>• To ensure that pump operators perform their meter reading work</li> </ul>
<b>3) Analysis of water samples</b>
<ul style="list-style-type: none"> <li>• To direct chemist to check water quality</li> <li>• To take corrective action</li> <li>• To suggest chemical demand for water checked</li> </ul>
<b>4) Regularization of illegal water connections</b>
<ul style="list-style-type: none"> <li>• To take action on illegal water tap connection on the basis of the information received from Sub-Engineer or citizen.</li> </ul>
<b>5. Advise Municipality in short listing the potential range of suppliers/contractors</b>
<ul style="list-style-type: none"> <li>• To advise Municipality on the selection criteria to be used in evaluating suppliers' responses</li> <li>• To record all responses from interested suppliers both at the expression of interest,</li> <li>• To ensure pre-qualification and bidding stages</li> <li>• To complete an initial screening and short-listing of suppliers/contractors</li> </ul>
<b>6. Ensuring timely completion of contract work through monitoring and control</b>
<ul style="list-style-type: none"> <li>• To verify tender documents prepared by sub-engineer</li> <li>• To verify cost of work plan</li> <li>• To ensure timely implementation of water work contracts through effective monitoring &amp; evaluation</li> <li>• To take corrective steps for addressing delays in project implementation through supervision &amp; control</li> <li>• To prepare plan &amp; appropriate program me for implementation of water work in line with the approved sanction amount</li> </ul>
<b>7. Administrative Responsibilities</b>
<ul style="list-style-type: none"> <li>• To check Log-Book maintained by pump operators &amp; measurement book maintained by Sub-Engineer</li> <li>• To attend department meetings</li> <li>• To maintain daily dairy</li> </ul>
<b>8. Other work related Responsibilities</b>
<ul style="list-style-type: none"> <li>• To work according to the instructions received from Executive Engineer</li> </ul>



- To carry out functions suggested by the commissioner within the purview of BMC

Interaction within BMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	General Administration & Establishment	Departmental Clerk	For salary payments
2.	Accounts	Accounts Officer	For various department payments
3.	Street Lighting	EE	For office light repairs
4.	PWD	EE	For office repair & construction
Interaction Outside BMC			
Sl. No	Organization	Level of person	Purpose of interaction
1.	Contractors/Vendors	All	For contracts
2.	Citizens	All	For water related issues

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Office Vehicle</li> <li>• Power Analysis</li> <li>• Ultra sonic water flow</li> <li>• Meter</li> <li>• Tongs</li> <li>• Tester</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Engineering drawing and Drafting skill</li> <li>• Communication skills</li> <li>• Team working skills</li> <li>• Presence of mind</li> <li>• Decision making ability</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Independent work place
<b>Recommended Qualifications</b>	Mechanical/Electrical Degree from recognized University and Master Degree in Public Health & Engineering

**Table – 7.11 : Assessment of Competencies for Mechanical Engineer – Water Works**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Engineering drawing and Drafting skill</li> <li>• Communication skills</li> <li>• Team working skills</li> <li>• Presence of mind</li> <li>• Decision making ability</li> </ul>	<ol style="list-style-type: none"> <li>1. Strong attitudes</li> <li>2. Service Delivery</li> <li>3. Responsible</li> <li>4. Quick decisions</li> <li>5. Aware of the urban poor issues</li> </ol>	<ol style="list-style-type: none"> <li>1. Job related stress</li> </ol>



### 7.11 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Environmental Engineering
- Solid waste management in tourist season when the garbage generation goes up.

### 7.12 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 12 below in the appointed employees and the elected representatives of BMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, BMC can claim to be a vibrant organization:

**Table –7.12: Table Showing Competency Gaps in Employees & the Elected Representatives of BMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Functional Knowledge 2. Lack of role clarity	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – tendering 5. Contract Management 6. Exposure Visits 7. Monitoring & Evaluation 8. Role & Responsibilities 9. General Administration 10. General Management 11. Disaster Management 12. Structural Engineering 13. Construction Management	<b>Analysis for the elected representatives could not be carried out as the elected representatives were not available in office as they were preoccupied with the flood situation</b>	



Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps
1. Low work output 2. Poor coordination 3. Stress	1. Computer Skills 2. Preparation of MIS 3. Leadership Skills 4. Team Work 5. Decision Making 6. Change Management 7. GPS 8. Auto CAD		
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>		
1. Procrastination 2. Lack of initiative & ownership	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting		

### 7.13 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- AILSG, Ahmedabad
- V'cad in Bharuch
- National Fire Service College, Nagpur
- National Fire Academy at Vadodara,

### 7.14 Suggestions for the ULB:

Regularization of staff who are on temporary basis or filling up the vacancies like Engineers wherever the vacancies are.



## CHAPTER – 8: THE CORPORATION OF THE CITY OF PANAJI, GOA

### 8.1 Introduction

Panjim is one of the most charming and best planned cities in the country, with a network of main avenues and connecting roads, a sewerage system, gardens and excellent Indo-Portuguese architecture. The city rises from low lying salt flats and rich mangrove clusters upwards to the Altinho hill topped by the Archbishop's Palace and the Chief Minister's official residence. The city has the Mandovi river and the Miramar Beach. The Corporation of the City of Panaji is the oldest civic institution in Asia. It received the status of a Portuguese city in 1843. It is also the world's smallest municipal corporation, catering to the civic needs of Goa's capital city of Panjim.

Panjim has a floating population of 60 - 65 thousand; however, there is always a floating population of tourists the number depending upon the season. Panjim Municipal Council was created in 1985 and was upgraded as municipal corporation in 2002. The municipal functions of Goa are divided into the following 4 zones:

- Panjim
- Mapusa
- Margao
- Vasco

Whereas Panjim has a corporation, others are managed by a council. However, there are following six agencies working for the urban development in Goa:

- SDCG
- PWD
- Goa Electricity Board
- North Goa Planning & Development Authority
- Goa State Infrastructure Development Corporation
- (GSIDC)
- Corporation of the City of Panaji (CCP)

### 8.2 Organizational Mission

The consultants could not lay hands on any written document regarding the organization mission not did it come up during the interactions with the appointed and/or the elected representatives of CCP.

### 8.3 Organizational Structure and Functional Set-up

The governing structure of CCP consists of both political and administrative wings. The political wing is headed by an elected body of councillors headed by the Mayor. The Commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

Under Section 6 of The City of Panaji Corporation Act, 2002 (last amended in 2006) CCP is charged with carrying out the provisions of the Act under the following:



- The Corporation;
- The Standing Committee;
- The Commissioner.

#### 8.3.1 Corporation: General Body

The Corporation of the City of Panaji (CCP) has 30 wards each ward being represented by a councillor. In addition to 30 councillors 5 councillors are coopted by the Government having special knowledge or experience making the total number of councillors as 35. The mayor is not affiliated to any party. The function of mayor is to play an advisory role supported by the council of members. Mayor's tenure is only for one year. The Municipal Commissioner does not report to him. The Municipal Commissioner is

#### 8.3.2 Standing Committees

The Corporation elects six out of its number to be members of the Standing Committee. Members of the Standing Committee are subject to the provisions of section 40 of 2002 Act, and hold office until the next following year.

#### 8.3.3 The Commissioner

Commissioner is the principal executive officer of the Corporation and all other officers and servants of the Corporation are subordinate to him. Commissioner is accountable and answerable to the State Government for performance of his functions, duties and powers under this 2002 Act.

#### 8.3.4 Administrative Wing

The administrative wing is headed by the Municipal Commissioner who comes from the Goa Civil Services and is holding dual charge of PMC as he also is the Managing Director of the Goa State Infrastructure Development Corporation (GSIDC). Consequently, he comes to the municipal office only for 2 days.

The commissioner is supported by various departments/sections in the central office of the corporation there are four major sections in CCP and all the work of municipal corporation is divided among these four section as discussed subsequently in the broad functions section.

#### *Broad Functions of the Municipal Corporation*

##### Administrative Section

- Birth/Death Certificate
- Non Availability Certificate
- Income Certificate
- Residential Certificate
- Night Soil Tankers
- Hearse Van Services
- Burial and Cremation
- Trade and Occupation
- Permission for public meetings
- Registration of births occurring to Indian citizens outside





- Correction of names

Taxation Section

- House Tax Assessment
- House Tax Collections (Yearly)
- Trade And Occupation License
- Trade And Occupation License(Renewal)

Accounts Section

- Accounts and Finance

Technical Section

- License
- Occupancy Certificate
- Renewal Of Construction
- Repair License
- NOC for water, sewage and electricity
- Registration of Structural Designer

Water Works is with the PWD Department

Sewage disposal is being taken care of by the Sewage Development Corporation of Goa (SDCG).

**8.4 Target/Budget**

The revenue stream comprises the following:

Taxes from:

- Property Tax
- License Fee
- Garbage Collection Tax
- Construction Tax
- Boat Tax

The difficulty with the collection of taxes is that people do not voluntarily pay taxes as they are in connivance with the local politicians. The mayor felt the need for strict enforcement. His plan for increasing the revenue stream is on the following lines:

- Lease agreement with the shop owners of new markets
- Levying garden tax after beautification
- Tax on commercial licenses

Budget for the FY 2013-14 was not available, however, the budget for the previous 2 years is shown in table – 8.1 below.

**Table – 8.1 : Budget Statement of CCP for the year 2013-14 (in crores)**

Year	Income Capital Account	Income Revenue Account	Expenditure	Deficit
2012-2013 (Proposed)	29.07	-	29.06	13.38
2011- 2012	22.74	18.49	-	-

Source: Primary Survey, CCP, 2013



## 8.5 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of CCP:

- Mr.Sanjit Rodriguez, The Municipal Commissioner
- Mr.Sudhir S. Kerkar, the Deputy Municipal Commissioner
- Mr.Mohan Sakenavar, Nodal Officer, JnNURM.
- Mr.Surendra Furtado, the Mayor
- Mr.Bento Lorens, the Deputy Mayor

### Meeting with the Officials

The consultants interacted with the appointed officials including the Municipal Commissioner separately who were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.

Most of the information collected by the consultants was from the Municipal Commissioner and the Deputy Municipal Commissioner. Some of the important issues and observations that came up during the interactions are as follows:

Municipal Commissioner:

**The Municipal Commissioner lamented that with the change in job roles, because of the municipal reforms, the transition from the earlier job role to the new role did not take place as a result of which the skills required for the new role have not been developed.**

**He felt the need for transformation in work culture.**

He emphatically said that if the recruitment rules and the work culture do not keep current with the technological changes happening, the municipal reforms will not be successful. He further emphasized that the need of the hour was adopting the following minimum steps for making the reforms successful:

- Mass Awareness in the corporation and to the public about urban reforms
- Evangelist Approach
- Hiring educators for the Environment Managements especially about keeping the city clean

The commissioner concluded that a push was required from the MOUD to ensure that improvement takes place within the ULB. The consultants wonder if that would not contradict 74th CAA!

The Deputy Commissioner:

The Deputy Municipal Commissioner (DMC) felt there was a conflict of interest between the elected and the appointed representatives. **He was of the opinion that the staff do not possess adequate education.**

Whenever any meeting of the corporation is held the media happens to be present. The presence of media demoralizes the appointed officials as they would not want to come under the media glare when they are opposing any move raised by the elected representatives. The



consultants feel that this is indirect way of bulldozing by the elected representatives. He further voiced his strong abjection to MOUD empanelling some agencies for the implementation of some policy related projects as he felt it contradicts the 74th CAA which has given powers to the local urban bodies through the elected representatives.

#### Meeting with the Elected Representatives

The Mayor:

His vision is to run the corporation as a corporate office. He has taken the initiative of involving the corporates in Panjim for maintaining the gardens as CSR project and succeeded in this. In order to beautify the municipal office, he has also adopted "coffee with Karan" concept by inviting the corporates to his office and asking them to sponsor office items like furniture, air conditioners, paintings, renovation of the conference room, change of the upholstery, etc; The consultants are of the opinion that perhaps it is initiatives like these that help keep the corporation office clean and give it the look of a corporate office.

However, the mayor felt sad that some people were pointing finger at him for doing all this but he justified it saying that his intention has been to reduce the financial burden on the corporation. As per the mayor there are a few new revenue generating projects like multi level parking under PPP mode in the offing. Raising revenue through advertising is also being planned. Other new initiatives proposed are:

- Decongest Panjim by not allowing cars inside the market place. His plan is to introduce point to point air conditioned buses for which he has already sent the DPR for approval.
- Under the CSR initiative of the corporates getting trucks from them for the garbage collection. This will reduce the operational cost of the corporation.
- Similarly, getting the hearse sponsored by the corporate

In the opinion of the mayor the corporation staff is no good as they have risen from the ranks. In order to put the working of the corporation on professional lines , he is drafting R & R rules which will cater to the needs of the corporation. He is also rewriting, with the help of Officer on Special Duty (OSD) which position he got sanctioned for him, the job descriptions for important positions of the corporation.

Observations:

The consultants through observation and during their interactions with the elected representatives and the appointed officials captured the following important points:

- The corporation has a neat building and the inside offices are also very clean. The feel was like one was entering any corporate office
- Employees were seen working seriously.
- In spite of a lot of enthusiasm and motivation demonstrated by the mayor he appeared to be a disappointed person as he felt that the GSIDC was grabbing a lot of developmental projects because of political pressure.

The participant's feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 15 questionnaires from the Corporation of the City of Panaji including the senior officers and the clerical staff.

**Table – 8.2: Department wise and Function wise Distribution of Filled Up Questionnaires**



S.No	Position	Department	No. of Respondents
1	Dy. Commissioner	Administration	1
2	OSD/MEI	JnNURM	1
3	Municipal Engineer	Technical /Engineering	1
4	Accountant	Accounts/Taxation	1
5	R.O	Accounts/Taxation	1
6	Jr. Engineer	Technical /Engineering	1
7	Municipal Inspector	Taxation	1
8	Administrative Officer	Administration	1
9	UDC/Sub registrar Birth and Death	Administration	2
10	Head Clerk	Accounts/Taxation	1
11	ATO	Accounts/Taxation	1
12	UDC	Administration	1
13	UDC	Accounts/Taxation	1
14	LDC	Administration	1
15	<b>Total</b>		<b>15</b>

**Officers: 11      Staff: 4**

## 8.6 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of CCP across the levels and with the elected representatives of CCP has been mainly analyzed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 8.6.1 General Profile of the Employees

Table below shows the distribution of profile of the respondents. The highlight of the analysis is that the population of the employees in all the age categories is equally distributed.

The ration between male and female employees is 80 : 20. The consultants have observed that this is the highest gender ratio amongst the ULBs visited by them .



Qualification wise analysis shows that 13 percent respondents are post graduates; 47 percent are graduates; 13 percent are diploma holders and 27 percent are under graduates. The following table shows age wise, grade wise, and qualification wise distribution.

**Table – 8.3: Distribution of Employees Age wise, Grade wise and Qualification wise**

Sr. No.	Profile	Number	Percentage
<b>1</b>	<b>Gender</b>		
	Women	3	20
	Men	12	80
<b>2</b>	<b>Class</b>		
	I	3	20
	II	5	33
	III	7	47
	IV	0	0
<b>3</b>	<b>Age Group</b>		
	Below 30	0	0
	30-40 years	5	33
	40- 50 years	5	33
	Above 50 years	5	33
<b>4</b>	<b>Educational Qualification</b>		
	Senior Secondary	4	27
	Diploma	2	13
	Degree	7	47
	PG/Masters	2	13
	M Phil/PhD	0	0

#### 8.6.2 Job Related Information

About **93 percent** of the respondents have indicated that they are facing difficulties while performing their current job responsibilities. Upon further analysis of this data the consultants found that most of the respondents faced job related problems majorly because of **lack of technical knowledge amongst the staff**, shortage of staff in the municipal corporation; and absence of proper guidance all of which impact their performance.

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 80 percent of the respondents feel motivated to perform their job responsibilities better while 20 percent lack a sense of motivation to perform their duties because of the work environment and also due to the political pressure and lack of guidance from seniors.

The consultants feel that, in spite of a lot of obstacles faced by the employees of CCP as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response by developing CCP further so that the level of employee motivation goes up.



The consultants have captured the reasons affecting the job performance of the employees in the table – 4 below:

**Table – 8.4: Reasons Affecting the Job Performance of the Employees of UMC**

Position	Reason
Deputy Commissioner	Shortage of Technical Staff
Accountant	Work Load
	Lack of technical knowledge among Staff
Revenue Officer	No proper assistance
	Lack of manpower
Assistant Tax Officer	Lack of Technical Knowledge among Staff
Municipal Engineer	Pending Work
	Shortage of Staff
Head Clerk	Shortage of Staff
UDC	Shortage of Staff

More than 40 percent of the respondents are of the view that, with the kind of urban development taking place in their city, it will impact their current job responsibilities in the near future, whereas 13% said no and 47% did not respond to this question. Most of them felt that the growing number of floating population especially of the tourists in Panjim will affect the carrying capacity of the city on the existing infrastructure and, therefore, the need of the hour was to upgrade the existing facilities, otherwise it will impact their job responsibilities in the long run.

### 8.6.3 Training and Development

#### 8.6.3.1 Training Imparted to the Officials

No effort has been made in capacity building

About 67 percent of the respondents have received training and attended workshops to perform their job better but 27% of the respondents pointed out that they have not received any training till date to perform their job better, whereas 6% did not respond to this question.

About 70 percent of the respondents are of the view that they are equipped to handle future job responsibilities because of the reasons mentioned in the table below.

The consultants have captured position – wise details of such trainings as below:

**Table – 8.5: Details of Training Imparted to the Employees of CCP**

Position	Training	Location
Municipal Engineer	Data Collection – Urban development	
Assistant tax Officer	Training on accounts at the time of appointment	
Accountant	Training on accounts at the time of appointment and also on	



	ABDEAS	
OSD/Nodal Officer	Eco Mobility	
	Climate Change	
UDC	Training on Birth/Death registration	
Accounts Officer	Accounts	Cadre Controlling Department, Directorate of Accounts

However, the rest of 59 percent of the target group are of the view that there are certain issues like shortage of staff, and the lack of technical knowledge about the newly proposed reforms which will somehow affect their efficiency to perform their jobs in a better way. The table – 8.6 below captures some reasons given by the employees justifying their lack of preparedness.

**Table – 8.6: Reasons Given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Head Clerk	E- Governance related support required
	Additional Manpower
Dy. Commissioner	Regular Training should be organized to enhance existing knowledge on issues like parking, garbage etc
Municipal Engineer	Require Training on administrative and Technical aspects
UDC	Require Better Environment
	<b>Computer skills</b>

#### 8.6.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. Most of the respondents were happy to receive training in English language.

#### 8.6.3.3 The Need for Training Felt

##### Officers

The Municipal Commissioner suggested Training the Trainers Programme (TTT) for capacity building in the corporation because he felt that the external agencies conducting training are not accountable whereas the internal trainers can be held responsible. **The DMC was of the opinion that there exists a skill gap between the vision planning of the top officials and the implementing staff.**

Cooperation required between the elected representatives and the appointed officials.

##### The Elected Representatives



The mayor expressed a feeling that, because the corporators not having adequate knowledge, are not interested in any training. He further attributed this assessment to the attitudes shown by the corporators. Therefore, he suggested **induction training** for the elected representatives before assuming office.

Similarly, in order to make the corporators aware of developments outside of their ULBs, he suggested **sharing of good practices in other ULBs with them through a common platform or nominating them for visits to such ULBs or abroad**. By doing that, he felt that the implementation will be faster. He further suggested that any training to be organized for the corporators should be organized locally as, otherwise, the corporators would not be interested in moving out of the State for such training.

In order to face the future challenges and to cater to the urban reforms, 80% of respondents felt the requirement of training in the field of technical knowhow and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -7 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 8.7 : Designation wise Training Requirements**

Rank	Name of the Training
Head Clerk	Management Training to Staff
Dy. Commissioner	Personality Development for Staff
	Subject based Training
Accountant	E- Governance
	Tax Procurement
Municipal Engineer	Job specific Training
UDC	Need Training on Administrative Working
	Office management
OSD/Nodal Officer	JnNURM Reforms
	RAY
Assistant Tax Officer	Latest accounting System/practices

*8.6.3.4 Duration of the training Programmes*

Regarding the duration of training programmes, 50 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 40 percent respondents felt 3 to 5 days will be enough for the duration of training program; yet 10% of the population want it for 1s days.

*8.6.4 Awareness about JnNURM*

About 93 percent of the respondents are aware of the JNUURM and bout the JnNURM cell in the corporation, but they are not aware of the fact that what exactly that cell is working for and for what project.

*8.6.5 Citizens' Councils*





Even though the citizens' councils are not in place yet, as per the experience of the mayor, the corporators are very well playing the role of the citizens' representatives by bringing the grievances of the citizens to the table.

#### 8.6.6 Good Practices

In terms of awareness of good practice, just about 20 percent of the respondents are aware of the good practices and their location in various Municipal Corporations across the country and about 70 percent are aware of the practices but they are not aware in which sector they can be categorized best practices. Some of the ULBs identified by the respondents are as follows:

- Visakhapatnam Municipal Corporation

#### 8.6.7 The Overall Conclusion

- The mayor is a dynamic person with political ambitions and he is ably supported by the Deputy Mayor Mr. Bento Lorens;
- When the consultants confronted the Municipal Commissioner as to why, in spite of claiming to have been the pioneer in the filed of solid waste management, CCP has not applied for a copyright which may help the corporation in generating revenue out of it, the commissioner did not have an answer to that but justified the lack of action by saying "who has the time for that". The consultants wonder if that is the sense of ownership and motivation level at the top level what must be the scenario at the other levels?

### 8.7 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:

- Shortage of staff
- Lack of technical knowledge among staff

### 8.8 Current Challenges faced by the ULB

During interactions with the officials of the corporation and the elected representatives the consultants have picked up the challenges which have been reproduced below:

- The skills required for the new role have not been developed;
- Work Culture is not productive;
- Staff do not possess adequate education;
- Lack of technical knowledge amongst the staff; and
- Skill gap between the vision planning of the top officials and the implementing staff.

### 8.9 Initiatives taken by CCP Under 74<sup>th</sup> CAA:

The following initiatives have been taken by the corporation:

- e - governance project tendering has started;
- Solid Waste Management:
- Garbage is collected from door to door and segregated at the point of generation, and baled for supply to the industry.
- For solid waste management DPR has been prepared and sent for approval. Even though land has been allotted for dumping but it is not being used as the locals are objecting to it;



- North Goa Planning & Development Authority is in place;
- Master Plan has been prepared and notified;
- Double entry accounting norms adopted; and
- Computerized birth and death certificates are issued after the data is received from the hospitals/doctors and uploaded. The process time normally is one day.

However the marriage certificates are not issued by the corporation.

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them

Proforma listing the details of those reforms to record the initiatives taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management
- Service Delivery

The details captured by the consultants are reproduced below in four tables covering the framework of such reforms:

**Table – 8.8: Training Needs As per key Focus Areas of 74 CAA Framework for Urban Planning**

Position	Key Areas	Current Status	Need Of Training	Remarks
OSD/ Nodal Officer	Urban planning Process	Need Training	Training Required	Very much needed
	Pro Poor Planning approach	Rehabilitation of slums in ULB limits	<b>Rehabilitation Training</b>	Can rehabilitate the urban poor and provide them with basic services
	Initiative Projects by ULB	5 to 6 projects have been taken up by the ULB under JnNURM which are in advanced stage of approval by MoUD Proposed to take projects on RAY/SJSRY	Training is required	Effective Implementation

**Table – 8.9 : Training Needs As per key Focus Areas of 74 CAA Framework for Finance and Financial Management**

Position	Key Areas	Current Status	Need Of Training	Remarks
Assistant Tax Officer, UDC (Accounts), Accountant	Budgeting and Planning	Single Entry system is operationalize till no	<b>Yes</b>	To convert it into double entry system
	Expenditure Management	Expenditure is managed from the revenue collected	<b>Yes training is required</b>	



	Procurement Planning and Execution		Training required is	
	Revenue Mobilization	House/trade/occupation tax is collected	Training required is	
	Accrual Accounting	ABDS system is recently adopted by CCP		
	Internal Audits			Required training for auditors
	Assets and Liabilities		Training required is	To maintain assets and liabilities
	Capacity enhancement of Municipal Accountant	Out of two only one accountant is appointed		Urgent requirement of appointment of accountant.

**Table – 8.10: Training Needs As per key Focus Areas of 74 CAA Framework for Service Delivery**

Position	Key Areas	Current Status	Need Of Training	Remarks
Municipal Engineer	Service Delivery, tariff and subsidy design			
	Financial Framework			
	Service Delivery for Poor	At present maximum are made to extend services like electricity, water, sanitation etc.	Training is required on site planning	Will have good impact
	Strengthening projects planning, implementation, performance planning and benchmarking and monitoring	Projects/DPR are prepared	Difficulties faced when queries raised and therefore training is required in desired field	Provide time support
	Training and professionalization of services	Training are given/lectures are delivered	Site visits are required/exposure visits	
	Efficient management of Social Impacts		Social Skills training required	For better social impact

### 8.10 SWOT Analysis of CCP

With the help of the primary and the secondary data generated during this study the consultants attempted to do SWOT analysis for this ULB which is detailed out in the table –8. 11 below:

**Table – 8.11: SWOT Analysis of CCP**



Strengths	Weaknesses	Opportunities	Threats
1. Vision & Dynamism of Mayor 2. Efficiency of the Commissioner & the Deputy Commissioner 3. Corporate Approach to working 4. No political influence on election of the elected representatives	1. Conflict of interest between the elected representatives and the appointed officials 2. Lack of adequate qualifications of the corporators 3. Deficiency of functional knowledge in officers & staff 4. Distribution of urban planning work amongst various agencies in the state 5. Commissioner not reporting to mayor 6. Senior officers on deputation and not available full time 7. One year tenure of mayor too short	1. More PPP models and/or raising funds through CSR route permanently 2. Merging of various agencies responsible for urban planning 3. Raise revenue base by negotiating with the Govt.	1. Dependency on govt. funds 2. Political polarization 3. Tourist Traffic

### 8.10 Identifying Unique Position from CPP & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Municipal Inspector from CCP, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 8.12 below:

**Table – 8.12: JOB DESCRIPTION – 8**

<b>Job Title:</b>	Municipal Inspector	<b>Department:</b>	Taxation
<b>Work Location:</b>	Corporation of the City of Panaji	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To make municipal properties encroachment free			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ Response given to the citizens inquires.</li> <li>➤ Visiting the site &amp; issuing the notices to the illegal constructions.</li> <li>➤ Take necessary actions on the complaints received</li> </ul>			



<ul style="list-style-type: none"> <li>➤ Actual site visit as per the orders of SC or HC or Magistrate.</li> <li>➤ Maintenance of necessary records and encroachment register for encroachment activities undertaken</li> </ul>
<b>Roles and Responsibilities:</b>
<b>1) To Receive Complaints from Citizens</b>
<ul style="list-style-type: none"> <li>• To respond to the citizens inquires</li> <li>• To resolve difficult and sensitive citizen inquiries and complaints</li> <li>• To receive complaints from CCP departments regarding encroachments places</li> <li>• To visit actual site with encroachment squad and issue notices</li> <li>• To take necessary actions on the complaints received.</li> </ul>
<b>2) Inspection of Premises and Removal of Encroachment</b>
<ul style="list-style-type: none"> <li>• To conduct spot inspection of the encroached area within municipal territories</li> <li>• To check floor area ratio of the building/shops &amp; marginal open space and to verify against master plan of Goa.</li> <li>• To inspect ground coverage, plans as per the map sanctioned.</li> <li>• To ensure no encroachment takes place on the highways without an approved permit.</li> <li>• To seize illegal encroachments or demolish illegal constructions</li> <li>• To issue necessary instructions to remove unauthorized signs, shops and objects from municipal roads, highways, municipal land.</li> <li>• To direct, coordinate with encroachment labour to take action on encroachment</li> </ul>
<b>3) Document and maintain accurate records for all Encroachment</b>
<ul style="list-style-type: none"> <li>• To maintain necessary records and encroachment register for encroachment activities undertaken</li> <li>• To maintain status report on all actives of the department.</li> </ul>
<b>4) Handling Emergency Situations</b>
<ul style="list-style-type: none"> <li>• To make critical decisions as necessary in the field regarding emergency situation</li> <li>• To respond quickly to unforeseen circumstances as they arise.</li> </ul>
<b>5. Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• Any other work incidental to the course of delivery of job responsibility</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function</li> </ul>

Interaction within CCP			
Sl. No	Department	Level of person	Purpose of interaction
1.	Building Permission	Building Officer	To get information regarding illegal construction
2.	Fire Brigade	Fire Superintendent	To get manpower.
3.	Workshop	Assistant Engineer	To get the vehicles like cranes, JCB
4.	PWD	Executive Engineer	To give information regarding illegal construction
5.	General Administration	Clerk	For salary and leave sanctions



	and Establishment		
<b>Interaction Outside CCP</b>			
<b>Sl. No</b>	<b>Organization</b>	<b>Level of person</b>	<b>Purpose of interaction</b>
1.	Police	SHO	For seeking help regarding illegal demolition
2.	Court	Lawyer	In connection with defending the court cases against the encroachers

<b>Additional Information</b>	
<b>Resources and their Source of Availability</b>	<input type="checkbox"/> Hammer <ul style="list-style-type: none"> <li>• Spanners</li> <li>• Standard Tool Kit</li> <li>• Plough</li> <li>• axe</li> <li>• Driller</li> <li>• JCB Machine</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Supervisory Skills</li> <li>• Analytic Skills</li> <li>• Leadership skills</li> <li>• Willing to work under pressure</li> <li>• Meticulous with good citizen service mindset</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Separate Office Chamber and encroachment staff for the department
<b>Recommended Qualifications</b>	Graduate

**Table – 8.13 : Assessment of Competencies for Municipal Inspector**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Supervisory Skills</li> <li>• Analytic Skills</li> <li>• Leadership skills</li> <li>• Willing to work under pressure</li> <li>• Meticulous with good citizen service mindset</li> </ul>	<ol style="list-style-type: none"> <li>1. Service Orientation</li> <li>2. Job Ownership</li> <li>3. Responsible Behaviour</li> <li>4. Helpful Attitude</li> </ol>	<ol style="list-style-type: none"> <li>1. Very low effort made to develop systems in the department</li> </ol>

### 8.11 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:



- Traffic Management
- Environmental Engineering
- Solid waste management in tourist season when the garbage generation goes up.

### 8.12 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 13 below in the appointed employees and the elected representatives of CCP which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, CCP can claim to be a vibrant organization:

**Table – 8.14: Table Showing Competency Gaps in Employees & the Elected Representatives of CPP**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Functional Knowledge 2. Lack of role clarity	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Exposure Visits 6. Environment Management 7. Traffic Management 8. Public Administration 9. Public Relations 10. Accounting reforms	1. Low level of awareness about urban sector development 2. Low level of understanding of the role & responsibilities	1. Induction Programme and/or the refresher 2. Exposure to Urban Planning Process 3. E – governance 4. Exposure Visits 5. Environment Management
Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps
1. Low work output 2. Poor coordination 3. Stress 4. Communication Gap	1. Computer Skills 2. Leadership Skills 3. Change Management 4. Communication	1. Low level of rapport with the government agencies/departments	1. Time Management 2. Computer Skills 3. Decision Making 4. Leadership 5. PR & Lobbying 6. Communication
Attitude Gaps	Training Programmes Recommended to Narrow the Gaps	Attitude Gaps	Training Programmes Recommended to Narrow the Gaps



1. Procrastination 2. Lack of initiative & ownership	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting 4. Personality Development	1. Diffidence	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting
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### 8.13 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- ASCI Hyderabad
- ATI Mysore

### 8.14 Suggestions for the ULB:

- The suggestion came from the mayor that some portion of the road tax should be shared with the corporation as it has to maintain roads and pavements.
- The consultants observed that there are no dust bins in the entire city of Panjim with the result city looks very clean. This has been possible because those who generate the garbage have been trained on segregation of the garbage. This is a laudable step taken by the CCP and as a good practice for solid waste
- management should be shared with the other ULBs.





## CHAPTER - 9: SILIGURI MUNICIPAL CORPORATION, WEST BENGAL

### 9.1 Introduction

Siliguri, the gateway of North East India, is one of the most rapidly developing metropolises of the state. Located at the foot of the Himalayas on the verge of Terai, it presents a splendid view of the Himalayan ranges to the visitors. Siliguri Municipality attained the status of Municipal Corporation in 1994 when the population of Siliguri increased. The Municipal Corporation spreads over an area of about 41.9 sq. km Siliguri is a seismic zone. The population of Siliguri is around 5.0 lacs with approximately around 1 lakh households.

### 9.2 Organizational Mission

Several times during interactions with the appointed officials and the elected representatives, the consultants focused the attention of the participants in a manner to dig out the mission of the corporation but, to their surprise, they could not get clue about the organization mission or charter.

### 9.3 Organizational Structure and Functional Set-up

The governing structure of Siliguri Municipal Council consists of both political and administrative wings. The political wing is headed by an elected body of councilors headed by the Mayor. The Commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

Under Section 12 of the West Bengal Municipal Act 1993 (Amended in 2006), the municipal authorities charged with the responsibility of carrying out the provisions of this Act shall, for each municipal area, be as follows:

- (a) The Municipality,
- (b) The Chairman-in-Council, and
- (c) The Chairman

#### 9.3.1 Corporation: General Body

The Siliguri Municipal Corporation is divided into 47 wards each ward represented by a councilor of which 14 wards falls in the neighboring Jalpaiguri District.; however there are only 45 councilors in place. The General Body is headed by the chairperson who is nominated by the councilors.

#### *Chairman-in-Council*

Chairman-in- Council consisting of the Chairman, Vice-Chairman and other members not exceeding, in the case of a municipal area.

#### *The Chairman*

Chairman shall be the executive head of the Municipality and the municipal administration shall be under his control and he shall exercise such powers and functions as conferred on under section 16 of West Bengal Municipal act 1993.



Powers have been vested in the following distinct statutory authorities:

- Borough Committee
- Ward Committee
- Standing Committee
- Special Committee
- Joint Committee
- 

#### 9.3.1.1 *Borough Committee*

Each Borough Committee shall consist of Councillors elected from the wards constituting the Borough. A Borough Committee shall, subject to general supervision and control of the Chairman-in-Council, discharge within the local limits of the Borough such functions of the Municipality as the Municipality may require it to discharge. There are five Borough Committees handling various sections and departments of the municipal corporation of Siliguri.

#### 9.3.1.2 *Ward Committee*

The Councillor elected from a ward shall be the Chairperson of the Ward Committee for that ward.

#### 9.3.1.3 *Standing Committee*

The Board of Councillors of every Municipality shall constitute the following Standing Committees as per the 1993 Act:

- Finance and Resource Mobilisation Standing Committee
- Solid Waste Management Standing Committee
- Water Supply Standing Committee
- Public Works Standing Committee
- Health, Education and Urban Poverty Alleviation Standing - Committee
- Public Health and Sanitation Standing Committee

#### 9.3.3 *Citizens' Councils*

Citizens 'charter is in place and regular meetings are taking place.

#### 9.3.4 *Administrative Wing*

The administrative wing is headed by the Municipal Commissioner who reports to the Mayor in Council. All the senior officers are on deputation from the State Government excepting the Health Officer in spite of the municipal cadre being in position. However, top positions are always on deputation as a matter of practice. In order to provide quick response and effective delivery of services, decentralized administrative set up was adopted by creating various zones in the city and by delegating adequate financial and decision making powers to the heads of zonal administration. Details of various departments with functions of each department are as follows:

#### 9.3.5 *Broad Functions of the Municipal Corporation*

The corporation has very comprehensive departments the functional details of which are given below.



#### Education and Culture

- Ward Utsav & Purobarta scheme
- Puroshree scheme
- Maintenance Charges of SC / ST Students of Darjeeling & Jalpaiguri District
- Issuance of ID Card of employees
- Felicitation programme for meritorious students of Madhyamik & Higher Secondary Exam
- Mid-day-Meal Programme
- All programmes relating to observance of important days

#### Assessment and Mutation

- Assessment (Issue of new holding number) vacant land, land with building and property on Railway land/Vest land.
- Mutation (inheritance/sale/gift/ partition/probably of will case/ change of name in case of vest & railway land etc.

#### Electricity Department

- Maintenance and Development of Street Light and Project Work within SMC Area.

#### Public Work Department

#### Accounts Department

- Keep a constant watch on the state of Cash and Bank Balances and Investments relating to Municipal Fund
- Prepare Budget Estimates, allocation of Budget to various functionaries and control over budget expenditure
- Prepare annual Accounts of the corporation. Deals with processing/passing Pay bill, Loans and Advances to employees and TA/DA of the staff relating to different departments
- Deal with processing and passing of work bills relating to Municipal /Grants/ works to maintain proper record of various grants received, deduction of TDS/VAT etc.

#### General Department

- All types of computer related works and also performing duties as and when required.
- All types of letters received at receiving section on the ground Floor of SMC HQ and receive telephones from outside.
- Maintaining telephone/mobile register of Councillors and to dispatch Govt. letters to Mayor/Deputy Mayor/Commissioner /Secretary.
- After proper docketing general letter to dispatch to different Departments of SMC.
- Maintaining all types of files and records.
- Dispatching all types of letters to different departments/sections of SMC
- Printing/Copying and Xerox; etc
- Doing all kinds of paper Xerox and copy printing.
- Maintaining all types of work in the meeting hall as and when required.
- Maintaining all types of work in the meeting hall as and when required and attend duty in



the chamber of Hon'ble Mayor.

#### Birth and Death Department

- Birth Registration Institution Wise
- Death Registration Institution Wise
- Computer & Manual Searching as per application ( for Birth )
- Computer & Manual Searching as per application ( for Death )
- Issue of Birth Certificate
- Issue of Death Certificate
- Still Birth Registration
- Correction of Birth Certificate
- Correction of Death Certificate
- Maintain of Vital Statistics by Age
- Maintain of Vital Statistics by Sex
- Maintain of Vital Statistics by Religion
- Verification of Birth & Death Certificates on Request of Referent office

#### Trade License

#### Building Department

- Detail out Minimum criteria of using a piece of land as building site
- To work out how & where to submit an application for approval of sites and for permission to construct or re - construct building other than huts
- To verify documents to be submitted along with the "application form" for approval of site plan

#### UPE Department

- To deal with the slum related programs and issues of the city like VAMBAY, NSDP, ILCS

#### City Water Supply

- The Supply of water for the first and second phase of the Siliguri Water Supply project has been done to certain wards.

#### Purchase Department

#### Establishment Department

#### Public Health and Hospital

#### Vehicle Department

#### Conservancy Department

- SWM
- Maintenance of Community Latrines etc

#### Cash Department



- Cash receipts and payments of various projects  
Guest Booking Cell

Law Department

- To look after the day to day records related to various court cases of SMC and to give legal opinion, as and when required, to other department of SMC.

#### 9.4 Target/Budget

**Table - 9.1: Annual Budget of SMC (in crores)**

Year	Income/Revenue	Expenditure	Surplus
2012-2013 (Proposed)	73.40	66.21	7.19
2011- 2012	53.68	50.45	3.22
2010-2011	45.86	43.75	2.10

#### 9.6 Data Captured through Interactions, Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of SMC:

- Commissioner
- Mr. Kajal Kanti Saha, Secretary
- Smt Gangotri Dutta, Mayor
- Members of the Executive Council

##### Meeting with the Elected Representatives

The consultants had a joint meeting with 11 elected representatives including the mayor and the chairman. However, at the conclusion of the meeting, the impression carried by the consultants was that it was not a useful meeting as hardly any information came out from it for the assessment of the training needs. After the meeting was about to conclude the chairman of the council joined in and the consultants had good interactions with him. He justified the lackadaisical attitude of the councillors saying that in the past so many meetings with the elected representatives have taken place but without any useful outcome. His inputs captured by the consultants are as follows:

- There is a menace of stray dogs and he was looking for assessment of the facilities to control the stray dogs where they could be housed; and
- The councillors have very low level of understanding of the urban issues

The Mayor:

The mayor had only the following two points to highlight during her meeting with the consultants

- Shortage of funds for taking up new projects
- No assistance is given to the corporation



Observations:

The consultants through observation and during their interactions with the elected representatives and the appointed officials captured the following important points:

- The mayor is too frail or too old to do justice to her job responsibilities; and
- The elected members had a communication gap in understanding the intent and purpose of the meeting assuming that the meeting was for slum clearance.

The participants feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 17 questionnaires from the Siliguri Municipal Corporation including the senior officers and the clerical staff.

**Table –9. 2: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Head Clerk	No Answer	1
2	PA to Commissioner	General	1
3	Addl. Head Clerk	General	1
4	E- Governance Expert	General	1
5	IT Coordinator	General	1
6	UDC	General/admin/finance	1
7	Secretary	Administration	1
8	Finance Officer	Finance	1
9	Accounts and Finance Coordinator	Accounts	1
10	Executive Engineer	Engineering	1
11	Sanitary Inspector and Food Safety Officer	Sanitation and PH	1
12	Law Assistant	UPE	1
13	Sub Assistant Engineer	UPE	1
14	Sub Assistant Engineer	PWD	4
15	<b>Total</b>		<b>10</b>

**Officers: 11      Staff: 6**

**9.7 Analysis of the Data**

The data captured by the consultants through interactions with the appointed employees of SMC across the levels and with the elected representatives of SMC has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information



- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 9.7.1 General Profile of the Employees

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the population of the employees in all the categories is equally distributed between 40 years and above and 40 years and below. The distribution of the age profile proves that SMC is balanced in terms of the age profiling.

Representation of women in the Municipal Corporation is very less that is just 18 percent as per the questionnaires filled which , as per the consultants, is not an encouraging figure in terms of the gender ratio.

Qualification wise analysis shows that 41 percent of the respondents are diploma holders majorly in civil engineering; 35 percent are graduates and 24 percent are post graduates in various subjects while the composition of those who have passed secondary and senior secondary comprises to be 18 percent. The following table shows age wise, grade wise, and qualification wise distribution.

**Table – 9.3: Category wise Distribution of Employees**

S.No	Categories	Numbers	Percentage
1	<b>Gender</b>		
	Female	3	18
	Male	14	82
2	<b>Age</b>		
	Below 30 Years	7	41
	30-40 Years	1	6
	40-50 Years	7	41
	Above 50 Years	2	12
3	<b>Educational Qualification</b>		
	<b>Below Senior Secondary</b>	2	12
	Senior Secondary	1	6
	Graduation	6	35
	Post Graduation	4	24
	Diploma	7	41
4	<b>Level/Grade</b>		



I	3	18
II	7	41
III	0	0
IV	1	6
No Answer	6	35

Source: Questionnaires filled up by the appointed Officials at SMC

#### 9.7.2 Job Related Information

About 71 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 29 percent are not facing any difficulties. Upon further analysis of this data the consultants found that 50 percent of this population faced job related problems majorly because of **shortage of staff, lack of infrastructural facilities, and shortage of revenue in the municipal corporation which** hindrances their current job responsibilities.

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 94 percent of the respondents feel motivated to perform their job responsibilities better while 6 percent lack a sense of motivation to perform their duties. **Lack of technical knowledge among staff and shortage of staff are the common reasons for those who do not feel motivated**; for others the interest in the job and cooperation from others motivate them to perform better.

The consultants feel that, in spite of a lot of obstacles faced by the employees of SMC as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response by developing SMC further so that the level of employee motivation goes up.

The consultants have captured the reasons affecting the job performance of the employees in the table – 9.4 below:

**Table – 9.4: Reasons Affecting the Job Performance of the Employees of SMC**





Position	Reason
Accounts & Finance Officer	Non user friendly software for accounting purposes
	Lack of accounting knowledge among staff
Finance Officer	Poor Resource Mobilization
	Lack of Technical Staff
	Non implementation if E- Governance fully
Law Assistant	Lack of Proper Software for data entry (Related to NSAP payments)
Sub Assistant Engineer	Site Dispute
	Lack of proper infrastructural Facilities
	Shortage of Staff
Secretary	Shortage of Manpower
	Lack of Coordination between Departments
	Lack of Technical Staff
	<b>Lack of job specific training</b>
Executive Engineer	Infrastructure required (Latest Equipment required)
PA to Commissioner	Lack of Resources
Addl. Head Clerk	Lack of Guidance
E- Governance Expert	Lack of Technical knowledge among Others
IT Coordinator	Lack of Cooperation
UDC, Establishment	Shortage of Staff

More than 50 percent of the respondents are of the view that, with the kind of urban development taking place in their city, it will impact their current job responsibilities in the near future. Out of this target group about 24 percent feel the e- governance issues followed by 18 percent of the respondents feel political pressure will hamper the execution of developmental work; and about 12 percent of the respondents feel that with the increase in population or migration into the city compounded by increase in traffic & congestion will increase the burden on the existing infrastructure in the city which at later stages will increase their job responsibilities but, they feel, they are not equipped to handle that pressure as on date, and, therefore, dread it.

### 9.7.3 Training and Development

#### 9.7.3.1 Training Imparted to the Officials

No effort has been made in capacity building

About 35 percent of the respondents have received training and attended workshops to perform their job better but 65% of the respondents pointed out that they have not received any training till date to perform their job better.

About 41 percent of the respondents are of the view that though they are equipped to handle future job responsibilities as some new initiatives like e – governance in the field if urban development have been adopted by SMC to facilitate birth and death registration, property tax etc; however, lack of basic computer training will impact their current job responsibility.

The consultants have captured position – wise details of such trainings as below:

**Table –9. 5: Details of Training Imparted to the Officials of UMC below:**



Position	Training	Location
UDC	Computer Application	
IT Coordinator	Development purposes	SJDA
Addl. Head Clerk	Job Specific training	Addl. Head Clerk
Head Clerk	Capacity Building	
Secretary	Capacity Building in SWM	SUDA
Law Assistant	SJSRY, RAY Training	
Sub Assistant Engineer	Class room and Filed training	Job specific
Executive Engineer	AUTO CAD Drawing	Maheshkala Municipality at 24 Pragana (South)
Assistant Engineer	UIDSSMT, IHSDP Training	
	CBUD Training	
	Technical Training	

However, 59 percent of the target group are of the view that there are certain issues like shortage of staff, and lack of technical knowledge etc that affect their proficiency to perform their jobs in a better way.

**Table – 9.6: Reasons Given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Executive Engineer	Structural Stability Software to be developed
	Computerized planning Techniques
IT Coordinator	Lack of Manpower
E- Governance Expert	Basic Computer Knowledge for Staff
Finance Officer	Technical Staff
Sub Assistant Engineer	Practical training programs
	Computer Skill
Assistant Engineer	Job specific Training

#### 9.7.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. Since so less training is provided, all the programmes seem to be relevant. But, generally, only priority issues get addressed and other management training takes the back seat.



It was reported that most of the respondents were uncomfortable in receiving trainings in English language. Therefore, training program should be imparted in Bengali. This emphasizes the need for conducting trainings and to prepare reading materials in the local language.

### 9.7.3.3 The Need for Training Felt

#### Appointed Officials

During interaction with the officers of the corporation the consultants captured the training need requirements as felt by the participants which are reproduced as follows:

- Traffic Management
- Administrative Training
- Training on Governance
- Train the Trainers Programme
- Monitoring & Evaluation Cell through a very strong MIS
- e - waste management
- Converting waste to energy

#### Staff

- Training on computers required and to be reinforced regularly
- Preparation of DPRs

#### The Elected Representatives

Hardly any suggestion came from them as they seemed not in know of things in terms of training requirements. In fact, when the consultants brought about the question of training needs for individual councillors, some of them left the room on some pretext and did not come back. That speaks about the low intellect level of the elected members. The consultants feel that the need for such councillors is the behavioural training.

However, as per the chairman of the council the elected representatives required training workshop to apprise them about various policies, programmes of the Central Government and/or the State Government on urban development. He also emphasized the need for enforcement of such training from time to time. In addition, he felt the need for the following training doe the elected representatives:

- Computer literacy
- e – governance
- Health orientation programme for the councillor responsible for the Health Department
- Time Management

In order to face the future challenges and to cater to the urban reforms, 71% of respondents felt the requirement of training in the field of technical know how and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -7 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 9.7 : Designation wise Training Requirements**



Rank	Name of the Training
UDC	Preserving Service Record
IT Coordinator	E-tendering
	COSA for Payroll System
Sub Assistant Engineer	Computer Aided Design
	Communication Skill
PA to Commissioner	Handling Public/
Head Clerk	Self Development
Secretary	Street Lighting Issues
	Exposure Visits
	Water Supply
	MSM
Accounts and Finance Officer	Double Entry System
	Accounting Reforms
Sanitary Inspector	Capacity Building
	Mental strength
Sub Assistant Engineer	Computer Aided Design
	Communication Skill
E- Governance Expert	E- Governance

#### 9.7.3.4 Duration of the training Programmes

Regarding the duration of training programmes, more than 30 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 70 percent respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### 9.7.4 Awareness about JnNURM

Details of some of the schemes in progress in SMC are as follows:

##### Integrated Housing and Slum Development Programme (IHSDP)

The Siliguri Municipal Corporation has taken up the scheme since 2007-2008 with a view to provide healthy home for the slum dwellers residing within SMC area. The component of works under the scheme are construction of dwelling houses, roads & drinking water supply, electrification, community centre, construction of community bath & toilet etc; the work is being implemented in 3 phases

##### Basic Minimum Service (BMS)



The scheme has been taken up in SMC area for the last few years for improvement of roads, drains, electrification and to extend drinking water facility for the under developed area of SMC. In the year 2010-2011 Rs. 2,09,61,000/- was available. In the Budget proposal for the year 2012 2013, provision of Rs. 2.20 crores was made under the scheme.

Rajiv Awas Yojna

Under Rajiv Awas Yojna construction of dwelling units and other infrastructural development in slums not included in IHSDP has been included. A proposal has been sent to the Govt. of India by the State Govt. for inclusion of Siliguri under Rajiv Awas Yojna.

SJSRY

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them Proforma listing the details of those reforms to record the initiative taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management
- Service Delivery

During their interactions with the officials regarding JnNRUM the consultants were informed that the RAY cell is in place but the urban planner responsible for this cell was on leave and, therefore, the consultants could not have interaction with her. However, as per the questionnaire administered about 71 percent of the respondents are aware of the JnNURM and about the ongoing initiatives in SMC under JnNURM. The details captured by the consultants are reproduced below in four tables covering the framework of such reforms:

**Table – 9.8 : Training Needs As per key Focus Areas of 74 CAA Framework for Governance**

Position	Key Areas	Current Status	Need Of Training	Remarks
Executive Engineer	IT Standardization	E- Governance Initiative in process for birth death registration and Property tax and E-tendering in process	<b>Yes, to cope up the coming future challenges</b>	To effective functioning of SMC
	Implementation and Operational Planning including Development strategies for project execution	For Sustainable planning one architect should be appointed	<b>Training is required and so is an architect</b>	Equipments for effective handling of public works
	Monitoring, Review and Quality Control	Existing system is not totally computerized and	<b>Training is required in quality control</b>	For better results



	procedures	there is a lack of coordination among departments		
	Project strengthening	Lack of proper planning staff		
	Training and professionalization of service delivery	Need yearly training for skill development	<b>Training for skill development</b>	For better results

**Table – 9.9 : Training Needs As per key Focus Areas of 74 CAA Framework for Finance & Financial Management**

Position	Key Areas	Current Status	Need for Training	Remarks
Finance Officer and Accounts and Finance Coordinator	Budgeting and Planning	Cash Basis/Done Regularly	<b>Yes</b>	Double Entry/ Budgeting/Accrual based budgeting required
	Expenditure Management	Done as per discussion taken on various BOC	<b>Yes training is required</b>	
	Procurement Planning and Execution		<b>Training is required</b>	
	Revenue Mobilization	As per existing rules	<b>Training is required to Tax Collector or to the Tax Department</b>	
	Accrual Accounting			Training regarding accrual based system to accounting staff User Friendly software for accounting
	IT Standardization	Software Maintained		CA Firm should be engaged

**9.7.5 Good Practices**

About 40 percent of the respondents are aware of the good practices in various Municipal Corporations across the country and about 30 percent are aware of the practices but they are not aware in which sector these best practices can be categorized. Some of the ULBs identified by the respondents are as follows:

- GVMC
- Kolkata Municipal Corporation

**9.7.6 The Overall Conclusion**

- The level of understanding of the mayor about the intent and purpose of the meeting on assessing the training needs for the elected representatives and the appointed officials



was so low that she expected the consultants to prepare DPRs for the corporation. This came up in spite of the consultants having explained to the mayor not once, but twice, the purpose of their visit. The consultants are wondering that if this is the intellect level of the mayor what may be the intellect levels of the other councillors?

- There is political rivalry within the council as a result of which the functioning of the council has come to a standstill.
- Frequent transfer of the top officials like the commissioner which hampers the functioning of the corporation.

### 9.8 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:

- Shortage of staff
- Lack of technical knowledge among staff
- E- Governance related reform

### 9.9 Current Challenges faced by the ULB

The biggest challenge faced by the corporation is the intellect level of the elected representatives who do not understand the critical urban related issues and do not seem to have an ownership of the responsibilities constitutionally bestowed upon them. With the current level of understanding of the urban issues there always will be a conflict between the elected representatives and the administrative functionaries.

### 9.10 Identifying Unique Position from SMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Sub Engineer from SMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 9.10 below:

Table – 9.10: JOB DESCRIPTION – 9

Table – 10: JOB DESCRIPTION – 9			
<b>Job Title:</b>	Sub-Engineer	<b>Department:</b>	PWD
<b>Work Location:</b>	Siliguri Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To ensure supervision of site work, quality control & ensure economic work			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ Estimate Preparation in stipulated time</li> <li>➤ Technical &amp; Financial Note File preparation for work approval in stipulated time</li> <li>➤ Preparing Note file on tender in the Stipulated time</li> <li>➤ Monitoring the Work at the Field as per the Time frame</li> <li>➤ Document &amp; record maintenance &amp; work place management</li> </ul>			



<b>Roles and Responsibilities:</b>
<b>1) Layout Preparation of Site Work</b>
<ul style="list-style-type: none"> <li>• To prepare site drawing &amp; plan out construction site plan</li> <li>• To prepare necessary designs as per the need of construction (roads, culverts ...etc &amp; municipal buildings within municipal limits )</li> </ul>
<b>2) Procurement of Material at Site</b>
<ul style="list-style-type: none"> <li>• To ensure availability of material at site</li> <li>• To check quality of material procured</li> </ul>
<b>3) Availability of Labor at Site</b>
<ul style="list-style-type: none"> <li>• To ensure right number of labor are present at site for work</li> </ul>
<b>4) Monitor &amp; Inspect Construction Work</b>
<ul style="list-style-type: none"> <li>• To ensure on time &amp; accurate inspection of in process construction work</li> <li>• To assist in pre – construction, construction &amp; post construction activities of PWD project</li> <li>• To take corrective action</li> </ul>
<b>5. Quality Control</b>
<ul style="list-style-type: none"> <li>• To ensure time to time sample study is conducted through lab tests to check quality of construction work undertaken</li> <li>• To supervise site work to ensure that no fault mixers are being used by contractors</li> </ul>
<b>6. Report Preparation</b>
To prepare detailed work-in-progress report
<b>7. Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• To assist Executive Engineer (PWD) in preparation of planning/designing &amp; execution of physical work at site with collaboration of contractors appointed for the purpose</li> <li>• To ensure safe working conditions for labour at site</li> <li>• To provide technical advice on tendering process of project</li> <li>• To assist &amp; supervise work undertaken for repair &amp; maintenance of roads, culvert...etc &amp; municipal buildings</li> <li>• To support PWD officials in formulating &amp; implementing projects &amp; provide hand holding support as required</li> </ul>

Interaction within SMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	Water Work	Sub-Engineer	To acquire information of work undertaken at same site & to obtain existing plan & map of work undertaken by water work department
2.	Sanitation	Sub-Engineer	To acquire information of work undertaken at same site & to obtain existing plan & map of work undertaken by sanitation department
3.	Electricity	Sub-Engineer	To acquire information of work undertaken at same site & to obtain existing plan & map of work undertaken by electricity department





4.	General Administration & Establishment	Head Clerk	To obtain salary & leave sanction
<b>Interaction Outside SMC</b>			
<b>Sl. No</b>	<b>Organization</b>	<b>Level of person</b>	<b>Purpose of interaction</b>
1.	Public	All	Grievances/Problems
2.	Contractors	All	Payment/ Verification of bills

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Measurement Tape</li> <li><input type="checkbox"/> Sieve</li> <li><input type="checkbox"/> Vehicle</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Leadership Skills</li> <li>• Thorough knowledge of the principles and practices of modern engineering and public health</li> <li>• Analytical Skills</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	<input type="checkbox"/> Online data transfer
<b>Recommended Qualifications</b>	ITI with 7 year experience <ul style="list-style-type: none"> <li>• Diploma in Engineering/BE with 5 years experience</li> </ul>

**Table – 9.11 : Assessment of Competencies for Sub Assistant Engineer - PWD**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Communication Skills</li> <li>• Leadership Skills</li> <li>• Thorough knowledge of the principles and practices of modern engineering and public health</li> <li>• Analytical Skills</li> </ul>	1. Job Knowledge 2. Logical Thinking 3. Potential to take responsibilities	1. Unaware of urban poor concerns 2. Communication 3. Low knowledge and application of IT skills 4. Haphazard way of maintaining records 5. Low level of awareness about payment related issues

**9.11 Likely Future Challenges**

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Environmental Engineering



- Capacity Building of Employees and the Elected Representatives

### 9.12 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 10 below in the appointed employees and the elected representatives of SMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, SMC can claim to be a vibrant organization:

**Table – 9.12: Table Showing Competency Gaps in Employees & the Elected Representatives of SMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Functional Knowledge 2. Lack of role clarity	1. Exposure to Computerized Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Preparation of DPR 6. Exposure Visits 7. Environment Management 8. Traffic Management 9. Public Administration 10. Train the Trainers 11. e -tendering 12. Public Relations 13. COSA for payroll system 14. AUTO CAD 15. Accounting reforms 16. Double Entry System	1. Low level of educational background Low level of 2. Low level of understanding of role & responsibilities 3. Lack of awareness about urban sector development	1. Induction Programme and/or the refresher 2. Exposure to Urban Planning Process 3. Exposure to Cost of Capital 4. E – governance 5. Exposure Visits 6. Environment Management
Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps
1. Low work output 2. Poor coordination 3. Stress	1. Computer Skills 2. Preparation of MIS 3. Leadership Skills	1. Very Slow disposal of cases 2. Low level of rapport	1. Time Management 2. Computer Skills 3. Decision Making



4. Communication Gap	4. Team Work 5. Stress Management 6. Decision Making 7. Change Management 8. Communication	with the government agencies/departments	4. Leadership
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>
1. Procrastination 2. Lack of initiative & ownership	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting	1. Insensitivity to others' needs 2. I don't care attitude	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Behavioural Sensitivity Programme

#### 9.14 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- ATI Kolkata
- Jadavpur University
- SUDA
- KUSP
- Maheshtala Municipality at 24 Pragana (South)



## CHAPTER – 10: NAGPUR MUNICIPAL CORPORATION, MAHARASHTRA

### 10.1 Introduction

The Municipal Council for Nagpur was established in 1864. At that time, the area under the jurisdiction of the Nagpur Municipal Council was 15.5 sq. km and the population was 82,000.

In 1922, the Central Provinces & Berar Municipalities Act was framed for the proper functioning of the Municipal Council and in 1950, CP & Berar Act No. 2 was published in the Madhya Pradesh Gazette which is known as the City of Nagpur Corporation Act, 1948 (CNC Act). The Municipal Corporation came into existence in March 1951. The first development plan of the city was prepared in 1953. In the year 1956, under the state reconstitution, the Berar Province merged into the Maharashtra State with Mumbai being recognized as its capital; in 1960, Nagpur was declared as the second capital of the state.

It is a huge organization having offices in three sprawling buildings, all of them connected with each other. It caters to 24.67 lakh urban population with a municipal area of 217.56 sq. Km.

### Organizational Mission

The consultants did not come across during their conversation with the senior officials of NMC including the commissioner or the elected representatives like the mayor any statement on the organization mission though the above two senior officials of the corporation have their individual vision for the corporation. The consultants are of the opinion that NMC being a very big organization with more than 10,000 employees on board should have a written down mission so that all the employees have a common direction to follow.

### 10.3 Organizational Structure and Functional Set-up

The governing structure of Nagpur Municipal Corporation comprises political and the administrative wing. The political wing is headed by an elected body of councillors headed by the Mayor. The Commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the council.

Powers have been vested in the following distinct statutory authorities:

- Corporation
- Standing Committee
- Administrative Wing

#### 10.3.1 Corporation: General Body

NMC has 134 wards, each ward being represented by a councillor; however 5 members with special knowledge of municipal affairs, are nominated by the State Government bringing the total number of councillors to 139.

#### 10.3.2 Standing Committees

The elected representatives operate through the following committees where the decisions are taken:

- Standing Committee
- Financial Committee
- Civil & Electrical Committee
- Health and Medical Aid Committee



- Law Committee
- Education Committee

### 10.3.3 Administrative Wing

The administrative wing is headed by the Municipal Commissioner Mr. Shyam Wardhane who comes from the Indian Administrative Service (IAS), supported by various departments/sections in the central office of the corporation. He wields the executive power of the corporation.

### 10.3.4 Broad Functions of the Municipal Corporation

The corporation has very comprehensive departments details of which are given below.

- Election Department
- Accounts and Finance Department

It is responsible for the financial matters related to works executed as per NMC budget. The department has embarked on the path of accounting reforms and has initiated conversion of Accounting System to a Double Entry Accrual Based System. Total number of employees in this function is 55.

- Fire Brigade Department

The department was established in 1957. Eight fire stations are at present working in the city. To save life & property during emergencies and also to ensure protection from natural calamities like flood, earth-quake, the department strives to do its best. Mr. R.Z. Sidduqui is the controlling officer and Mr. Shriwaigaokar is the Chief Fire Officer. Total 328 employees are working in the Department.

- General Administration Department

This Section is located in Central office of NMC at the Civil Lines. The work of this Department is carried out through its sub departments like Committee section, Record section, Backward Class Cell, and the Establishment Section. The Department has a total strength of 192 employees. The HOD is Shri Prakashwarade. The details of employees, establishment, etc , of NMC are maintained by this Department.

- Garden Department

To strive for the beautification of the city is its main function. The Department is engaged in renovation of old gardens as per the development plan of the city. At present there are 41 gardens spread over 79.58 acres of land in the city. These gardens are maintained by this dept. Ambazari garden is the biggest one having divine natural beauty. The Head of this Department is Shri. N. B. Shrikhande. It also generates the maximum revenue.

- Education Department

There are total 18 employees in this department.

- JnNURM Department

There are total 4 employees in this department



Other departments are as follows:

- 
- Committee Department
- Establishment department
- Social Welfare Department
- Public Relations Department
- Public Work Department (City Engineer and Development Engineer)
- Water Work Department
- Civil Court Agent Department
- Birth and Death Department
- Laboratory Section
- Pench Project Department
- Project Department
- Library Department
- Departmental Enquiry Section
- Property Tax
- Health Department (Sanitation)
- Workshop Department
- Town planning Department
- Electrical Department
- Market Department
- Quality control Department
- Hot Mix Plant Department

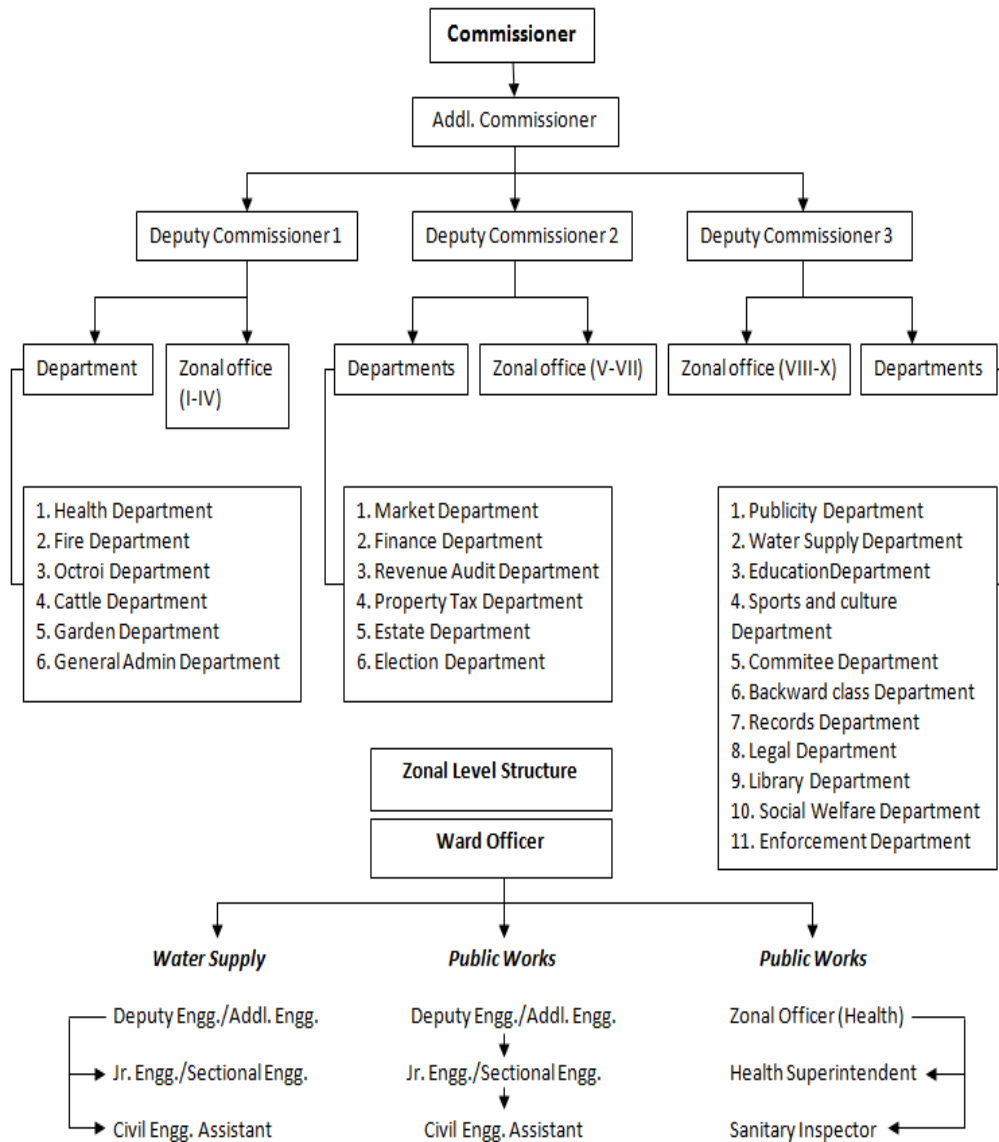
The activities of NMC are administered by its zonal offices

- Water Supply
- Sewerage
- Drainage Works
- Traffic and Transportation
- Basic Services for Poor
- Solid Waste Management (SWM)
- Tourism and Urban Renewal
- Lakes Conservation
- Public Amenities
- Urban Governance
- HRD

Organization structure of NMC is described in detail in the following organogram.



### Nagpur Municipal Corporation – Organization Structure



#### 10.4 Staff Strength

As per NMC records, it has 10,450 employees at present (against a requirement of 12596) across more than 20 departments.

**Table – 1: Manpower Sanctioned Strength and Vacancies**

S. No	Status	Numbers
1	Sanctioned Position	12596
2	Filled Position	10450
3	Vacant Position	2146

Source: <http://www.nmcnagpur.gov.in/en/about-nmc.html> accessed on 11.12.13



## 10.5 Target/Budget

The major source of revenue is from property tax and octroi; some revenue coming from the hoardings, etc.

The corporation has a budget of about INR 1500 crores.

## 10.6 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of NMC:

- The Commissioner Mr. Shyam Wardhane

### Officials

The consultants had a joint meeting with the senior officers in the presence of the commissioner and explained to them the intent and purpose of the meeting stressing upon them the need for bringing up issues openly, in the presence of the commissioner, so that the training needs for organization as a whole and for individual officers could be assessed scientifically. Most of the information collected by the consultants was from the Municipal Commissioner and other senior officers. The consultants have captured, as follows, the important issues which came up in this meetings.

- Ordinary people are doing ordinary jobs;
- There is no HR department in this huge organization and they felt the need for HR department;
- Workload has not been distributed properly; some officers have less workload and others have more. (Need for HR Planning);
- Job descriptions are not given to the employees with the result job role is changed frequently and arbitrarily; and
- Personal files of the employees are not created though recently the commissioner has taken an initiative to start the process.

### Elected representatives

The mayor

Meeting of the consultants with the mayor was scheduled at 3.0 PM but it took place at 5.50 P.M. This corroborates the issue the officers had brought out in the morning in presence of the commissioner on holding the meetings that the meetings are scheduled but the timings are not followed with the result a lot of officers' time is wasted in waiting for the meeting to start.

The consultants finally met the elected representatives including the Mayor at a joint meeting and the essence of that meeting has been captured by the consultants as follows:

Vision:

The corporation has the goal of supplying water 24/7.

On other issues the mayor brought out the following points with the consultants:

- The mayor felt the need for financial support from the local Government for the development of the corporation;





- There is no political support from the Government, pointed out the mayor;
- The mayor involves the local population for the development of the corporation. Example he gave was of the Nag Nadhi Initiative under which 'sfai abhyan" involving 60, 000 - 70,000 people participated for cleaning the lake, without spending any corporation money. This was done with the help of a few corporates under the CSR initiative;
- Power is not vested with the council which makes it difficult for the elected representatives to executive their plans and dreams;
- The Government lacks development vision as the mayor pointed out that government has allocated budget of INR 10,000 for urban development but does not have the direction as to how to use it;
- Local self government should be made self reliant and strong with the support of the government; and
- The commissioner has more powers than the elected members, lamented the mayor.

Other Elected Representatives:

Vision:

- To be close to public and serve them better

The councilors informed the consultants that the roles and responsibilities of the committees have yet not been finalized because the new rules for the delegation of power have been sent to the government for approval but have not been approved so far.

The participants feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 27 questionnaires from Nagpur Municipal Corporation comprising the senior officers including the commissioner and the clerical staff.

Observations

The consultants, with their eyes and ears open, took note of the following things which have a bearing on this study:

- The corporation has good infra structure; having clean offices;
- Disciplining the employees and the public seems to be the hallmark of the corporation looking at the notice specifying fine for spitting in the premises;
- Complaint box is in place but the consultants have observed that it is not being opened regularly as they could see a complaint dated 08.05.2013 in October 2013 still inside the box;
- Notifications about deaths as old as 2007 were posted on the walls; moreover, these notifications were not placed at a prominent place where public could access those easily;
- Enough parking area is provided, chaos seen at other municipal corporations was not visible here.
- Some offices of the political parties like the BSP within the corporation buildings were seen;
- Well maintained waiting room for the visitors in the commissioner's office like of which was seen nowhere; in addition, many meeting halls were seen;
- Commissioner monitors the activities in the corporation through CC TV; and
- Most of the staff including the commissioner were seen working in office till 6.35 PM. The consultants feel this speaks volumes about the commitment of the officers. Alternatively, it can also be concluded that because the commissioner leads by



example the employees have to follow suit. This inference of the consultants is corroborated by the participation of the commissioner in the survey.

## 10.7 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of NMC across the levels and with the elected representatives of NMC has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

### 10.7.1 General Profile of the Employees

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the majority population of the employees in all the categories is between 30 to 40 years. The distribution of the age profile proves that NMC is a young corporation.

The consultants have observed that, because no female has filled the questionnaire, NMC appears to be a male dominated organization.

Qualification wise analysis shows that 46 percent of the respondents are graduates and post graduates in various disciplines; 31 percent are diploma holders and 23 percent are under graduates in various subjects. The following table shows age wise, grade wise, and qualification wise distribution.

### 10.7.2 Job Related Information

About 85 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 15 percent are not facing any difficulties. Upon further analysis of this data the consultants found this population faced job related problems majorly because of **issues like shortage of subordinates from other departments, untrained staff, lack of clear goals, lack of vision and some are of the view that lack of computer knowledge among staff is also crating problem for them to perform better whereas, some employees are of the opinion that NMC is more busy in organizing meetings than in the work itself, therefore their job related responsibilities suffer.**

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 93 percent of the respondents feel motivated to perform their job responsibilities better while 7 percent lack a sense of motivation to perform their duties. Lack of in-house infrastructure facilities and shortage of staff are the common reasons for those who do not feel motivated, for others the interest and cooperation from other motivates them to perform better.

The consultants feel that, in spite of a lot of obstacles faced by the employees of NMC as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response



by developing NMC so that the level of employee motivation goes up. Table – 5 below describes the reasons for low motivation:

**Table – 10.2 : Reasons for Low Motivation in NMC**

Position	Reason
Asst. Engineer	No Promotion
	No Appreciation of Work
	Political Interference
Asst. Commissioner (Admin)	Work Environment
Dy. Commissioner	No Reason
Market Supervisor	No Reason

The consultants have also captured the reasons affecting the job performance of the employees in the table – 10.3 below:

**Table –10.3: Reasons Affecting the Job Performance of the Employees of NMC**

Position	Reason
Commissioner	Capacity of Subordinates
	Staff need improvement
	Data Management and Documentation
Deputy Commissioner	Lack of Power and Authority
	Untrained Staff
Asst. Commissioner (Admin)	Political interferences
	Constraints of the Higher Officials
	Interpretation are very vague
	Lack of Computer knowledge
Asst. Commissioner	Poor Technical knowledge among Staff
	Subordinate Staff Succumbed to Political Pressure
Executive Engineer	Lack of coordination among department
	Lack of Communication
	Non availability of required facilities
Asst. Engineer	Lack of Coordination
	Lack of Clear Goal
	Shortage of Staff
	Lack of Implementation
Dy. Director (Audit)	Require staff
C.A and FO	Discharge of Financial Duties
	Lack of Skilled Staff
Health Officer	Shortage of Staff
Executive Engineer (Traffic)	Financial Problem in Budget for city transportation
City Engineer	Lack of Coordination among Department
	Lack of Planning
Statistical officer	Quality of Work
Market Supervisor	Unskilled staff



Social Welfare Officer	Unskilled staff
Executive Engineer	Lack of Support from Subordinate staff
Deputy Engineer	Lack of Coordination
	Shortage of Staff
	Work needs to be fast-track
	Timely disposal of work
Add. Dy. Commissioner	Work Load
Chief Fire Officer	Not Given Due Importance
	Shortage of Manpower
	Lack of Technically Qualified Staff
Garden superintendent	No. of Meeting
	Lack of trained staff

### 10.7.3 Training and Development

No serious effort has been made by the corporation to upgrade the skills of the human resource. YASHADA has been involved with the training of officers.

#### 10.7.3.1 Training Imparted to the Officials

About 60 percent of the respondents have received training and attended workshops to perform their job better but 37% of the respondents pointed out that they have not received any training till date to perform their job better, whereas, 3 percent did not respond to this question.

About 52 percent of the respondents are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field of urban development like the e- governance especially pertaining to birth and death registration, property tax and even other online payments etc. will eventually make their jobs easier in the coming time.

The consultants have captured position – wise details of such trainings as below:

**Table – 10.4 Details of Training Imparted to the Officials of NMC**

Position	Training	Location
Commissioner	Urban Housing	Singapore
Asst. Commissioner	APGDUM	
Dy. Commissioner	Different subjects	YASHADA
Asst. Commissioner	Diploma in Urban Management	YASHADA
Executive Engineer (Traffic)	Traffic and Transportation	
Executive Engineer (Electrical)	BEE Examination	For Energy Manager and Energy Auditor
C.A and FO	Job Specific Training	
Health Officer	National Health Officer	



City Engineer	E- Governance	Bangalore
Market Supervisor	Short Course	Hyderabad
Asst. Engineer	Networking and E- governance	YASHADA, Pune
Deputy Director	Contract Management and Financing	YASHADA, Pune
Chief Fire Officer	Divisional officer Course	Been on Exposure Visits to Beijing, Shanghai to see water supply network and purification in 2010
Dy. Municipal Commissioner	Disaster Management	

However, the rest of 48 percent of the target group are of the view that there are certain issues like shortage of staff, and the **lack of technical knowledge about the newly proposed reforms** which will somehow affect their efficiency to perform their jobs in a better way. The table – 8 below captures some reasons given by the employees justifying their lack of preparedness.

**Table –10.5: Reasons given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Commissioner	Self training on resource Management, Urban Planning
	Public Delivery System Implementation
Asst. Commissioner (Admin)	Lack of sufficient Knowledge
Dy. Commissioner	Exposure visits required
C.A and FO	Support of subordinate Staff required
Health Officer	Require Skilled staff
Executive Officer	Periodical Continuous Training
City Engineer	Well Qualified staff is required
Asst. Engineer	Training in E- Governance is required
	Governance of ULB
Chief Fire Officer	Need Trained Manpower
	Advanced Fire Equipment's and Vehicles

#### 10.7.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. Most of the respondents were uncomfortable in receiving training in English language. Therefore, training program should be imparted in Hindi . This emphasizes the need for conducting trainings and preparing reading materials in Hindi.



10.7.3.3 The Need for Training Felt

Appointed Officials

Commissioner

- A few chosen officers need to be trained on HR to take on HR role
- Need for change in attitudes, so behavioral training required
- Change management especially pertaining to work culture
- Time management

He was of the opinion that the entire organization needs training

Other Officials

As per the interaction with the officials they pointed out the following weaknesses in their subordinates:

- Lack of Confidence
- Lack of convincing power
- Poor communication
- Limited vocabulary

In order to face the future challenges and to cater to the urban reforms, 81% of respondents felt the requirement of training not only for themselves but also for their staff in the field of technical knowhow and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -8 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 10.8: Designation wise Training Requirements**

Rank	Name of the Training
Commissioner	Urban Planning
	Resource Management
	Best practices
Asst. Commissioner (Admin)	Refreshment Programs
	Job Specific Training
	Institutional strengthening
Dy. Commissioner	Urban Finance
	Urban Infrastructure
Asst. Commissioner	Civil Engineering Techniques
	Financial Management
	Infrastructure and Technology
	Refreshment Course
Executive Engineer (Traffic)	Traffic and Transportation Infrastructure
Executive Engineer (Electrical)	Best practices



Health Officer	Capacity Building
	Project Planning
	Project Implementation
Statistical officer	Statistics
City Engineer	Project Management
Market Supervisor	Advance Training Course
Social Welfare Officer	Capacity Building
	Poverty Alleviation
	Exposure Visits
Asst. Engineer	E- Governance
Executive Engineer	Skill Development
	Job Specific Training
Deputy Engineer	Confidence Development
	Project Supervision
	Personality Development
	Contract Arrangement
Education officer	Communication Management
	Event Organization
Add. Dy. Commissioner	Urban Development
Chief Fire Officer	Require Fire Related training of International Standard
Garden Superintendent	Horticulture
	landscaping

#### Elected Officials

The consultants came to understand that in the past some training to the elected representatives was given at the Administrative Staff College of India (ASCI). However, the councillors in the presence of the mayor voiced the following training requirements:

- Workshops for the newly elected members required
- In order to have hands on experience visits to other ULBs in India or abroad should be encouraged; and
- The elected members should be made aware about the developments happening in the urban development through the Panchayati Raj Ministry.

#### *10.7.3.4 Duration of the training Programmes*

Regarding the duration of training programmes, more than 55 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 30 percent respondents felt 3 to 5 days will be enough for the duration of training program, whereas the rest want the duration of 15 days for these trainings. however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### *10.7.4 Awareness about JnNURM*

100 percent of the respondents are aware of the JnNURM and its initiatives under the NMC . The local management should feel proud of that success story.



The officials have awareness about the RAY cell as they have information about some developmental work is going on. There appears to be proper coordination and cooperation with the officials of this cell.

The consultants noted that the RAY cell, working for the alleviation of the urban poor with the Slum Development Authority (SDA), is in place and operates from within the premises of the corporation. Many slum clusters have been identified.

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them Proforma listing the details of those reforms to record the initiative taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management
- Service Delivery

The details captured by the consultants are reproduced below in four tables covering the framework of such reforms:

**Table – 10.7 : Training Needs As per key Focus Areas of 74 CAA Framework for Urban Planning**

Position	Key Areas	Current Status	Need Training Of	Remarks
Executive Engineer (Traffic)	Reforms Introduced after 74 CAA	Preparation of Environment Status Report Parking Policy UMTA	Yes	To minimize the problem
	Urban planning Process	City Mobility Plan Traffic and Transportation Plan	Yes required training	Very much needed
	Land Management	Reservation of Land as per Development plan	No training is not required	
	Pro Poor Planning approach	City Bus Improvement	No	In good condition
	Initiative Projects by ULB	Procurement of buses under JnNURM Development of Depot and Terminal BRTS	Training is required	To Solve problem of the city

**Table – 10.8 : Training Needs As per key Focus Areas of 74 CA A Framework for Finance & Financial Management**

Position	Key Areas	Current Status	Need Training Of	Remarks
CA and FO	Budgeting and Planning	NMAM Norms are applied for Budgeting	Yes	To complete the reaming 50 percent work





	Expenditure Management	Necessary measures are adopted	Yes training is required	
	Procurement Planning and Execution	-	Training is required	
	Accrual Accounting	Accrual Accounting is adopted		
	Internal Audits	Internal controls are adopted		Required training for auditors
	Assets and Liabilities	Verification and Valuation of assets is in process	Training is required	To maintain assets and liabilities
	Capacity enhancement of Municipal Accountant	Departmental programs are arranged for capacity building		Urgent requirement of appointment of accountant.

**Table – 10.9 : Training Needs As per key Focus Areas of 74 CAA Framework for Service Delivery**

Position	Key Areas	Current Status	Need Of Training	Remarks
Municipal Engineer	Service Delivery, tariff and subsidy design			
	Financial Framework			
	Service Delivery for Poor	At present maximum are made to extend services like electricity, water, sanitation etc.	Training is required on site planning	Will have good impact
	Strengthening projects planning, implementation, performance planning and benchmarking and monitoring	Projects/DPR are prepared	Difficulties faced when queries raised and therefore training is required in desired filed	Provide time support
	Training and professionalization of services	Training are given/lectures are delivered	Site visits are required/exposure visits	
	Efficient management of Social Impacts		Social training skill required	For better social impact

**Table – 10.10 : Training Needs As per key Focus Areas of 74 CAA Framework for Governance**

Position	Key Areas	Current Status	Need Of Training	Remarks
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City Engineer	Citizen Awareness and participation	E- Governance initiatives adopted	To train the staff	For better implementation
	Skill development	Of Elected Representatives	Training is required	Increase level of participation in development related projects
	Introduction of E-governance	NMC implemented all the modules of E- Governance	Training is required	Software developer has provided training but staff is not inclined to use it.
	Publication of Annual reports with audited financial statements	Nothing has been done	It is Necessary	

#### 10.7.5 Good Practices

About 15 percent of the respondents are aware of the good practices in various Municipal Corporations across the country.

ULBs identified by the respondents is the Pune Municipal Corporation.

#### 10.7.6 The Overall Conclusion

- In spite of very large spread of the corporation focus on the environment is lacking. The consultants found out that the general Body does not have an appointed Environment Committee.
- Similarly, Monitoring & Evaluation cell has not been constituted to monitor and evaluate the progress of the projects and the initiatives undertaken.

#### 10.8 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:

- Shortage of staff
- Lack of Coordination among department
- Lack of technical knowledge among staff
- Political Interferences
- No of Infrastructure

#### 10.9 Current Challenges faced by the ULB

In the opinion of the consultants NMC is facing a lot of challenges in terms of management of personnel; some of the issues are listed down below:

- Lack of vision;
- Lack of clear goals;
- Shortage of staff;
- Untrained staff;
- Low IT skills; and
- Meetings culture than the real work culture

#### 10.10 Initiatives taken by NMC Under 74<sup>th</sup> CAA:



In order to comply with the requirements of 74<sup>th</sup> CAA for urban reforms, Nagpur Municipal Corporation has taken the following initiatives:

- Low Emission Development (LED) initiative taken up with the International Council for Local Environmental Initiatives (ICLEI) an international organization with 62 branches;
- e -tendering is in place; and
- e- governance is in place but not completely.

### 10.12 Identifying Unique Position from NMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Executive Engineer - Electrical from NMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 10.11 below:

**Table – 10.11: JOB DESCRIPTION - 10**

<b>Job Title:</b>	<b>Executive Engineer- Electrical</b>	<b>Department:</b>	<b>Lighting</b>
<b>Work Location:</b>	<b>Nagpur Municipal Corporation</b>	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To supervise, plan and coordinate the activities and operations of the Street Light Department			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ No. of street light maintenance programs made in a year</li> <li>➤ No. of new resources and technology identified for improving street lighting</li> <li>➤ % of reports submitted in time lines</li> <li>➤ % of citizen complaints resolved</li> <li>➤ Identification of new electrical resources for power saving</li> </ul>			
<b>Roles and Responsibilities:</b>			
<b>1) Upkeep and Maintenance of Street Lights</b>			
<ul style="list-style-type: none"> <li>• Checking &amp; monitoring of street lights at all the zones.</li> <li>• Facilitating street lighting at the newly developed roads by contractors</li> <li>• Maintenance of Lights at all Gardens and Parks.</li> <li>• Providing street light maintenance to all parks NMC</li> </ul>			
<b>2)Contract Management</b>			
<ul style="list-style-type: none"> <li>• Finalization of all tender related work</li> <li>• Cost estimation</li> <li>• Preparing necessary tender documents</li> <li>• Notice inviting for tender</li> <li>• Preparation of Work order to contractor/supplier</li> </ul>			



<ul style="list-style-type: none"> <li>• Labor management</li> <li>• Monitoring of Annual tendering process for procurement of daily wage staff.</li> </ul>
<b>3) Weekly Site Visit</b>
Conducting zonal visit to supervise the work of Electrical Supervisors and lineman
<b>4) Monitoring of Pole Shifting Work</b>
<ul style="list-style-type: none"> <li>• Ensuring timely removal of poles by electrical staff</li> <li>• To Coordinate with PWD and MPEB for pole shifting work of street lights</li> </ul>
<b>5. Administrative Responsibilities</b>
<ul style="list-style-type: none"> <li>• Preparation of Department Budgets</li> <li>• Investigate and resolve complaints of citizens</li> <li>• Ensuring all electrical workers have access to all safety equipments needed at work</li> <li>• Coordinate the organization, staffing, and operational activities for street lighting</li> <li>• To participate in monthly meetings.</li> <li>• Letter correspondences for all official questions, department queries etc</li> <li>• Management and control of working of office staff</li> </ul>
<b>6. Quality Control</b>
Ensuring all items purchased for inventory, match as per Indian Electrical Standards
<b>7. Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• Any other work incidental to the course of delivery of job responsibilities</li> <li>• Any other work as instructed by superior officers in the purview of municipal corporation function.</li> </ul>

Interaction within NMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	PWD	Executive Engineer	For street lighting work in new constructed sites
2.	All offices of NMC	HODs	For office light repairs
Interaction Outside NMC			
Sl. No	Organization	Level of person	Purpose of interaction
1.	MSEB	Concerned Officials	For obtaining permission from the authorities, wherever required.

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Tongue Tester</li> <li>• Earth Tester</li> <li>• Office Vehicle</li> <li>• Measuring Tape</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Knowledge of Tools, material and equipment needed to maintain, repair street lights</li> <li>• Leaderships skills</li> <li>• Good written and oral communication Skills</li> </ul>



	<ul style="list-style-type: none"> <li>Analytic ability</li> <li>PR</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Energy Conservation
<b>Recommended Qualifications</b>	<ul style="list-style-type: none"> <li>Engineering. Degree from a recognized University in Mech./Elec / Engineering with relevant experience.</li> </ul>

**Table – 10.12 : Assessment of Competencies for Executive Engineer - Lighting**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>Knowledge of Tools, material and equipment needed to maintain, repair street lights</li> <li>Leaderships skills</li> <li>Good written and oral communication Skills</li> <li>Analytic ability</li> <li>PR</li> </ul>	<ol style="list-style-type: none"> <li>Inter – personal skills</li> <li>Patience</li> <li>Analytical Abilities</li> <li>Perseverance</li> <li>Job knowledge</li> <li>Management skills</li> <li>Technical capabilities</li> </ol>	Nothing specific as the incumbent appears to be fully equipped with the job challenges. However, visits abroad for seeing good practices may further enhance his skills.

**10.13 Likely Future Challenges**

Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Environmental Engineering
- Solid waste management
- Capacity Building
- Keeping pace with technological requirements

**10.14 Competency Gaps**

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 12 below in the appointed employees and the elected representatives of NMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, NMC can claim to be a vibrant organization:

**Table – 10. 13: Table Showing Competency Gaps in Employees & the Elected Representatives of NMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps



<ol style="list-style-type: none"> <li>1. Low level of Functional Knowledge</li> <li>2. Lack of role clarity</li> <li>3. Poor technical knowledge</li> <li>4. Poor Planning &amp; Execution of job responsibilities</li> <li>5. Low conceptual abilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Exposure to Urban Planning Process</li> <li>2. Exposure to Financial Planning &amp; Management</li> <li>3. Solid Waste Management</li> <li>4. E – governance</li> <li>5. Resource Management</li> <li>6. Exposure Visits</li> <li>7. Institutional Building</li> <li>8. Civil Engineering technology</li> <li>9. Infrastructure Management</li> <li>10. Traffic Management</li> <li>11. Contract Management</li> <li>12. Event Management</li> <li>13. Project Planning &amp; Implementation</li> <li>14. Horticulture Management</li> <li>15. Procurement Planning &amp; Execution</li> <li>16. Assets &amp; Liabilities Management</li> <li>17. Service Delivery for the Poor</li> </ol>	<ol style="list-style-type: none"> <li>1. Low level of understanding of role &amp; responsibilities</li> <li>2. Lack of awareness about urban sector development</li> </ol>	<ol style="list-style-type: none"> <li>1. Induction Programme and/or the refresher programme</li> <li>2. Exposure to Urban Planning Process</li> <li>3. Exposure to Cost of Capital</li> <li>4. E – governance</li> <li>5. Exposure Visits</li> <li>6. Envisioning</li> </ol>
<p><b>Skill Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>	<p><b>Skill Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>
<ol style="list-style-type: none"> <li>1. Low work output</li> <li>2. Poor coordination</li> <li>3. Stress</li> <li>4. Poor Communication</li> <li>5. Poor on Appreciating good work</li> <li>6. Lack of focus on data management &amp; documentation</li> <li>7. Lack of convincing power</li> <li>8. Limited vocabulary</li> </ol>	<ol style="list-style-type: none"> <li>1. Computer Skills including multimedia</li> <li>2. Preparation of MIS</li> <li>3. Leadership Skills</li> <li>4. Team Work</li> <li>5. Stress Management</li> <li>6. Decision Making</li> <li>7. Change Management</li> <li>8. Communication</li> </ol>	<ol style="list-style-type: none"> <li>1. Very Slow disposal of cases</li> <li>2. Low level of rapport with the government agencies/departments</li> <li>3. Drift in focus when chairing a meeting</li> <li>4. Lack of prioritization</li> </ol>	<ol style="list-style-type: none"> <li>1. Time Management</li> <li>2. Computer Skills</li> <li>3. Decision Making</li> <li>4. Leadership</li> <li>5. PR &amp; Lobbying</li> <li>6. How to chair meetings</li> </ol>



Attitude Gaps	Training Programmes Recommended to Narrow the Gaps	Attitude Gaps	Training Programmes Recommended to Narrow the Gaps
1. Procrastination 2. Lack of initiative & ownership 3. Unfocussed 4. Poor Quality of output 5. Low on confidence 6. Low on accountability	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting 4. Personality Development	1. Insensitivity to others' needs 2. I don't care attitude 3. Low on accountability	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Behavioural Sensitivity Programme

#### 10.15 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building:

- YASHADA, Pune
- VNIT
- IIM Ahmedabad
- AILSG, Mumbai
- IIHR, Bangalore
- Urban Planning Institute, Singapore

#### 10.16 Suggestions for the ULB:

- Performance linked promotion policy need to be introduced in the organization;
- Recognition and awards need to be encouraged;
- Meetings should start on time and conclude on time and should have an agenda which should be circulated in advance to the members in order to avoid loss of time of everyone present in the meeting. Meetings should not be open ended as the employees tend to waste a lot of time especially when such meetings are called by the elected members;
- Don't allow the corporates to float NGOs; instead, direct them to work with the local ULB; and
- Outlines and/or the vision for the development of the urban bodies should come from the Central Government and customization left to the local body depending upon the topographic and the demographic conditions, otherwise, it appears the local bodies are thrust to do certain things which may not be feasible locally resulting into unutilization of funds.



## CHAPTER - 11: CHHINDWARA NAGAR PALIKA PARISHAD, MADHYA PRADESH

### 13.1 Introduction

Chhindwara is the administrative headquarters of the Chhindwara district. In the year 1956, Chhindwara became the Municipality. Population of the city rose from 122,247 in 2011 to 138,266 in 2011 as per provisional reports of Census India. The total area under Chhindwara Nagar Palika Parishad is about 11.33 sq. km. Sources of water are the dam and river (during the rainy season)

### 13.2 Organizational Mission

During interaction with the senior officials of Chhindwara Nagar Palika Parishad (CNPP) the consultants did not get any indication about any mission about the parishad nor could they lay hand on any such document.

### 13.3 Organizational Structure and Functional Set-up

#### 13.3.1 Corporation: General Body

The corporation has 39 wards each ward being represented by a councillor; however, 3 councillors having special knowledge or experience are nominated by the Government to bring the total number of councillors to 42.

#### 13.3.2 Administrative Wing

The administrative wing is headed by the Chief Executive Officer (CEO) Mr. Himanshu Thakur, supported by various departments/ sections.

#### 13.3.3 Broad Functions of the Municipal Corporation

The corporation handles the following functions:

- Water Supply
- Health & Sanitation
- Street Lights Maintenance
- Road Sweeping
- Collection & Dumping of Garbage
- Sewerage
- Fire Service
- Revenue Department (Accounts, Pension Branch)
- Citizen Food Security Department
- Education Department
- General Administration Department
- Highlights of the functioning of the departments:
- Establishment cell exists in the corporation;
- Birth & death certificates are given in one day if the documents are authentic;

Each function is supervised by a committee.





The preparation of the Master Plan rests with the Town & Country Planning department and rest of the planning function rests with the corporation.

### 13.4 Staff Strength

Total Staff Strength of Chhindwara Nagar Palika Parishad is around 627 including the sanitary workers. Refer table below

**Table – 13.1: Manpower Sanctioned Strength and Vacancies**

S. No	Status	Numbers
1	Sanctioned Position	627
2	Filled Position	360
3	Vacant Position	267

### 13.5 Target/Budget

The following table gives a snapshot glance of the budgetary figures of CNPP for the last three years:

**Table –13.2: Budget Statement of CNPP for the year 2013-14 (in Crores)**

S.No	Categories	Actual 2010-11	Actual 2011-12	Actual, 2013-14
A	Income	23.20	49.71	52.41
B	Expenditure	20.50	49.69	49.07
C	Balance	2.70	0.3	3.34

Source: Chhindara Nagar Palika Parishad, Oct 2013

### 13.6 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of CNPP:

- The Commissioner Mr. Himanshu Thakur
- Mr. Bhagel

The consultants interacted with the appointed officials including the CEO individually who were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.

Most of the information collected by the consultants was from the CEO who has a very clear vision about the future challenges which will hit the corporation. During interaction with the officials the following issues emerged:

- No PPP model in place as no effort in that direction has been made;
- Job descriptions are not in place;
- 
- Too much interference by the elected representatives for their own interests as almost all of them directly or indirectly are involved with the construction projects;



- The technical staff should be placed under the strict supervision of the State Government to avoid harassment to them;
- No cell is in place to monitor and evaluate the projects independently; and
- Need for Project Implementation Unit (PIU);

#### The Elected Representatives

The elected representatives could not be met by the consultants as they were busy with the elections. The consultants got in touch with many of the councillors who pleaded their inability to make themselves available for the meeting at a short notice and some of them suggested rescheduling the meeting for some other day especially after the elections were over.

The participants feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 13 questionnaires from Chhindwara Nagar Palika Parishad (CNPP) including the senior officers and the clerical staff.

**Table – 11.3: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Accountant	Account Branch	2
2	Sub Engineer	Lok Nirman Shakha	5
3	Health Officer	Health Branch	1
4	Office Superintendent	General Administration department	1
5	Revenue inspector	Revenue branch	3
6	Revenue Sub Inspector	Revenue branch	2
7	Assistant Revenue Inspector	Revenue branch	2
8	Assistant Grade-3	Various	18
9	Assistant	Various	4
10	Draftsman	Various	3
11	Time Keeper	Loke Nirman Shakha	2
12	<b>Total</b>		<b>43</b>

**Officers: 16      Staff: 27**

#### Observations

The consultants, with their eyes and ears open, took note of the following things which have a bearing on this study:

- The CEO office was getting cleaned at 10.50 A.M. and only 1 staff member was present in that office at that time; notified office timings are 10.30 A.M. to 5.30 P.M;
- The office building is very small;
- The staff appeared to be fast in their work and cooperative as most of the information sought by the consultants was given instantly. Which proves that there is some system established in the corporation to capture and record the information;



- Paan spitting habit observed and the consultants feel this habit is impacting the office cleanliness;
- The CEO seems to have a good understanding of the human resource function as he gave good inputs on HRD to his staff at the joint meeting for filling the questionnaires; and
- In spite of such a good understanding of HR issues, the CEO and his deputy did not bother to fill up the questionnaire. The consultants are of the opinion that the CEO may be suffering from highbrow syndrome and requires attitudinal and leadership training;

### 11.7 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of CNNP across the levels and with the elected representatives of CNNP has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

#### 11.7.1 General Profile of the Employees

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the majority population of the employees in all the categories is 40 years and below. The distribution of the age profile proves that CNNP is relatively a young organization.

The consultants have observed that the ratio of female employees in the organization as per the has filled the questionnaire is very low (9%) which means CNNP appears to be a male dominated organization.

Qualification wise analysis shows that 67 percent of the respondents are graduates and post graduates in various disciplines; 20 percent are diploma holders and 13 percent are under graduates. The following table – 4 shows age wise, grade wise, and qualification wise distribution.

**Table – 11.4: Distribution of Employees Age wise, Grade wise and Qualification wise**

S. No	Categories	Numbers	Percentage
1	<b>Gender</b>		
	Female	4	9
	Male	39	91
2	<b>Age</b>		
	Below 30 Years	14	33
	30-40 Years	18	42



	40-50 Years	15	35
	Above 50 Years	2	5
<b>3</b>	<b>Educational Qualification</b>		
	Below Senior Secondary	0	0
	Senior Secondary	5	12
	Graduation	16	37
	Post-Graduation	13	30
	Diploma	9	21
<b>4</b>	<b>Level/Grade</b>		
	A	2	5
	B	2	5
	C	23	53
	D	2	5
	No Answer	14	33

#### 11.7.2 Job Related Information

About 60 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 40 percent are not facing any difficulties. Upon further analysis of this data the consultants found that majority of this population faced job related problems majorly because of **computer ignorance followed by work stress, lack of presence of proper or modernized equipment; low salaries, lack of cooperation from seniors.**

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 94 percent of the respondents feel motivated to perform their job responsibilities better while 6 percent lack a sense of motivation to perform their duties. The main force behind motivation is the self interest among the respondents to do well and to face challenges with more strength which help them to take their best foot front.

The consultants feel that, in spite of a lot of obstacles faced by the employees of CNPP as mentioned in the para above, employees showing this high level of motivation is a feather in the cap of this ULB. The senior management should take note of this and leverage this response by developing CNPP so that the level of employee motivation goes up.

The consultants have also captured the reasons affecting the job performance of the employees in the table – 5 below:

**Table – 5: Reasons Affecting the Job Performance of the Employees of CNNP**

Position	Reason
Health Officer	Lack of Equipment
Surveyor	Work Load
	No Clear Orders
	No Cooperation from Seniors
Office Superintendent	Political Pressure
Assistant Clerk	Computer Related
	Personality Development
Assistants (From Various Departments)	Computer Illiteracy
	Tender Related Issues
	English Speaking
	Administrative Rules
	Low salaries
	Lack of Guidance
Revenue Inspector	Work Load
Upanyantri	Lack of Equipment
Accountant	Use of Old techniques
Assistant (Cashier)	Manual Banking Operations leads to wastage of time
Assistant (Establishment)	Duplication of Work among Staff
	Timely Changes in various Department
Upanyantri	Computer Illiteracy
Revenue Sub Inspector	Communication Problem while Contacting Senior Officers

More than 72 percent of the respondents are of the view that, with the kind of urban development taking place in their city, it will impact their current job responsibilities in the near future. Out of this target group a majority felt that, in the absence of required skills, it will hamper the execution of developmental work; and some of the respondents felt that the absence of appropriate technology and the equipment will impact the execution the development work, whereas, 28% of the respondents felt that they are equipped to handle that pressure.

### 11.7.3 Training and Development

#### 11.7.3.1 Training Imparted to the Officials

About 47 percent of the respondents have received training and attended workshops to perform their job better but 53% of the respondents pointed out that they have not received any training till date to perform their job better.

About 58 percent of the respondents who have received training are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field of urban development have been adopted by CNNP.

The consultants have captured position – wise details of such trainings as below:

**Table – 11.6: Details of Training Imparted to the Officials of CNNP**

Position	Training	Location
Health Officer	Diploma	Gandhi Medical College
Upanyantri	Not Mentioned	
Accountant	Accounts	AILSG, Bhopal
Assistant (Cashier)	Accountancy	Urban Development Deptt. Delhi
Assistant (Establishment)	General administration and Accountancy	Urban Development Deptt. Delhi
Assistant	Accountancy	
Lekhpal	Bookkeeping	AILSG, Bhopal

However, the rest of 42 percent of the target group are of the view that there are certain issues like **urban planning, quality control, project management which affect their efficiency to perform their jobs in a better way** and, therefore, they require training to perform better.

The table – 11.7 below captures some reasons given by the employees justifying their lack of preparedness.

**Table –11. 7: Reasons Given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Upanyantri	Urban planning
	Project Management
	Quality Control
Health Officer	Information about New Technology
Office Superintendent	Require Training on future challenges
Timekeeper	Require Training to meet Urban Development related challenges
Revenue Sub Inspector	Administrative Constraints
Surveyor	Technical Knowledge Required
Upanyantri	Technical Knowledge Required
Assistant	Lack of Guidance

#### 11.7.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. It was reported that most of the respondents were uncomfortable in receiving trainings in English language. Therefore, training program should be imparted in Hindi . This emphasizes the need for conducting trainings and to prepare reading materials in the local language.



11.7.3.3 *The Need for Training Felt*

Appointed Officials

The CEO pointed out that a large number of employees (around 80%) are not computer and/or cell phone technology savvy;

Staff

- So far no training has been given to any employee in the corporation; and
- Whereas the functional responsibility remains with the officer the job role keeps on changing, therefore, in the absence of training, competency gaps for performing such jobs have widened.

In order to face the future challenges and to cater to the urban reforms, 81% of respondents felt the requirement of training in the field of technical know how and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -8 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table – 11.8 : Designation wise Training Requirements**

Rank	Name of the Training
Assistant Clerk	Personality Development
Health Officer	Vanishing Polythene
	Waste Management
Assistant	Capacity Building
	Tender related training
Assistant (Cashier)	Book Keeping and Registration
Assistant Revenue Inspector	Urban Development
	English Speaking
Revenue Inspector	Computer Training
Upanyantri (Water Supply)	Quality Control
	Contract Management
Upanyantri	Computers
Assistant (Health)	Health related Program Awareness Training
Accountant	Skill Development
Lekhpal	Bookkeeping
Surveyor	Technical Training Related to Position
Upanyantri	Urban planning
	Project Management
	Quality Control

11.7.3.4 *Duration of the training Programmes*

Regarding the duration of training programmes, more than 55 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 30 percent



respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### 11.7.4 Awareness about JnNURM

Just 23 percent of the respondents are aware of JnNURM and rest don't have the clue what exactly JnNURM is all about

The RAY cell is not in place; however, DPR has been sent for approval.

#### 11.7.5 Good Practices

Only 20 percent of the respondents are aware of the good practices in various Municipal Corporations across the country but they are not aware in which sector these best practices can be categorized.

Some of the ULBs identified by the respondents are as follows:

- Nagpur Municipal Corporation
- Jabalpur Municipal Corporation

#### 11.7.6 The Overall Conclusion

- The consultants are of the opinion that the communication may be getting choked at the CEO level as nobody in the office, in the absence of the CEO who was busy somewhere, knew the purpose of the consultants' visit in spite of having sent detailed mail to the corporation;
- Nothing much is happening on the Solid Waste Management though some projects are being thought about. However, the collection of garbage is from door to door;
- No NGO is involved with the corporation; and
- No effort has been made to tap the corporates under the CSR initiative for urban development work.

### 11.8 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:

- Shortage of staff
- computer ignorance
- lack of presence of proper or modernized equipment
- low salaries
- lack of cooperation from seniors.

### 11.9 Current Challenges faced by the ULB

In view of the shortage of staff and the pressure to implement the urban reforms, the job role of employees keeps on changing and, in the absence of appropriate and regular training, competency gaps for performing such jobs have widened, with the result the employees feel stressed and their performance gets affected. The challenge, therefore, would be to build the required competencies of the employees on a continuous basis, and build capacity building mechanism within CNNP on a permanent basis.





### 11.10 Initiatives taken by UMC Under 74<sup>th</sup> CAA:

In order to comply with the requirements of 74<sup>th</sup> CAA for urban reforms, Chhindwara Municipal Corporation has taken the following initiatives:

- Survey for some projects like sewerage and solid waste management has been undertaken;
- Water augmentation from 17 to 27 mld likely to be completed by 2014;
- Under Integrated Housing & Slum Development Plan (IHSDP) target is to construct 320 houses out of which a few have been completed;
- Road widening and construction project for INR 53 crores has been sanctioned; but
- Nothing much is happening on e-governance; however, the data has been captured and is being keyed in the computer.

#### 11.10.1 Citizens' Councils

There is nothing much in the name of citizens councils. However, for citizens complaints a few telephone numbers have been earmarked and the citizens can lodge complaints during the day only. No control room has been established.

### 11.11 Identifying Unique Position from CNNP & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Health Officer from CNNP, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table –11.9 below:

Table – 11.9: JOB DESCRIPTION – 11

<b>Job Title:</b>	Revenue Inspector	<b>Department:</b>	Revenue
<b>Work Location:</b>	Chhindwara Nagar Palika Parishad	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To monitor Property & Water tax collection activities & ensure timely deposit of tax collection amount into Municipal Corporation bank Account			
<b>Key Result Areas (KRAs):</b>			
<ul style="list-style-type: none"> <li>➤ No. of controversial cases resolved</li> <li>➤ No. of defaulters levied with penalty</li> <li>➤ Value of tax collected from the defaulters</li> <li>➤ No. of new properties brought under tax bracket</li> <li>➤ No. of clarifications given on tax payment per day</li> <li>➤ No. of assessment forms verified per day</li> </ul>			
<b>Roles and Responsibilities:</b>			
<b>1) Check of Assessment Forms</b>			
<ul style="list-style-type: none"> <li>• To check Assessment Forms of citizens</li> <li>• To verify the tax amount calculated by citizens</li> </ul>			
<b>2) Provide tax related information to citizens</b>			
<ul style="list-style-type: none"> <li>• Give necessary information regarding tax rules &amp; procedures to citizens</li> <li>• Responds directly to citizen concerns both in writing and through telephone and direct</li> </ul>			



<p>conversation regarding various questions of taxation.</p> <ul style="list-style-type: none"> <li>• To deal with tax objections of citizens &amp; clear their query &amp; doubts</li> <li>• Meet with taxpayers or their representatives on complex or contested issues.</li> <li>• Makes frequent and immediate decisions on a variety of controversial taxability and assessment questions</li> <li>• Assist citizens in completing property tax forms, check and reviews tax forms for completeness, mathematical errors, and to ensure that the taxpayer has filed under the status that is to his advantage.</li> <li>• Contact taxpayers over phone or letter to (get returns corrected) obtain required information and documentation to properly complete returns.</li> </ul>
<p><b>3) Monitoring tax cash collection activities</b></p> <ul style="list-style-type: none"> <li>• Daily checking of computer ledger &amp; bank slips to ensure that daily tax cash is deposited into Bank account of the municipal corporation</li> </ul>
<p><b>4) Levying of penalty &amp; arrears of tax</b></p> <ul style="list-style-type: none"> <li>• Levy penalty as per the rules on the spot in case differences is found between actual measurement of property &amp; the values mentioned in assessment form by assessment</li> <li>• Visit properties of defaulter tax payers along with tax collectors &amp; levy arrears of tax</li> </ul>

Interaction within CNNP			
Sl. No	Department	Level of person	Purpose of interaction
1.	General Administration & Establishment	Departmental Clerk	For salary & leave

Interaction Outside CNNP			
Sl. No	Organization	Level of person	Purpose of interaction
1.	Police	Inspector	For legal proceedings

Additional Information	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Measuring tape</li> <li>• Calculator</li> <li>• Computer</li> <li>• Printer</li> <li>• Stationery items</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Thorough knowledge of statutes, forms, and procedures of the local Municipal Corporation Act</li> <li>• Ability to organize and process data using multiple computer database and spreadsheet software systems.</li> <li>• Analytic Skills</li> <li>• Reasoning Ability</li> <li>• Mathematical Skills</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Increase in Portfolio
<b>Recommended Qualifications</b>	Bachelor's Degree with major course work in



	accounting, business, or public administration
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**Table – 11.10: Assessment of Competencies for Revenue Inspector - Revenue**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Thorough knowledge of statutes, forms, and procedures of the local Municipal Corporation Act</li> <li>• Ability to organize and process data using multiple computer database and spreadsheet software systems</li> <li>• Analytic Skills</li> <li>• Reasoning Ability</li> <li>• Mathematical Skills</li> </ul>	1. Job Knowledge	1. Poor knowledge of English language 2. Computer Illiteracy

**11.12 Likely Future Challenges**

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:

- Traffic Management
- Environmental Engineering
- Solid waste management in tourist season when the garbage generation goes up
- PPP

**11.13 Competency Gaps**

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 10 below in the appointed employees and the elected representatives of CNNP which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, CNNP can claim to be a vibrant organization

**Table – 11.11: Table Showing Competency Gaps in Employees & the Elected Representatives of CNNP**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps



<ol style="list-style-type: none"> <li>1. Low level of understanding of English</li> <li>2. Low level of Functional Knowledge</li> <li>3. Lack of role clarity</li> <li>4. Job Stress</li> <li>5. Lack of Unity of Command</li> <li>6. Lack of clarity on Administrative Rules</li> <li>7. Very low level of technology</li> <li>8. Duplication of Work</li> <li>9. Absence of Quality Control</li> <li>10. Very low level of project management knowledge</li> <li>11. Unsystematic record Keeping</li> <li>12. Lack of Supervision</li> </ol>	<ol style="list-style-type: none"> <li>1. Exposure to Urban Planning Process</li> <li>2. Exposure to Financial Planning &amp; Management</li> <li>3. Solid Waste Management</li> <li>4. E – governance</li> <li>5. Preparation of DPR</li> <li>6. Exposure Visits</li> <li>7. Quality Control</li> <li>8. Project Planning &amp; Control</li> <li>9. Systems and procedures</li> <li>10. Contract Management</li> </ol>	<p><b>Analysis for the elected representatives could not be carried out as the elected representatives were not available in office as they were preoccupied with the elections in the State</b></p>	
<p><b>Skill Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>	<p><b>Skill Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>
<ol style="list-style-type: none"> <li>1. Low work output</li> <li>2. Poor coordination</li> <li>3. Low level of cooperation from seniors</li> <li>4. Communication Gap</li> </ol>	<ol style="list-style-type: none"> <li>1. Computer Skills including multimedia</li> <li>2. Preparation of MIS</li> <li>3. Leadership Skills</li> <li>4. Team Work</li> <li>5. Stress Management</li> <li>6. Decision Making</li> <li>7. Change Management</li> <li>8. Communication</li> </ol>		
<p><b>Attitude Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>	<p><b>Attitude Gaps</b></p>	<p><b>Training Programmes Recommended to Narrow the Gaps</b></p>



1. Procrastination 2. Lack of initiative & ownership 3. Lack of Prioritization	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting 4. Personality Development		
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#### 11.14 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- Local Self Government Department, Bhopal
- NITs
- Engineering Colleges
- NITTTR
- LSG Department.
- AILSG Department, Bhopal
- Polytechnics, Engineering Institutes



## CHAPTER - 12: JABALPUR MUNICIPAL CORPORATION, MADHYA PRADESH

### 12.1 Introduction

Jabalpur Municipal Corporation was established as Jabalpur Municipal Committee under Lucknow Nagar Palika Act of 1864 under which the Dy. Commissioner was named as Chairman of Municipality. In the year 1935 the state government took over the total administration of the Municipal Committee. After Independence, in 1948, the Nagar Palika Act (Act No.3-1948) was passed. Under this Act on June 1, 1950 Jabalpur Nagar Nigam was established and the city was divided into 30 wards. A 43 member committee was set up in which 34 members were directly elected, 6 were selected members, and 3 nominated members. The city is currently divided into 70 wards. Jabalpur is mainly an urban area and the Jabalpur Municipal Corporation (JMC) has to cater to the municipal area of around 135 sq. KM habituated by a population of around 10.8 lakhs out of a total population of 14 lakhs and district population of 24 lakhs. Jabalpur corporation is divided into 13 zones.

### 12.2 Organizational Mission

To develop Jabalpur as regional growth center with impetus and opportunity for innovation in social, cultural, economic and institutional development.

### 12.3 Organizational Structure and Functional Set-up

The governing structure of JMC consists of both political and administrative wings. The political wing is headed by an elected body of councilors headed by the Mayor and the Commissioner heads the administrative wing.

Under Section 6 of the Madhya Pradesh Municipal Act 1956 (Amended in 1961), the municipal authorities charged with the responsibility of carrying out the provisions of this Act shall, for each municipal area, be as follows:

- (a) The Corporation
- (b) The Mayor-in-Council
- (c) The Mayor
- (d) The Commissioner

#### 12.3.1 Corporation:

The corporation works as defined u/66, 67 of 1956 Act

#### 12.3.2 The Mayor-in-Council

The Mayor-in-Council shall consist of the Mayor and not less than 5 and not more than 10 members in every Corporation as mentioned u/s 37 of the 1956 act

#### 12.3.3 The Mayor

Mayor has administrative control over the officers and servants of his office including the office of the Mayor-in-Council and Appeal Committee as mentioned u/s 25 of 1956 Act.

#### 12.3.4 General Body

JMC has been divided into 70 wards each ward represented by a councilor; however, 5 councilors with special knowledge and/or experience are nominated by the State Government bringing the total number of councilors to 75. The general council is headed by the Mayor and the current incumbent is Mr. Prabhat Sahu.



### 12.3.5 Administrative Wing

The Commissioner shall be the Principal executive officer of the Corporation and all other officers of the Corporation office shall be subordinate to him and all defined u/s 55 of 1956 Act.

The administrative wing is headed by the commissioner and the current incumbent is Mr. Ved Prakash, supported by various departments/ sections.

### 12.3.4 Broad Functions of the Municipal Corporation

The corporation handles the following functions:

- Road Sweeping
- Solid Waste Management
- Water Supply
- Street Lights
- Roads & Drains (Repairs, Maintenance & Development)
- Fire Fighting
- Govt. Welfare Schemes Implementation
- Taxation
- Property & Bazaar
- City Transport/Traffic
- Public Relations/Advertisement
- Projects & Schemes
- Anti Encroachment
- JnNURM
- PWD

The corporation has the responsibility of granting building permission under the purview of the urban planning but rest of the planning rests with the Town & Country Planning Department.

Public Health is as separate department in the State

Some of the services have been outsourced are as follows:

- Drivers for fire brigade department (55);
- Security guards (80-85);
- Road sweeping and garbage collection (27 wards);
- Transportation of the solid waste for the whole State; and
- Tax billing through Elvis

### 12.4 Staff Strength

The corporation employs around 4000 employees. There is no problem about recruitment of staff including junior engineers in case there is a sanctioned vacancy and if the total establishment cost remains less than 65% of the total budget. However, this proviso applies to the employment of candidates from ST/SC categories only.

The composition of the staff is as follows;

- Municipal corporation cadre;
- State cadre (on deputation); and
- Contractual

The Additional Commissioner is responsible for establishment matters.



## 12.5 Target/Budget

The estimated budget is around 800 INR crores but the accruals till the time of the assessment were around INR 400 crores.

The financial management of the corporation is strong as it is paying off the ADB loan. Expenditure on street lights and water is around INR 2.5 crores every month. It has the potential of being transferred under the PPP model.

## 12.6 Data Captured through Interactions and Questionnaire & Observations

The consultants had interactions with the following appointed officials and the elected representatives of JMC:

- The Commissioner, Mr. Ved Prakash
- The Nodal Officer, Mr. Parmesh Jalote
- The Additional Commissioner, Mr. M.P.Singh
- MIS I/C Mr. Rakesh Tiwari
- Joint Director, Finance, Mr. Rajesh Singh Koure
- Mr. Prabhat Sahu, the mayor

The consultants interacted with the appointed officials including the Commissioner individually who were given a brief about the intent and purpose of the study to solicit their views about the capacity building measures required to be undertaken for the corporation.

Most of the information collected by the consultants was from the Additional Commissioner, Joint Director, Finance and the Nodal Officer. The commissioner shared his vision with the consultants which has been captured as follows:

### Vision

To make Jabalpur as a model town in 2020 and give 24/7 water supply and water connection to the urban poor at low cost under Baba Rao Scheme.

He showed the following concerns:

- The employees do not share the corporation vision;
- 
- Data not getting integrated in the system and hence accessibility of data on standalone basis.

### Additional Commissioner

- Commissioner has the discretion to assign roles & responsibilities;
- Manpower shortage impacts capacity building programme; and
- Motivation scheme was in place on performance management but has stopped for the last 8 months because of the shortage of staff;

Jt. Director, Finance





- The consultants were informed that the project of writing job descriptions was initiated in 2010 under the Madhya Pradesh Urban Services for the Poor Project, an Uthani initiative.

#### The Elected Representatives

The meeting with the elected representatives was not possible because of the code of conduct in connection with the State elections having been announced. However, the consultants met the mayor and captured the following information from him during their interaction:

- The mayor's vision for the development of Jabalpur city is not shared by the party and/or the opposition and hence, he has to fight this battle alone. In view of that he felt that the motivation level takes a low ebb after some time
- He had enough information about the RAY and JnNURM programmes.

The mayor claimed the following achievements during his tenure:

- Fourteen (14) big water tanks built during the tenure;
- Old water pipes were changed at a cost of INR 12 crores;
- Air conditioned auditorium built which has become a source of revenue for the corporation

The participants feedback is based on self assessed training/learning experiences undergone by the participants. The consultants administered and collected 72 questionnaires from Jabalpur Municipal Corporation including the senior officers and the clerical staff.

**Table –12. 1: Department wise and Function wise Distribution of Filled Up Questionnaires**

S.No	Position	Department	No. of Respondents
1	Nodal Officer	RAY/JnNURM	1
2	Dy. Commissioner	Revenue	1
3	Dy. Commissioner	Not Mentioned	1
4	Executive Engineer	Store	1
5	Executive Engineer	Building /Colony Permission	2
6	Executive Engineer	Not Mentioned	4
7	Executive Engineer	Headquarters	1
8	Executive Engineer	B.S.U.P	1
9	Executive Engineer	Public Works	1
10	Executive Engineer	Revenue Municipal	1
11	Assistant	Establishment Branch	2
12	Assistant	Revenue Dept.	2
13	Assistant	Not Mentioned	3
14	Assistant	Revenue Dept.	2
15	Assistant Project Manager	Project Dept.	1



16	Sub Engineer	Store	1
17	Sub Engineer	Not Mentioned	3
18	Sub Engineer (Electrical)	Light	1
19	Sub Engineer (Electrical)	Light	1
20	Sub Engineer	Planning Cell	1
21	Sub Engineer	JNNURM	1
22	Sub Engineer	Water Dept.	1
23	Sub Engineer	JNNURM	1
24	Sub Engineer	Bhawan Shakha	1
25	Assistant Mechanical Engineer	PWD	1
26	GIS Expert	Rajiv Awas Yojna	1
27	MIS Specialist (IT)	RAY+ Computer	1
28	Estate Officer	Estate Branch	1
29	Health Officer	Health Dept.	1
30	AE In charge	Not Mentioned	1
31	Market Officer	Market	1
32	LDC	Various	26
33	Assistant - LDC	Not Mentioned	2
34	Time Keeper	Not Mentioned	1
35	Superintendent	Not Mentioned	1
36	<b>Total</b>		<b>72</b>

**Officers: 32      Staff: 40**

#### Observations

The consultants, with their eyes and ears open, took note of the following things which have a bearing on this study:

- Very old and untidy office buildings;
- Office timings are 10.30 A.M but one could see the staff moving in at 11.0 A.M;
- Rooms were cleaned around 11.0 A.M;
- The conference hall in which the meeting was supposed to have been held was so dirty and filthy that it appeared the room has not been used and cleaned for ages; it was cleaned in the presence of the consultants by an army of women sweepers;
- The consultants could smell a lot a stench coming all around the buildings;
- The employees were shabbily dressed up and are in the habit of chewing a lot of 'Gutka';
- Monster mosquitoes seen coming out from the rooms;
- No official bothered to meet the consultants in spite of having informed the concerned nodal officer about our arrival and they were asked to sit in that dirty conference room;
- The public address system (PAS) was not working in the conference room;
- There was a big communication gap about the requirement of the staff also for the training needs assessment to be conducted by the consultants as a result of which only



officers were sent to the conference hall for the assessment in spite of very clear communication from the consultants in this regard both through mail and telephonic. Anyway, 25 officials were informed to be present in the conference hall for the meeting with the consultants to start at 12 P.M. but the officials trickled in at their convenience. When the consultants gave them a brief about the intent and purpose of this meeting the consultants were surprised to note that some officers did not know the meaning of CBUD and could not understand it in spite of repeated explanation by the consultants.

- Most of the employees seemed to be idle and whiling away their time; and
- Job description of the Head of Accounts function was displayed in the office of the Joint Director, Finance. At no other ULB job description was known or available not to speak of displaying it.

### 12.7 Analysis of the Data

The data captured by the consultants through interactions with the appointed employees of JMC across the levels and with the elected representatives of CMC has been mainly analysed under the following heads each of which has been described in detail.

- General Profile
- Job Related Information
- Training and Development
- Awareness about JnNURM
- Good Practices
- The Overall Conclusion

#### 12.7.1 General Profile of the Employees

Table below shows department wise age profile of the respondents. The highlight of the analysis is that the majority population of the employees (72%) is in the category of 40 years and above. The distribution of the age profile proves that JMC is a growing old in terms of the age profile of the employees and, if measures are not taken to infuse young blood in the corporation, it may face difficulty in the long run because of the vacuum created by the superannuation of the employees over a period of time.

The consultants have observed that the female population in the corporation is very less and it may be concluded by the consultants that JMC appears to be a male dominated organization.

Qualification wise analysis shows that 74 percent of the respondents are graduates and post graduates in various disciplines; 14 percent are diploma holders and 12 percent are under graduates . The following table shows age wise, grade wise, and qualification wise distribution.

**Table – 2: Distribution of Employees Age wise, Grade wise and Qualification wise**

S. No	Categories	Numbers	Percentage
1	Gender		
	Female	7	10



	Male	65	90
<b>2</b>	<b>Age</b>		
	Below 30 Years	3	4
	30-40 Years	17	24
	40-50 Years	20	28
	Above 50 Years	32	44
<b>3</b>	<b>Educational Qualification</b>		
	Senior Secondary	6	8
	Graduation	35	49
	Post Graduation	18	25
	Diploma	10	14
<b>4</b>	<b>Level/Grade</b>		
	I	14	19
	II	11	15
	III	29	40
	IV	1	1
	No Answer	17	24

#### 12.7.2 Job Related Information

About 76 percent of the respondents have indicated that they are facing difficulties while performing their current job responsibilities whereas 38 percent are not facing any difficulties. Upon further analysis of this data the consultants found that the major problems are related to shortage of staff, lack of technical staff or lack of technical knowledge among staff. Table below highlights the problems faced by the respondents of various categories; for the junior staff the major issue is of computer knowledge and they require training of general computer skills so that they can overcome the difficulty faced.

The consultants are of the opinion that this high level of job dissatisfaction must be impacting the service delivery; hence, it is a major gap in terms of capacity building in this ULB.

About 93 percent of the respondents feel motivated to perform their job responsibilities better while 7 percent lack a sense of motivation to perform their duties. **Less weight age given to technicalities by decision makers, lack of technical knowledge and high level of stress level** are the reasons for low motivation for those who do not feel motivated, for others the interest and cooperation from other motivates them to perform better.

The consultants feel that, in spite of a lot of obstacles faced by the employees of JMC as mentioned in the para above, employees showing this high level of motivation is a feather in



the cap of this ULB. The senior management should take note of this and leverage this response by developing JMC so that the level of employee motivation goes up. Table – 3 below describes the reasons for low motivation

**Table – 12.3 : Reasons for Low Motivation in JMC**

Position	Reason
Upayukt (Rajasv)	Lack of Technological Knowledge
	Work stress
GIS Expert (Ray Cell)	Less weight age given to technicalities by decision makers
Clerk (various)	No Reason provided

The consultants have also captured the reasons affecting the job performance of the employees in the table –12. 4 below:

**Table – 12.4: Reasons Affecting the Job Performance of the Employees of JMC**

Position	Reason
Dy. Commissioner	Dealing with public to pay taxes
	Lack of any awareness program to pay taxes
Nodal officer (Rajasav, E-Governance)	Short term vision of Public representatives and communication within JMC
	Untrained subordinate staff
	Lack of Motivation among Subordinate Staff
Executive Engineer (Bldg.)	Shortage of staff having legal knowledge
Karyapalan Mantri ( Rajasav)	Lack of proper guidelines for effective implementation of rules
	Shortage of Staff
	Lack of techniques to solve revenue related issues
Executive Engineer (JnNURM.)	Execution of Projects Related to Water Works and Sewerage
Karyapalan Mantri (JnNURM)	Information of Urban Poor Programs
Karyapalan Mantri ( PWD)	Shortage of technical staff
Sahayak Pariyojna Sambandhak	Stress dealing with Public
Assistant (Sampada)	Work Environment
Assistant (Revenue)	No Cooperation from other staff
	Delay in Clearing the orders
Assistant (Establishment)	Work Load
Karyapalan Mantri	Shortage of Staff
	Lack of Experience
UpMantri	Shortage of Staff
Sahayak Mantri (Jal)	Shortage of Staff
UpMantri (Planning Cell)	Engineering Design Software
UpMantri (JnNURM)	Time Management
UpMantri (Civil Engg)	Computer Training
	Skill Development
GIS Expert (Ray Cell)	Decision without Vision
	Communication Gap



	No Data Sharing
	Lack of Common Data Centre
Sampada Adhikari	Shortage of Staff
	Lack of technical staff
MIS Expert	Absence of presence of IT Cell
	Absence of IT related staff
	Long inhouse procedure to get equipment related to IT Cell
Sub Engineer	Interference from Public
Clerk (Various Department)	Delay in work
	Work Load
	Absence of rules & regulation for the staff
Clerk (Karmashala and Bhandar)	Lack of Computer Knowledge

More than 74 percent of the respondents are of the view that, with the kind of urban development taking place in their city, it will impact their current job responsibilities in the near future. Out of this target group about 28 percent feel that it will hamper the execution of developmental work; and about 43 percent of the respondents feel that in the absence of computer training they are not equipped to handle the job pressure as on date, and, with the increase in the work load in future, it will make their job performance more difficult .

### 12.7.3 Training and Development

#### 12.7.3.1 Training Imparted to the Officials

About 40 percent of the respondents have received training in the areas like project implementation, quality control, JnNURM related issues and computer training and attended workshops to perform their jobs better. Which means about 60% of the respondents have not received any training till date to perform their job better.

About 65 percent of the respondents are of the view that they are equipped to handle future job responsibilities as some new initiatives in the field of urban development regarding e-governance like birth and death registration, property tax etc; have been taken up by the corporation which, they feel, may eventually make their jobs easier in the coming time.

The consultants have captured position – wise details of such trainings as below:

**Table – 12. 5: Details of Training Imparted to the Officials of JMC**

Position	Training	Location
Dy. Commissioner	At State Level	AILSG
Nodal officer (Rajasav, E-Governance)	At Corporation Level	
Sahayak Mantri (Jal)	Job Specific Training	
Karyapalan Mantri ( Rajasav)	Project Implementation	
	Legal issues	
Karyapalan Mantri ( PWD)	Not Mentioned	



Assistant (Establishment)	Computer Training	JDOS City Administration, Bhopal
Clerk (Establishment)(Bhandar)	Job Specific	AILSGD
Karyapalan Mantri	JnNURM Related Training	
UpMantri (Bhandar)	Quality Control	Bhopal
UpMantri (Colony sale)	Many Training	
UpMantri (Light)	SSSM	From Senior officer

However, 29 percent of the target group are of the view that there are certain issues like shortage of staff, and the lack of technical knowledge about the newly proposed reforms which will somehow affect their efficiency to perform their jobs in a better way. The table – 6 below captures some reasons given by the employees justifying their lack of preparedness.

**Table – 12.6: Reasons Given by the Employees for lack of Preparedness for Meeting Future Job Challenges**

Position	Reason
Executive Engineer (JnNURM.)	Land Management
Karyapalan Mantri ( Rajasav)	Lack of Technical Staff
Karyapalan Mantri (Headquarter)	Shortage of Staff
Karyapalan Mantri (JnNURM)	Technical training is required
Clerk (Health )	Computer Education is required
Assistant (Establishment)	Job Specific Training
Karyapalan Mantri	Not trained on newly developed systems
Karyapalan Mantri (RAY)	Computerization
	Traffic and Transport
UpMantri (Light)	Exposure Visits and training Programs
UpMantri (Planning Cell)	Training should be given after every three months
UpMantri (JnNURM)	Latest technology, Material management
GIS Expert (Ray Cell)	Training is required on Programming Development
Sampada Adhikari	Moral Support

#### 12.7.3.2 Relevance of Training Imparted

All the respondents felt that the training provided to them was of relevance. But as per the changing scenario of urban development, about 80 percent of the respondents felt that they require additional training so that they can perform better.

It was reported that most of the respondents were uncomfortable in receiving trainings in English language. Therefore, training program should be imparted in Hindi . This emphasizes the need for conducting trainings and to prepare reading materials in the local language.



### 12.7.3.3 The Need for Training Felt

#### Appointed Officials

##### Commissioner

As per the commissioner's assessment following are the weak areas:

- Agreement drafting skills
- Expertise in Traffic Management
- Infrastructure in general (Roads, bridges & buildings)
- Engineering
- e- governance
- Lack of leadership
- Cultural sensitivity for social programmes

For the corporators the commissioner suggested the following training:

- Training on role & responsibilities for understanding and supporting vision of the corporation.
- Orientation programme before asked to assume office.

##### The Mayor

The mayor felt the need for training for the elected representatives in the following areas in order to take the role & responsibilities seriously:

- Induction;
- Goal orientation;
- Prioritization;
- Awareness about the government programmes;
- Conduct of meetings;
- Water harvesting; and
- Exposure to other ULBs working through visits, or documentary film sharing.

In order to face the future challenges and to cater to the urban reforms, 60% of respondents felt the requirement of training in the field of technical know how and rest either wanted to go on exposure visits to observe the kind of development taking place outside their city in other ULBs of the country or abroad. Table -7 below shows the list of such officials who feel in the absence of training they may not be able to cope up with the urban development trends in their city.

**Table –12. 7 : Designation wise Training Requirements**

Rank	Name of the Training
Dy. Commissioner	Training on working of Municipality
Executive Engineer (Bldg.)	E- Governance
	Traffic and transportation
	Urban planning
	GIS training





	Computer training
Nodal officer (Rajasav, E-Governance)	Follow up on Projects
	E- Governance
Upayukt	Practical Training of the subject related
AE (RAY)	Civil Engineering
	Capacity Building
Karyapalan Mantri ( PWD)	Planning and Implementation of Projects
Karyapalan Mantri	Management training
	Energy Efficiency
	Electrical related training
Karyapalan Mantri (JnNURM)	Urban Development
Karyapalan Mantri	Disaster Management
	Capacity Building
UpMantri (Colony Cell)	Advanced training Program
UpMantri (Light)	Timely training Program
UpMantri (Planning Cell)	Software Related
	AUTOCAD training
UpMantri (JnNURM)	For departmental related work training should be imparted
Sub Engineer	Quality Control
GIS Expert (Ray Cell)	Project Management
	GIS programming
Clerks	Project Management
	GIS programming
	General Computer training
	Technology Development
	Subjected related Information
	Capacity Building

#### 12.7.3.4 Additional Training

The need for additional training came out very clearly during interactions of the consultants with the senior officials of the corporation as the following data reveals:

##### Commissioner

- Orientation programme for new recruits in Nagar Nigam;
- Liaison & PR training for the officials for showing effectiveness during emergency situations;
- Fire safety for Fire Officers and other staff in the Fire Service department;
- Refresher Programme for the officers;
- Generating Team spirit in the organization; and
- Attitude Training

##### Jt. Director, Finance

- Accounts staff is low on capabilities and their training needs need to be augmented which is possible because the staff has the learning attitude; and
- Legal compliance.

#### 12.7.3.4 Duration of the training Programmes



Regarding the duration of training programmes, more than 30 percent of the respondents felt that duration of training should be of at least one to two weeks and another group of 70 percent respondents felt 3 to 5 days will be enough for the duration of training program; however, frequency of this training/workshops should be at regular interval of six months to one year which will not only enhance their technical knowledge but also motivate them to perform better.

#### 12.7.4 Awareness about JnNURM

Just 46 percent of the respondents are aware of the JNUURM and about the ongoing initiatives in JMC under JnNURM while 43 percent of the respondents especially from the junior level are ignorant of it, whereas, 11 percent preferred not to answer the question.

There is awareness about the JnNURM programme as the following initiatives under taken by the corporation suggest:

- The Project Management Unit (PMU) is in place; and
- Mobility plan also is in place as there are 100 JNNRUM buses plying.

The RAY cell also is in place. The beneficiaries have been identified but nothing has been allotted. Currently a pilot phase on 4 slum clusters is going on for which the DPR has been made locally with little support from outside.

#### 12.7.5 Good Practices

Just 20 percent of the respondents are aware of the good practices in various Municipal Corporations across the country and 44 percent are aware of the practices but they are not aware in which sector these best practices can be categorized.

Some of the ULBs identified by the respondents are as follows:

- Jamshedpur Municipal Corporation (E- Governance)
- Pimpri Chinchwad Municipal Corporation (E- Governance)
- Nagpur Municipal Corporation (water supply)
- Bhuvneshwar Municipal Corporation (Street Vendors)
- Hyderabad Municipal Corporation
- Vijayawada Municipal Corporation (Street Lighting)
- Bangalore Municipal Corporation (Sanitation)
- Indore Municipal Corporation (IT Sector)
- Singapore GIS base building permission and techniques

#### 12.7.6 The Overall Conclusion

- Biometric attendance system for the employees is in place which the consultants did not come across in any other ULB;
- Overall, one could come across system orientation all across; and
- New areas for PPP model are being explored which should help the corporation raise revenue without taxing the citizens directly.

### 12.8 Issues impacting the Working of the Corporation

Some critical issues impacting the working of the Corporation are as follows:



- Municipal cadre reforms sent to the government for approval, therefore, the rules are yet to be framed. The approval may take around 2 years. This will impede the functioning of the corporation.
- Shortage of Staff
- Lack of technical Knowledge among Staff
- Basic Computer Knowledge of the Staff
- Political pressure

### 12.9 Current Challenges faced by the ULB

- Traffic management compounded by encroachment and lack of parking lots especially in the market places.

### 12.10 Initiatives taken by UMC Under 74<sup>th</sup> CAA:

In order to comply with the requirements of 74<sup>th</sup> CAA for urban reforms, Jabalpur Municipal Corporation has taken the following initiatives:

- Solid waste continues to be dumped at the open site but the plant is in the construction stage through PPP model with the Essel World;
- Storm Water Drain;
- Sewerage;
- Poverty Alleviation Programme; and
- Public grievances system has been computerised.

Other initiatives:

- MIS
- GIS

#### 12.10.1 Citizens' Councils

An initiative for public grievances redressal has been established in the corporation where a meeting is held every Tuesday from 11 A.M. to 1 P.M in the corporation office.

In order to assess the preparedness of the officials on the urban reforms arising out of the 74<sup>th</sup> CAA the consultants captured the level of preparedness of those officials involved with the implementation of Urban Reforms Programme by giving them Proforma listing the details of those reforms to record the initiative taken by those officials for the implementation of those programmes, with a view to elicit the training required, if any, for 100% implementation of those reforms in the following areas:

- Framework for Governance
- Framework for Finance and Financial Management
- Framework for Solid Waste Management
- Service Delivery

**Table – 8 : Training Needs As per key Focus Areas of 74 CAA Framework for Finance and Financial Management**

Position	Key Areas	Current Status/	Need Of Training	Remarks
Nodal Officer, Shayak	Budgeting and Planning	Welfare Planning is required	<b>Yes training is required</b>	Increase the capacity of the officers and staff
	Expenditure		<b>Training is</b>	Improves management of



Mantri	Management		required	the staff
	Procurement Planning and Execution	For Storm Water Drainage project 67% completed For Sewerage project 50%completed	Training is required	For timely completion
	Revenue Mobilization	For Solid waste need updation Property Tax is started collecting	Training required	Improves the revenue mobilization of the ULB
	Asset/liability Management		Training is required	
	Accrual Accounting	About to start- Double Entry is adopted	-	
	Internal Auditing	State Government has appointed a team of auditors	Training is required	Project Execution
	FM Information System	Online Information is provided		
	Capacity Enhancement of Municipal Accountants		Training is required	
	Monitoring, review and quality control procedures		Training is required	
	IT Standardization	Every staff member require training	Training is required	

### 12.12 Identifying Unique Position from JMC & Assessing the Training Needs for this Position

As the consultants have recommended in the inception report that while visiting the ULBs for the assessment of training needs they will identify one or two unique positions from each ULB visited and assess the specific training needs for that unique position. Keeping that aspect into consideration, the consultants have identified the position of Market Officer from JMC, and assessed the training needs for this position by comparing this position with the standard job descriptions from other ULB as shown in table – 12.9 below:

**Table – 12.9: JOB DESCRIPTION - 12**

Table – 9: JOB DESCRIPTION - 12			
<b>Job Title:</b>	Market Officer	<b>Department:</b>	Market
<b>Work Location:</b>	Jabalpur Municipal Corporation	<b>Year:</b>	2013
<b>Job Objectives:</b>			
To monitor the working of market department including the staff.			
<b>Key Result Areas (KRAs):</b>			



<ul style="list-style-type: none"> <li>➤ Calls for tender in the stipulated time</li> <li>➤ Evaluation of the tender in the Stipulated time</li> <li>➤ Issue of Contract in the Stipulated time</li> <li>➤ Overall Monitoring of Field Work as per the time frame</li> <li>➤ Total no of Shop Licenses issued in a month</li> <li>➤ Submission of Monthly Collection report to Commissioner in the stipulated Time</li> </ul>
<b>Roles and Responsibilities:</b>
<b>1) Administration Responsibilities</b>
<ul style="list-style-type: none"> <li>• To administer all work related to the market department</li> <li>• To administer all work related to rent collection activities of shops, footpath shops, grocers, hawkers...etc</li> <li>• To supervise &amp; monitor employees of the department</li> <li>• To administer work related to money lending license issues &amp; ensure that requisite fees is deposited with the license clerk</li> </ul>
<b>2) Allotment of shops procedure responsibility</b>
<ul style="list-style-type: none"> <li>• To ensure proper documents relating to issue of tender are prepared</li> <li>• To issue tender for bidding of rent &amp; shop premium</li> <li>• To ensure notice for invitation</li> <li>• To allot shops to contractors accordingly after the contractors proposal is accepted by the MIC</li> <li>• To supervise contractors for shop allotment timely, to obtain shop earnest money &amp; shop premium money in installments</li> </ul>
<b>3) Receiving daily routine reports</b>
<ul style="list-style-type: none"> <li>• To receive daily reports from market inspectors &amp; rent collectors</li> <li>• To supervise &amp; sign on daily accounts of rent collection &amp; ensure that the amounts are then deposited in the municipal account</li> </ul>
<b>4) Removal of illegal shop encroachment</b>
<ul style="list-style-type: none"> <li>• To get timely information from rent collectors on illegal shops constructed in municipal territories</li> <li>• To take necessary action related to removal of illegally constructed shops</li> </ul>
<b>5. Other Work Related Responsibilities</b>
<ul style="list-style-type: none"> <li>• To present monthly collection reports to commissioner</li> <li>• To receive necessary documents for change of shop name &amp; ensure that documents move through proper channels for obtaining approval of the commissioner</li> <li>• To communicate information received from higher authorities regarding license fees; administration related information to departments; &amp; shop license clerks in various zone offices</li> <li>• Any other work incidental to the course of delivery of job responsibility</li> <li>• Any other work as instructed by superior officers in the purview of the municipal Corporation function.</li> </ul>

Interaction within JMC			
Sl. No	Department	Level of person	Purpose of interaction
1.	Accounts	Accounts Officer	For various forms of payments
2.	Street Lighting	EE	For office light repairs
3.	PWD	EE	For shop construction activities



4.	Encroachment	Superintendent	For removal of illegal shops
5	General Administration & Establishment	Departmental clerks	For salary and leave
<b>Interaction Outside JMC</b>			
<b>Sl. No</b>	<b>Organization</b>	<b>Level of person</b>	<b>Purpose of interaction</b>
1.	Contractors/Vendors	All	For various contracts
2.	Citizens	All	For shop allotment related issues
3.	Police	SHO/SP	For removal of illegal shops

<b>Additional Information</b>	
<b>Resources and their Source of Availability</b>	<ul style="list-style-type: none"> <li>• Computer</li> <li>• Office vehicle</li> <li>• Mobile</li> </ul>
<b>Competencies Required</b>	<ul style="list-style-type: none"> <li>• Computer knowledge</li> <li>• Supervision ability</li> <li>• Good Understanding of the sources of revenue</li> <li>• Lateral Thinking</li> </ul>
<b>Changes foreseen in this Job in Coming five Years</b>	Construction activities will increase for mall construction
<b>Recommended Qualifications</b>	Graduate &/or post graduate preferably B.Com &/or M.Com

**Table – 10 : Assessment of Competencies for Market Officer - Market**

Competencies Required	Competencies Assessed	Competency Gaps
<ul style="list-style-type: none"> <li>• Computer knowledge</li> <li>• Supervision ability</li> <li>• Good Understanding of the sources of revenue</li> <li>• Lateral Thinking</li> </ul>	<ol style="list-style-type: none"> <li>1. Cooperative Attitude</li> <li>2. Awareness about urban issues</li> <li>3. Knowledgeable for the current job responsibilities</li> </ol>	<ol style="list-style-type: none"> <li>1. Low level of understanding of English language</li> <li>2. Low level of administrative skills</li> <li>3. Not current with possibility of increasing revenue</li> </ol>

### 12.13 Likely Future Challenges

As per the respondents, likely future challenge will be related to the execution and implementation of developmental work as the corporation grows bigger and its role expands. Some of the major challenges captured by the consultants during their interactions are as follows:

- Environmental Engineering;
- Traffic including parking though the population ration v/s the land mass available is only 11% which should not magnify the problem;
- Electricity saving; and



- Monitoring of progress report of the development work including that of the mayor.

### 12.14 Competency Gaps

Taking into consideration all the above factors, the consultants have identified the following competency gaps as described in the table – 12 below in the appointed employees and the elected representatives of JMC which can be narrowed by having a comprehensive capacity building plan in place as recommended so that over a period of 3 years, JMC can claim to be a vibrant organization:

**Table – 11: Table Showing Competency Gaps in Employees & the Elected Representatives of JMC**

Competency Gap in Employees		Competency Gap in Elected Representatives	
Knowledge Gap	Training Programmes Recommended to Narrow the Gaps	Knowledge Gap	Training Programme Recommended to Narrow the Gaps
1. Low level of Functional Knowledge/awareness 2. Lack of role clarity 3. Problems with public dealings 4. Absence of general guidelines (SOPs) 5. Absence of required functional software 6. Absence of DBMS	1. Exposure to Urban Planning Process 2. Exposure to Financial Planning & Management 3. Solid Waste Management 4. E – governance 5. Agreement Drafting 6. Exposure Visits 7. Legal Compliance including RTI 8. Traffic Management 9. Infrastructure Engineering 10. General Engineering 11. GIS 13. Energy Management 14. AUTO CAD 15. Fire Safety 16. Induction programme for new recruits	1. Low level of understanding of role & responsibilities 2. Lack of awareness about urban sector development 3. Short term vision	1. Induction Programme and/or the refresher 2. Exposure to Urban Planning Process 3. Exposure to Cost of Capital 4. E – governance 5. Exposure Visits 6. Water Harvesting
Skill Gaps	Training Programmes Recommended to Narrow the Gaps	Skill Gaps	Training Programmes Recommended to Narrow the Gaps



1. Low work output 2. Poor coordination 3. Stress 4. Communication Gap 5. Unhealthy Work Culture 6. Absence of techniques	1. Computer Skills including multimedia 2. Preparation of MIS 3. Leadership Skills 4. Team Work 5. Stress Management 6. Decision Making 7. Change Management 8. Communication 9. DBMS	1. Very Slow disposal of cases 2. Low level of rapport with the government agencies/departments	1. Time Management 2. Computer Skills 3. Decision Making 4. Leadership 5. PR & Lobbying
<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>	<b>Attitude Gaps</b>	<b>Training Programmes Recommended to Narrow the Gaps</b>
1. Procrastination 2. Lack of initiative & ownership 3. Low motivation 4. Data not shared 5. Seniors ignoring subordinates and/or their suggestions	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Goal Setting 4. Cultural Sensitivity	1. Insensitivity to others' needs 2. I don't care attitude	1. Exposure to intra personal skills 2. Exposure to inter personal skills 3. Behavioural Sensitivity Programme

### 12.15 Institutions Which Can Impart Training

The following are the institutes proposed for training/workshop to be conducted in the near future for capacity building.

- ESRI
- IIT
- IIMs
- SPA, Delhi
- ASCI Hyderabad
- AILSG Centre
- Local State Administrative office, Bhopal, Indore
- YEC, Jabalpur

### 12.16 Suggestions

- Requirement of ERP system for data integration;
- Integration of Town Planning & Nagar Nigam for better urban planning;
- Greater coordination between the State Government, Parishads, and the Mayor for better planning and effective municipal services; and
- CM of the State should draw an overall road map for the development of Jabalpur.



**TRAINING NEED ASSESSMENT (TNA) AND PREPARATION OF STRATEGIC TRAINING PLAN UNDER CAPACITY BUILDING FOR URBAN DEVELOPMENT (CBUD) PROJECT OF MINISTRY OF URBAN DEVELOPMENT, GOVT. OF INDIA**

**CONDUCTED BY  
JPS ASSOCIATES (P) LTD, NEW DELHI**

**Note:** This information is confidential. You should feel free to fill the information in the questionnaire. Your views are required only for data analysis purpose. Please fill all the columns of this questionnaire.

(PI.  as applicable)

**Location:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Department:** \_\_\_\_\_ **Designation:** \_\_\_\_\_

**Section:** \_\_\_\_\_ **Level/Grade:** \_\_\_\_\_

(PI.  as applicable)

General Information						
Sl. No.	Particulars	Age (in Years)	Below 30	30 – 40	40 – 50	Above 50
1						<b>Sex</b>
						M      F
2	Experience in ULB	Below 5	5 – 10	10 – 20	20 – 30	30 & Above
3	Educational Qualifications (The highest obtained as on date)					
Job Related Information						
4	Nature of the duties in the existing position	1.	2.	3.	4.	5.
<b>Note: For any additional information please use additional sheet</b>						

5	Your Key Job Responsibilities (KRAs) if any	1. 2. 3.
6	Are you aware of the urban poor concerns? If yes please identify those	Yes (Please tick whichever applicable) No
7	Are you performing any other responsibilities other than listed in Sr. No. 4 (You may choose from the list attached which is indicative)?	1. 2. 3.
8	What are your strengths which help you to perform your current job better?	1. 2. 3.
9	What are the difficulties you are facing, if any, while performing your current job?	1. 2. 3. 4.

10	Do you feel motivated to perform your job? If, yes how and if not, why not?	1. 2. 3. 4.
<b>Training and Development</b>		
11	What are the latest changes impacting urban development?	1. 2. 3.
12	Do you think those changes are or will impact your current job responsibility? If yes, describe how?	1. 2. 3.
13	Do you think you are equipped/ trained to meet future job challenges? If not, what support you need to equip yourself for those challenges?	1. 2. 3.
14	Has any training been imparted so far for handling the current responsibilities (give short details)	1. 2. 3.
15	What additional training, if any, is required for effectively meeting your responsibilities for current and future job?	1. 2. 3.

16	What should be the duration and frequency of the training mentioned in clause 15	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
17	Please mention the name of any institute you have in mind for such training	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

**Good Practices**

18	Are you aware of the good practices other ULBs within the country or abroad are following? If yes, identify those.	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
19	Would you like to adopt the good practices identified above to apply to your job and how? (Pls tick as appropriate)	<ol style="list-style-type: none"> <li>1. You know those and you can easily adopt</li> <li>2. You will need training on those practices.</li> <li>3. You would like to visit those ULBs and observe personally before adopting those</li> <li>4. I cannot adopt those because of the following hindrances in my department.</li> </ol>

20. What are your suggestions for Improving the work culture in your office/organization.

- 1.
- 2.
- 3.
- 4.
- 5.

**General Awareness about the Urban Sector Development**

21.	Are you aware of the JnNRUM	Yes  No.
22.	What initiatives/projects have been taken up, if any, by your department/ULB under JnNRUM?	1.  2.  3.  4.
23.	Do you find your ULB is providing/supporting enabling environment in any of the following areas	Please Tick as Appropriate (_tick_) and describe <ul style="list-style-type: none"><li>• Organizational Development</li><li>• Human Resource Development</li><li>• Strategic Planning</li><li>• Technology Improvement</li><li>• Resource Mobilization</li></ul>

### Key Areas of Focus for TNA

Senior Officers				Staff
Financial and FM Reform	Framework for Urban Planning	Service Delivery	Framework for Governance	Personnel Effectiveness
<ul style="list-style-type: none"> <li>• Budgeting and planning</li> <li>• Expenditure management</li> <li>• Procurement planning and execution</li> <li>• Revenue mobilization (including property tax, development charges and user charges)</li> <li>• Asset/liability management,</li> <li>• Accrual accounting,</li> <li>• Internal controls</li> <li>• Auditing</li> <li>• FM information systems</li> <li>• Procurement</li> <li>• Capacity enhancement of municipal accountants</li> <li>• Financing framework (including access to capital markets, public private partnerships (PPPs), and carbon finance),</li> </ul>	<ul style="list-style-type: none"> <li>• ULB reforms to the urban planning process</li> <li>• Land management, including pro poor planning approaches.</li> <li>• Equipped to handle planning independently (as a decentralized process)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and operational planning including developing strategies for project execution,</li> <li>• Monitoring and review including effective quality control</li> <li>• Tariff and subsidy design</li> <li>• service delivery for the poor,</li> <li>• project planning &amp; implementation,</li> <li>• Performance planning, benchmarking, and monitoring,</li> <li>• Training and professionalization of service delivery,</li> <li>• Management of social impacts</li> <li>• IT standardization,</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of interactions between local officials and citizens through support for citizen awareness and participation (e.g. citizen scorecards, stakeholder forums government) and skills development for elected officials,</li> <li>• Transparency</li> <li>• Public consultations,</li> <li>• Citizens 'forums'</li> <li>• Disclosure of finalized audited financial statements</li> </ul>	<ul style="list-style-type: none"> <li>• Computer skills</li> <li>• Office management</li> <li>• Payment issues</li> <li>• Others (please elaborate)</li> </ul>

**शहरी विकास मंत्रालय, भारत सरकार के शहरी विकास परियोजना के लिए क्षमता के अतंगत  
प्रशिक्षण आवश्यकता आकलन और प्रशिक्षण रणनीति योजना की तैयारी**

**जे०पी०एस० (प्रा०) लि०, नई दिल्ली द्वारा प्रस्तुति**

**ध्यान:** यह सूचना गोपनीय है। प्रश्नावली में जानकारी भरने के लिए स्वतंत्र है। आपके विचार सिर्फ तथ्यों के विश्लेषण के लिए उपयोग किया जाएगा। कृपया इस प्रश्नावली के सारे प्रश्नों का अत्यावश्यक उत्तर भरें।

(कृपया आवश्यकतानुसार ✓ लगाएँ)

स्थान: ..... दिनांक: .....

विभाग: ..... पद: .....

अनुभाग: ..... स्तर/श्रेणी/ .....

(कृपया आवश्यकतानुसार ✓ लगाएँ)

सामान्य सूचना						
क्रम सं०	विवरण	आयु (वर्षों में) Age (in Years)	30 से कम (Below 30)	30-40	40-50	50 से ऊपर (Above)
01						
					लिंग	
					पुरुष M	स्त्री F
02	शहरी स्थानीय निकाय (यूएलबी) में अनुभव	5 से कम	5-10	10-20	20-30	30 से ऊपर
03	शैक्षणिक योग्यता (आज की तारीख में प्राप्त उच्चतम)					
कार्य संबंधित सूचना						
04	वर्तमान पद के अनुरूप कर्तव्य*	1. 2. 3. 4. 5.				
05	आपके मुख्य कार्य की जिम्मेदारियों (के.आर.ए.), यदि कोई हो	1. 2. 3.				
* ध्यान: कृपया अतिरिक्त जानकारी के लिए आवश्यक पन्ने का उपयोग करें						

6	शहरी गरीबों की समस्या के बारे में आपको जानकारी है क्या? यदि हाँ तो कृपया विस्तार में लिखें	
07	आप क्रम संख्या 4 में दिए गये जानकारी के अतिरिक्त अन्य कोई कार्य कर रहे हैं क्या? (दिये गये कर्तव्यों की सूची से चयन करें)	1. 2. 3.
08	आपके वर्तमान कार्यों को बेहतर निष्पादन करने के लिए आपके पास शक्ति (Strengths) क्या-क्या हैं ?	1. 2. 3.
09	अपने वर्तमान कार्य को निष्पादन करने में क्या कोई कठिनाइयों का सामना करना पड़ रहा है? यदि कुछ है तो कृपया लिखें।	1. 2. 3. 4.
10	क्या आप अपने कार्यों निष्पादन करने के लिए प्रेरित हैं? यदि हाँ तो कैसे? यदि नहीं, तो क्यों नहीं?	1. 2. 3. 4.
<b>प्रशिक्षण और विकास</b>		
11	शहरी विकास किन आधुनिक परिवर्तनों से प्रभावित है। इस पर अपनी टिप्पणी लिखें?	1. 2. 3.



12	क्या आपको लगता है कि उन परिवर्तनों के कारण आपके वर्तमान कार्य और जिम्मेदारियों पर असर होगा? यदि हाँ तो कैसे? वर्णन करें।	1. 2. 3.
13	क्या आप भविष्य के कार्य चुनौतियों को पूरा करने के लिए प्रशिक्षित हैं? यदि नहीं तो उन चुनौतियों को पूरा करने के लिए आपको किस तरह के प्रशिक्षण /सहायता की आवश्यकता है?	1. 2. 3.
14	वर्तमान जिम्मेदारियों को संभालने के लिए क्या आपको अब तक कोई प्रशिक्षण मिला है। यदि हाँ तो विस्तार से विवरण दीजिए	1. 2. 3.
15	वर्तमान और भविष्य के काम और जिम्मेदारियों को प्रभावी ढंग से निष्पादन करने के लिए क्या आपको कोई अतिरिक्त प्रशिक्षण की आवश्यकता है? (विस्तार से बताइयें)	1. 2. 3.
16	प्रश्न 15 के अनुसार, प्रशिक्षण की अवधि और आवृत्ति क्या होना चाहिए?	1. 2. 3.
17	इस प्रशिक्षण के लिए आपके मन में यदि कोई प्रशिक्षण संस्थान है तो कृपया उसका उल्लेख करें?	1. 2. 3.
<b>अच्छा अभ्यास</b>		
18	आपके जानकारी के अनुसार देश या विदेश में कोई भी शहरी स्थानीय निकाय (यूएलबी) किसी भी उत्तम अभ्यास का अनुसरण कर रहे हैं? यदि हाँ तो उसके बारे में विस्तार से जानकारी दे।	1. 2. 3.
19	उपरोक्त अभ्यास को अपने कार्य की बेहतर निष्पादन के लिए क्या आप व्यवहार में लाना चाहेंगे( यदि हाँ तो कैसे दिए गए जानकारी को चिन्हित करें (√))	1. आप वे सब जानते हैं और आसानी से अपना सकते हैं। 2. आपको उन पर प्रशिक्षण की आवश्यकता होगी 3. आप उसको अपनाने से पहले वे शहरी स्थानीय निकाय (यूएलबी) का दौरा करके और व्यक्तिगत रूप से निरीक्षण करना चाहेंगे। 4. मैं वे सबको अपना नहीं सकता क्योंकि मेरे विभाग में निम्नलिखित बाधाएँ हैं।

20.	अपके कार्यालय/संगठन में कार्य संपादन में सुधार के लिए आपके सुझाव क्या है।	
	1	
	2	
	3	
	4	

शहरी क्षेत्र के विकास के बारे में सामान्य जानकारी		
21.	क्या आपको JnNRUM के बारे में जानकारी है?	हाँ (यदि हाँ तो संक्षेप में बताएँ)  नहीं
22.	क्या आपके विभाग/शहरी स्थानीय संस्था (यू.एल.बी.) में JnNRUM के तहत कोई परियोजना/पहल को अपनाया गया है? यदि है तो विस्तार में बताये।	1.  2.  3.  4.
23.	क्या आप अपनी शहरी स्थानीय संस्था (यू.एल.बी.) में निम्नलिखित क्षेत्रों में से किसी का समर्थन कर रहे हैं?	(कृपया उपयुक्त पर चिन्हित और संक्षिप्त में वर्णन करें)  <input type="radio"/> संगठनात्मक विकास <input type="radio"/> मानव संसाधन विकास <input type="radio"/> रणनीति-संबंधी योजना <input type="radio"/> प्रौद्योगिकी सुधार <input type="radio"/> संसाधन जुटाना

Key Focus Area for Conducting Training Need Assessment (Specific to Department)

S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/justification
1.	<b>Financial and Financial Management Reform</b>			
1.1	Budgeting and Planning			
1.2	Expenditure Management			
1.3	Procurement Planning and Execution			
1.4	Revenue Mobilization (including property tax, development charges and user charges)			

1.5	Asset/Liability Management			
1.6	Accrual Accounting			
1.7	Internal controls and Auditing			
1.8	FM Information Systems, Procurement			

1.9	Capacity Enhancement of Municipal Accountants			
1.10	IT Standardization			
1.11	Implementation and operational planning including development strategies for project execution			

1.12	Monitoring, review and quality control procedures			
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Key Focus Area for Conducting Training Need Assessment (Specific to Department)

S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/Justification
1.	<b>Framework for Urban Planning</b>			
1.1	Reforms introduced after 74 CAA			
1.2	Urban planning process			
1.3	Land management			



S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/Justification
1.4	Pro- Poor Planning Approaches			
1.5	What initiatives/projects have been taken up, if any, by your department/ULB under JnNRUM/ RAY/ SJSRY etc (if any)			

Key Focus Area for Conducting Training Need Assessment (Specific to Department)

S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/justification
1.	<b>Framework for Service Delivery</b>			
1.1	Service delivery, tariff and subsidy design			
1.2	Financing framework (PPP, capital markets, carbon finance etc)			
1.3	Service delivery for the poor			

S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/justification
1.4	Strengthening project planning, implementation, performance planning and benchmarking and monitoring			
1.5	Training and professionalization of service delivery			
1.6	Efficient Management of Social Impacts			

Key Focus Area for Conducting Training Need Assessment (Specific to Department)

S. No.	Focus Areas for TNA	Current Status /Initiatives taken especially after 74 CAA	Perceived Need in terms of Training	Anticipated Impact/justification
1.	<b>Framework for Governance</b>			
1.1	Citizen awareness and participation (citizen scorecards, citizen forums, citizen charter)			
1.2	Skills development for elected representatives			
1.3	Introduction of E-Governance (for enhanced transparency & disclosure)			

<b>S. No.</b>	<b>Focus Areas for TNA</b>	<b>Current Status /Initiatives taken especially after 74 CAA</b>	<b>Perceived Need in terms of Training</b>	<b>Anticipated Impact/justification</b>
1.4	Publication of Annual Reports with audited financial statements			

महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु (विभाग/पद से संबंधित)

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.	वित्तीय और वित्तीय प्रबंधन सुधार			
1.1	बजट और योजना बनाना			
1.2	खर्च प्रबंधन			
1.3	खरीद/प्राप्ति योजना और निष्पादन			

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.4	आय संग्रहण (संपत्ति कर, विकास शुल्क और उपयोगकर्ता शुल्क सहित)			
1.5	परिसंपत्ति/देयता प्रबंधन			
1.6	प्रोद्घवन लेखांकन			

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.7	आंतरिक नियंत्रण और अंकेक्षण			
1.8	वित्तीय प्रबंधन सूचना प्रणाली, प्राप्ति			
1.9	नगर निगम के लेखांकन की क्षमता वृद्धि			



क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.10	सूचना प्रौद्योगिकी के मानकीकरण			
1.11	रणनीति विकसित परियोजना के निष्पादन के लिए क्रियान्वयन और संचालन की योजना बनाना			
1.12	निगरानी और समीक्षा सहित प्रभावी गुणवत्ता पर नियंत्रण			

महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु (विभाग/पद से संबंधित)

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.	शहरी योजना के लिए ढांचा			
1.1	74 CAA के बाद किये गये सुधार			
1.2	शहरी योजना की प्रक्रिया			
1.3	भूमि प्रबंधन			

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.4	गरीब समर्थक योजना के प्रयास			
1.5	क्या कोई पहल/परियोजनाएँ, JnNRUM/ RAY/ SJSRY आदि के तहत आपके विभाग या स्थानीय शहरी संस्था (यदि कोई है तो संक्षिप्त में बताये)			

महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु (विभाग/पद से संबंधित)

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.	सेवा वितरण का ढाचा			
1.1	सेवा वितरण का प्रशुल्क सहायिकी और रचना			
1.2	वित्तीय ढाचा (PPP, capital markets, carbon finance etc)			
1.3	गरीबों के लिए सेवा वितरण			

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.4	सुदृढीकरण परियोजना की योजना, कार्यान्वयन,प्रदर्शन की योजना बनाने और बेंच मार्किंग और निगरानी करना			
1.5	प्रशिक्षण और व्यावसायिकता के लिए सेवा प्रदान करना			
1.6	कुशल सामाजिक प्रभावों का प्रबंधन			

महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु (विभाग/पद से संबंधित)

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.	शासन के लिए ढांचा			
1.1	भागीदारी के लिए नागरिक जागरूकता को समर्थन (citizen scorecards, citizen forums, citizen charter)			
1.2	निर्वाचित प्रतिनिधियों के कौशल विकास			
1.3	Introduction of E-Governance (for enhanced transparency & disclosure) E- Governance का परिचय (पारदर्शिता और प्रकटन के लिए)			

क. नं.	महत्वपूर्ण क्षेत्रों के लिए प्रशिक्षण आवश्यकता और आकलन के केन्द्र बिन्दु	वर्तमान स्थिति /74 CAA के बाद विशेष रूप से उठाये गये कदम	आवश्यकता से प्रेरित प्रशिक्षण	अपेक्षित प्रभाव/समर्थन
1.4	वार्षिक रिपोर्ट (वित्तीय अंकेक्षित विवरण के साथ)का प्रकाश			

Date: 01/Nov/2013

Chindwada  
Municipal Corporation

"Preparation of Training Need Assessment (TNA) and preparation of Strategic Training Plan  
under Capacity for Urban Development (CBUD) Project".

S. No.	Name	Designation/Department	Contact No.	Sign
1	HIMANSHU SINGH	CHIEF MUNICIPAL OFFICER	9425184018	Liw
2	NOORSIHGH	EXECUTIVE ENGINEER	9425438760	NS
3.	Mrs. Arunlata Malviya	Asst. Grade II	9179174948	AM
4.	Miss Preeti Dubey	Asst. Grade III	8827947534	PD
5.	B. D. Shukla	Health officer	9926543513	BS
6.	R.K. Sharma.	R.I.	9424666700	RS
7.	R.S. Churehang.	R.S.I.	9124380458	RS
8.	Mukesh chaukhey	Draftsman	9424948088	MC
9	Ashok Pomeley	sub engineer	8989966980	AP
10	Mahesh Patel	R.S.I.	9329810637	MP
11	Deepak Potankar	Asst. Grade III	9479488104	DP
12	G.S. Thakur	Asst Grade-3	9302166325	GT
13	Subhash Malviya	surveyor	9424349443	SM
14	Rajesh Yadav	L.O.C.	9993047882	RY
15	Sajid Khan	R.S.I.	9424749317	SK
16	Surendra Smi	T/K	9407371221	CS

Sub Eng 2








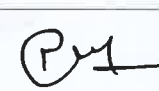


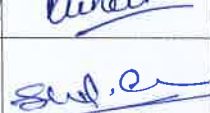




S. No.	Name	Designation/Department	Contact No.	Sign
17	hansraj singh	L.D.C	9329290190	
18	Kamal Moh	---	9479736421	
19	R. K. Sagar	sub Engr.	9424990095	
20	Pranod Jadhav	ACCOUNTANT	9325438745	
21	AMIT BHATELE	Tamkeeper	9124318118	
22	R.K. Nirmkar	L.D.C.	9926715335	
23	B.D. Sawwan		9907274963	
24	Mohar nagdu	A.G.II	9827521149	
25	SANTOSH SOLANKI	ASST. G-III	9829225827	
26	VEERENDRA MAHAJAN	ASST. Grade-II	8349849686	
27	G. B Gulame	Tamkeeper	9358851144	
28	Rajendra Kulkarni maharaj	PWD	9407056656	
29	Satish Godre	Revenue	9425896770	
30	Lata Deolabhar Raj	L.D.C	7509142241	
31	Ghamast Yamsol	L.C.C.	9981250857	
32	श. व. जयगुयी	Sub. Engr.	9425819422	
33	सुपेन्द्र मगवारे	Sub. Engr.	9424323929	
34	श. सु. म. पाठ	Asst G II	9406756960	



**“Preparation of Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) Project”.**

**Nagar Nigam Dehradun, Uttarakhand**

Date: 18-11-13

S. No.	Name	Designation/Department	Contact No.	Sign
1	Ashock Kumar	MNA		
2	RAVI PANDEY	EE, NND.	9837256961	
3	O.P Arya	Accountant	9997136558	
4	Ramesh S. Chandra	SDS	9917474145	
5	N.P. Gupta	Accountant	9837344566	
6	Sakshi Joshi	D.E.O	7895237650	
7	Tarak Chauhan	D.E.O	9557322551	
8	Sameer Kumar	D.E.O	9126699874	
9	Punit Arora	D.E.O	9997282252	
10	Shiv Kumar Singh	LDC	9760316356	
11	Birendra Dobhal	L.D.C	9410573143	
12	S.P. Gupta	T.S.	9897092681	
13	Sharad Ch Dimri	TS	9927217546	
14	Sanjay S. Kaseena	T.I	9358100413	
15	Ajay Bahuguna	T.I.	9997007724	

S. No.	Name	Designation/Department	Contact No.	Sign
16	Bhuvan Chandra Dhyani	computer clerk	8449289120	
17	Amit Khan	clerk (accounts)	8791007393 9759139545	
18	Ram Prakash Jaiswal	clerk (accounts)	9319998694	
19	Ranush Jaiswal	clerk (tax)	9761046609	
20	नरेश शर्मा शर्मा	कॉन्सुलर	9536386846	
21	Devesh Dobhal	Ind clerk	8006532684	
22	विद्वान्	Ind clerk	8791047925	
23	शैलजा देसाय	नगर निरीक्षक समाप्त नरेश	941297150	
24	Rajesh Bahuguna	Sanitary Supervisor Nagar Nigam, D.D.U.	9412153030	
25	वनी अग्रवाल	नगर निरीक्षक	9758046751	
26	श्री पंकज कुमार	पर्यावरण अधिकारी नगर निरीक्षक	9837585981	
27	JAGDISH CHANDRA	SANITARY Inspector	8126603755	
28	RAJIT KOTIYA	JUNIOR Engr.	9411143221	
29	Om Prakash Jaiswal	P.A - AMNA	8791002228 9412902640	
30	Sushil Saini	Index Specialist	9897386282	

# Gangtok Municipal Corporation


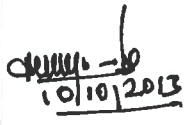





Date: 24.10.2013.






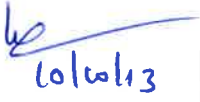



S. No.	Name	Designation/Department	Contact No.	Sign
1.	A. R. RAJ	Commissioner	9593782 915	
2.	H K Chettri	Deputy Commissioner	9434143936	
3.	Mrs Sarah Tamang	Bazaar Officer	9434117517	
4.	Sushil Radhan	Municipal Fin Officer	9832089345	
5.	Karna W. Chakraborty	Asst. Inspector	9435504273	
6.	K. S. Dasgupta	A. I. E.	9475560506	
7.	L. M. Busnett	J. E.	9635838456	
8.	Sunnam Rai	Inspector	9735923159	
9.	Manna Tappa	L. D. C.	9434485033	
10.	Geeta Hazmer	L. D. C.	9733374547	
11.	Jensing Dolkar	L. D. C.		
12.	Krishant Rai	L. D.		
13.	Saraswati Tamang	L. D. C.	94341-69469	
14.	Namta Rai	Supervisor	99325961688	
15.	B. B. Chettri	Computer Operator	9832879085	
16.	Rebekha Jung	A. I. I.	88728-24748	
17.	Jeepak Bhowmik	ASI	9062312978	










Hubli : 10.10.2013

"Preparation of Training Need Assessment (TNA) and preparation of Strategic Training Plan under Capacity for Urban Development (CBUD) Project".

S. No.	Name	Designation/Department	Contact No.	Sign
1.				
2.	P. L. Garag	Superintending Engineer H.D.M.C., Hubli	9448021496	
3.	A. N. RAMDAS. K.S.P.S	CAO	9632221758	 10/10/2013
3.	S. S. PHATKE	Executive Engineer (Project, etc., DWD)	9448630005	
4	M. V. Dharasi	Accounts Officer	9449395681	
5	L. R. Naik	Excavation Engineer DSD NKD 518 Hubli	9482373639	
6.	S. S. Mannaogji	EE(S) / HDME Hubli	94499 63636	
7.	G. K. RAUISH	EE. HDME Hubli	944975702	

S. No.	Name	Designation/Department	Contact No.	Sign
8	S. N. Ramachari	ZAC-06 HDMC. Hubli	9448783522	 10/10
9	R. S. Kulkarni	Asst-Commissioner HDMC, Zone No-10	94485-74666	
10	P. D. Galemmanay	2 AC-05 P/C ACRAM P/C Canal 824,	9448262664	
11	M. R. GIRADDI	2. A.C - 9 HDMC - Hubli	9845168968	
12	R. A. Shetty	Asst. Commissioner HDMC Zone No-8 Hubli.	9449973216	
13	V. M. Hiremath	ZAC-07	98441-40005	 10/10/13
14	SR Nijmolar	FDA in PRO Section	934843785	 10/10
15	R N Patel	EDA Supply Engineer Office HDMC HJA	9902426014	
16	V. A. Gadage	Asst. Engineer P.W.D. o/o. Superintending Engineer HDMC Hubli	9448083126	



S. No.	Name	Designation/Department	Contact No.	Sign
17	S.M. Kudannavar	S.D.A. Project	9986351 800.	
18	M.P. Benayy	SDA Accounts	994592076	
19	Sunil S Chavan	SDA Accounting Department	9986298054	
20.	Smt. Neelakshi Medhe	Accounts Superintendent Accounts Section	9343037139	
21	B.L. Ingulakatti	Account Surver Account Surver	9945-957261	
22	M.M. Nadaf	ZAC - II	9341487801	
23	S.G. Beroor	C.A.O.	9945956676	
24	M. B. Sabarwal	CAO (R.O)	94668103756	
25	R.B. Noolvi	Affairs GAO SECRET	9880371894	

S. No.	Name	Designation/Department	Contact No.	Sign
	J.K. Ganyigath	Deputy Asst. Dir. Township. HDMC TDC-PLD.	9490290361	
	M. B. Patil	Ex Engr HDMC (North) Hubli	9448145945	 10/10/13

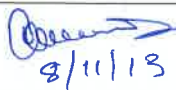




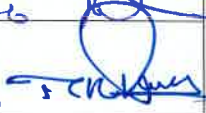






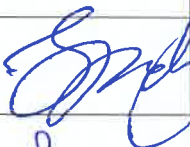



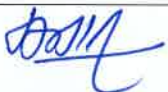
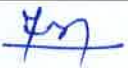
**“Preparation of Training Need Assessment (TNA) and Preparation of Strategic Training Plan under Capacity Building for Urban Development (CBUD) Project”.**

**Jabalpur Municipal Corporation, Madhya Pradesh**

Date: 07.11.2013



S. No.	Name	Designation/Department	Contact No.	Sign
1	Parneshi	Nodal Officer	9624612735	
2.	Ajay Sharma	E. E. (Bldg. Permission)	9685043685	
3	Smt Deepa Suley	O.S.	9981168374	
4.	Ankur Khare	MIS Expert (RAY)	9827573388	
5	D.K. Choubey	Executive Engr	9685043833	
6	Sanjay Bhandari	Executive Engineer	9685043502	
7	D.K. Soni	E.E. (R.S.U.P.)	9827517502	
8	Anil Mishra	C.L.O	9993330888	
9.	G. S. Marani	AE (waste disposal)	9685043813	
10	Sundil Dewey	AE (RAY)	9685043818	
11	P. K. TIWARI	EE	9479492991	
12	H. P. SINGH	B.S.	9685043676	
13	R.K. Gupta	EE PWD	9685043871	
14	Kamlesh Shrivastava	EE Light	9685043689	
15	Aditya Shukla	Estate Off.	9685043883	

S. No.	Name	Designation/Department	Contact No.	Sign
16	Rahul Singh	Deputy Commissioner	9977106333	
17	S.K. Dwivedi	Executive Engineer	9685043722	
18	Rakesh Agachi	Deputy Commr.	9685043273	
19	M.P. Singh	ADP, Commissioner	9685043273	
20	B.B. Singh	Adl commr.	9425477130	
21	Anju S. Shukla	Dy commissioner	9993789453	
22	VINOD TIWARI	EE	94254 70196	
23	V.V. Rajwade	S.E.	94253 20836	
24	Bhupendra Singh	E-E.	94253 30780	
25	Balendra Shukla	GIS, EXPERT	9039294264	
26	DR. Vinod Shrivastava	Health officer	9685043734	
B R G A K				
DATE : 08/11/13.				
1	Amita Shrivastava	(रिजिस्ट्रार)	8817817369	
2.	Angoori Jain	R.O. Shukla	9685539270	
3.	आर्यु जी	सहायक शाखा	9584200300	
4.	अभिषेक शर्मा	वेनेर ऑफ आर्यु शाखा	9685043273	
(5)	अभिषेक शर्मा	अभिषेक (क)	9685043922	

S. No.	Name	Designation/Department	Contact No.	Sign
6	Devender Patel Revenue	clerk	9685043726	
7	Rajkumar Patil Account	clerk	9826603320	
8	Mahendra Kani	clerk	9827214837	
9	Satray Awasthi	clerk	9303999103	
10	Arvind Singh Trust	clerk	9424928726	
11	Rakesh Pandey	clerk	9907275869	
12	Mahendra Patil Sinhdikey	Sub. Engg.	9685043827	
13	Dinesh Goswami	clerk	9302874570	
14	Haiden Khan	— II —	9329293925	
15	Dinesh Srivastava	clerk stipendist	9302939990	
16	Manesh Sharma	b. D.C.	9329604400	
17	Shiv Mohan Mukedi	L.D.C	9977982596	
18	Shyam Lal Pandey	L.D.C	9685043288	
19	Ram Shankar	L.D.C	9685043692	
20	Sandeep Jaiswal	Sub Engineer	9685043691	
21	Rajesh Mishra	L.D.C.	9407078501	
22	Babu Bali Jabelh	Sub Engineer	9425323648	
23	Manish Tadse	sub enqg.	96050-43707	

24 - Anil Dubey. clerk 9302167657

25 - Harzi Gupta - Clerk. 9869000299

S. No.	Name	Designation/Department	Contact No.	Sign
26	GIANGA Pr-GUPA	Officer	9685043675	
27	Satyendra Dabey	Sub Engineer	9685043718	
28	Lmash Dabey	L.D.C	9926442133	
29	रिपल रेकवल्	उपयंजी	9685043535	
30	मोले सिंह ठाकुर	लिपिक	9926444557	
31/29	शंतोष जिंघा	इलेक्ट्रिक लिपिक	9424321020	
32	रमाकांत पाठक	III ज्युनी लिपिक	9993110298	
33	अजय कुमार लवणा	उपयंजी	9752665369	
34	विनय श्रीवाल	लिपिक	9826668753	
35	वेनेट सिंह चौहान	उपयंजी	9826105782	
36	V.S. Baghel	Sub Engrg.	8959906312	
37	सुफल शर्मा	लिपिक	9425385341	
38	मारवन लाल पटेल	लिपिक	9301645076	
39	प्रकाश चंद्रभीवात्म	लिपिक	9685043850	
40/38	विनय श्रीवास्तव	सहायक परियोजना प्रबंधक प्रोक्टर 375	9425386097	
41/39	सुनील पटेल	लिपिक III उपा. वि.	9826339688	
42/40	मयंक रत्न पाठेय	लिपिक III लोकरम उपा. विभाग	7748007645	
43/41	प्रदीप गुप्ता	लिपिक (w/w)	9685043550	

44/42 कमील (वे.चौ.दा.) खासग्य विभाग

08/11/13

Name Design Contact No Sign

45. शहाबत खली लिपिक (दैनिक वेतन) 9301606857 SHAY

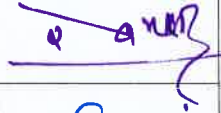












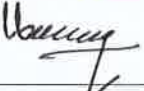

46. Karan Singh S/E 98261-64985 [Signature]

47. Anupam Shukla S/E 96850 43296 [Signature]

48. सोमनाथ साहू एस.ए. 96850 43727 [Signature]

Nagpur Municipal Corporation Nagpur:  
Appointe Officials 29.10.2013

"Preparation of Training Need Assessment (TNA) and preparation of Strategic Training Plan under Capacity for Urban Development (CBUD) Project".

S. No.	Name	Designation/Department	Contact No.	Sign
1.	Mr. Shyam Wadhane	Commissioner NMC	976410755	
2.	Mr. Hemant Pawar	Add. Comm.	901156289	
3.	Mr. Sanjay Kake	Dy. Comm.	976453311	
4.	Mr. R. Z. Siddiqui	-do-	982317292	
5.	Suwarna Pande	Asst. Director (Audit)	9823331406	
6.	MADAN GADSE	C.A. & FO	954558993	
7.	Azizurnahman	Ex Engr. water works	9823128270	
8.	D. G. Jangade	EX. Engr. (PWD)	9923596010	
9.	Sudha Gorkar	Social welfare officer	9828128268	
10.	Dr Ashok Urkude	Health Officer(s)	9823074729	
11.	Dr. Savita Meshram	Health Officer(s)	954550821	
12.	N. B. Shrikhanke	Engineer Super	9823063971	
13.	S. B. Jaiswal	Lighting Deptt.	9823172908	
14.	Mohd. Ismail	Dy. E Dep Perch Project cell.	9823163502	
15.	NASIR KHAN	Traffic Engr NMC	99230282011	
16.	S. S. Gaikwad	City Engineer	9823059358	







CONDUCTING TRAINING NEED ASSESSMENT OF ULBs  
 AND PREPARATION OF STRATEGIC TRAINING PLAN UNDER  
 CBUD  
 DATE - 17/09/13 UDAIPUR MUNICIPAL CORPORATION

S.No.	Name.	Designation/Division with contact No.	Signature.
1	Narender Sharma	Health Inspector, 1st Grade Ph# 9460508443	
2	Subash Chandra Sharma	Health Inspector (2nd Grade) Ph # 9460114257	
3	Narender Mali	L.D.C. M. 09785473333	
4	Dharmendra Lohar.	FAIR MEN 9928950252	
5	K. L Lodra	Accounts officer	
6	Jagdish Solanki	L.D.C. <del>गणेश II</del>	
7	SIRAJUDDIN.	A.T.P.	
8	FIROZ KHAN	LDC (अवकाश शाखा)	
9	PAWAN KOTIARI	LDC (गिरोर)	
10	Vinod Agrawal	LDC (अवकाश शाखा)	
11	Nitesh Bhardwaj	Revenue Inspector	
12	Mukesh.	Urban Reform Cell.	
13			

**"Preparation of Training Need Assessment (TNA) and preparation of Strategic Training Plan under Capacity for Urban Development (CBUD) Project".**

Panjim

S. No.	Name	Designation/Department	Contact No.	Sign
1	Moham. Sakenavor	OSD / M E I	98238 9497	
2	Laxman P. Naik	A / A O .	98812832 41	
3	G. C. Anabela	A T O (Accounts & Taxation Officer)	9422579095	
4	Thomas Braganza	M E III (Municipal Engineer)	976540664	
5	Narayun Pawlek	U. O. C.	9851774918	
6	Anthony J. Fernandes	LDC	9507652089	
7	Ramda Palke	R. O (Recovery Officer)	9881887141	
8	Sudesh K. Rivankar	Municipal Inspector	9420597522	
9	Satish V. Kurktilas	H C (Head Clerk)	9423835295	
10	Rufina Gomes	U. D. C	9822029508	
11	Resta S. R. Devi	Accountant	9673014459	
12	Regina Vaz	U D C	<del>8806057972</del> 8975275713	
13	Subhaji Alask	U. D. C	8806057972	
14	Shrikant Lawande	M. E Gr. III Municipal Engineer	9403687475	
15	Sudhir S. Kestur	DY. Commissioner	9423139899	











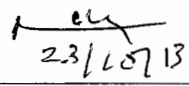
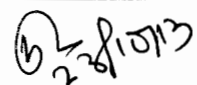
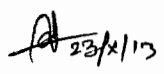
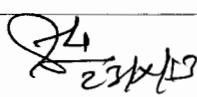
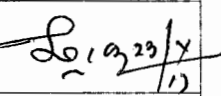
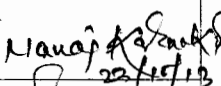
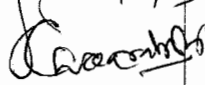

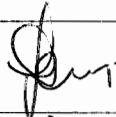
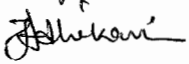
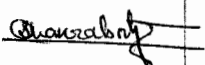
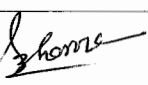
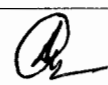
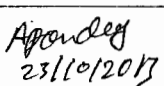
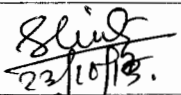
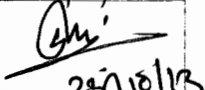




Date: 23/10/2013

SILIGURI MUNICIPAL

"Preparation of Training Need Assessment (TNA) and preparation of Strategic Training Plan CORPORATION  
under Capacity for Urban Development (CBUD) Project".

S. No.	Name	Designation/Department	Contact No.	Signature
1	P. D. Pradhan,	Commissioner		 23/10/13
2	K. K. Saha	Secretary		 23/10/13
3	S. Bose	Finance Officer		 23/10/13
4	P. Mridha	Executive Engineer.		 23/10/13
5	D. K. Dutta.	Asstt. Engineer.	094342-57692	 23/10/13
6	MANOJ KARMAKAR	AFC	9832455875	 23/10/13
7	J. Chakraborty	Head Clerk	94343-27265	
8	Samin Roy,	Addl. H. Clerk	94241-87421	
9	Indritha Das.	PA to Commisioner	94343 50664	
10	Jayanta Adhikari	Sub-Assistant Engr	9635775559	
11	Shaswati Chakraborty	S. A. E	810170-9117	
12	Sanju Bhonre.	S. A. E	8927017076	
13	Anup Barik.	S. A. E (civil)	9800397859	
14	Aperneshwar Pandey	E-Governance expert	8670556781	 23/10/2013
15	Santiranjana Maity	IT Coordinator	9051184252	 23/10/13.
16	Subrata Biswas	Law Assst.	9474388945	 23/10/13

