MUNICIPAL ADMINISTRATION AND PERFORMANCE OF SELECTED SERVICES: A CASE STUDY OF MUNICIPAL COUNCIL, S.A.S. NAGAR (MOHALI)

SUMMARY

With the emergence of the concept of welfare administration, it becomes the duty of the municipal administration to satisfactorily serve the citizens with adequate and efficient provision of services which have increased the interaction between citizens and the municipal administration. These increased interactions have resulted in increased expectations of the citizens from administration. Citizens aspire for better services in the field of health, education, water supply, electricity, sewerage and sanitation. Quality of service and its equal and genuine distribution is also their expectation. They do not want to pursue complex and cumbersome administrative procedures; rather they prefer simple, specific and clear practices. A humane, courteous and sympathetic behaviour of officials is also their requisite.

In such a situation, where municipal system is facing enormous challenges of satisfying citizens with efficient provision of services, it becomes imperative to evaluate the performance of municipal institutions.

The present study focuses on evaluating the performance of Municipal Council, S.A.S. Nagar (Mohali) with regard to three services sanitation, water supply and roads provided by the Council, covering a period of ten years from 1995 to 2005 and therefore, it is desirable, to have a brief profile of the city.

S.A.S. Nagar (Mohali) is situated in the vicinity of Chandigarh, the capital of Punjab and Haryana. It is a newly created district of Punjab spread over an area of 23.86 Sq. Kms. having a population of 1,23,484. Earlier, it was a sub-division under Anandpur Sahib Constituency of district Roopnagar. The Government of Punjab, on April 13, 2006 at the time of Baisakhi festival in the region, declared S.A.S. Nagar (Mohali) as 18th district of Punjab.

The city did not have a Municipal Council till 1994. The basic amenities were being provided by the Notified Area Committee. With the increase in population over the years from 78,457 in 1991 to 1,23,484 in 2001, a need was felt to establish a larger body to serve the fast growing population of the city. Thus, the Municipal Council S.A.S. Nagar (Mohali) came into being in

1994 through the Punjab Municipal Act, 1911. The area under Council covers – 15 residential phases, 9 industrial phases and the three villages namely-village Mohali, Shahi Majra and Matour. The villages were included in the council area as these are located in the middle of the city.

The Council as per the provisions of the Act, performs both obligatory as well as discretionary functions such as water supply, sanitation, roads, street lighting, sewerage, horticulture, fire services, maintenance of community centers, parks and gardens.

All the functions are exclusively being performed by the Municipal Council S.A.S. Nagar (Mohali) except water supply which is being provided by the Council in collaboration with The Public Health Circle of the State Government.

Municipal Council S.A.S. Nagar (Mohali) consists of 27 elected councillors representing different national and regional political parties like the Congress, Akali Dal, Bhartiya Janata Party etc. There is no provision of nomination of councillors. The Council is headed by the President. He is elected from amongst the elected members. He is assisted by senior Vice President and Vice President. All the administrative powers to perform the civic functions vest in the Executive Officer. He is the king pin of municipal administration. He is at the apex of the Municipal hierarchy and is the key officer controlling the administrative machinery of the Council. Other staff members working under him are Municipal Engineer, Assistant Municipal Engineer, Sanitary Inspector, Sanitation Superintendent, Chief Fire Officer, Tax Superintendent, Accountant Audit Officer, etc.

The Council consists of 827 employees including contractual employees. The regular employees belong to both non-proviancialised (class III and IV) and provincialised cadres (class II and certain class III services) comprising 430 employees however, the contractual employees belong to non-proviancialised cadres (class IV) consisting 397 employees. All the matters relating to the recruitment, promotion, conditions of service, disciplinary action and performance appraisal of non-proviancialised cadres are determined by the Council. However, for the proviancialised cadres these matters are dealt by the State Government.

There are three main sources of revenue viz. tax revenue, non-tax revenue and grants. Tax revenue alone constitutes more than 90%, while the other sources i.e. non-tax revenue and grants, contribute less than 10% of the entire income of the Council during the period of study.
VAT (83.06%) has been the main source of income of the entire tax as well as non-tax revenue, while the other contributor has been excise duty. However, taxes such as octroi from electricity, water tax, entertainment tax, advertisement tax, and show tax have not been contributing much in the tax revenue. As far as non-tax revenue is concerned teh-bazari has been the major contributor with around 20% share, while miscellaneous fees such as, funeral charges, bus queue shelter charges, fee for road cut etc. constituted around 72% and the rest 8% come from fee from dangerous or offensive trade, Pure Food Act licence fee, slaughter house licence fee and fee from cattle pond.

**OBJECTIVES OF THE STUDY**

The objectives of the present study are as follows:-

1. To study the organisational structure of the Municipal Council S.A.S Nagar (Mohali).
2. To study the provision of selected basic services such as water supply, roads and sanitation.
3. To study the adequacy of services.
4. To study the human resources management of the Municipal Council.
5. To study the adequacy of municipal finance.
6. To study the area wise distribution of services.
7. To study the citizens’ perceptions with regard to these services.

**HYPOTHESES OF THE STUDY**

The hypotheses of the study are as follows:-

1. The organizational structure of Municipal Council S.A.S Nagar (Mohali) is not conducive for the provision of basic services.
2. The provision of the services is inadequate.
3. The provision of existing services is not commensurate with the expectations of the citizens.
4. Lack of personnel policies causes poor human resources management.
5. Dearth of municipal finances leads to inadequacy of basic services.
6. There is partiality in the distribution of services.
7. The existing procedures are not conducive for resolving the difficulties of citizens.
8. The staff is apathetic and arrogant towards citizens.
9. There is lack of interaction amongst citizens and the administration.
METHODOLOGY

The present study was based on both primary and secondary data. For the purpose of collecting the primary data, a questionnaire for citizens, and two schedules for officials and the office-bearers were prepared.

To know about the problems of citizens associated with sanitation, roads and water supply at S.A.S. Nagar (Mohali), a sample of 559 residents was taken using multi-stage stratified random sampling. The respondents represented all the segments of the Council area viz. residential, industrial and villages. Out of the total 15 residential phases, one most populated and one least populated, was selected. A sample of 283 houses from the most populated phase and 70 houses (constituting about 10% of the universe) from the least populated phase was taken. As many as 100 industrial units (constituting about 10% of the universe) were selected randomly representing all types viz large, medium and small units. Since, there are only three villages namely village Mohali, Shahi Majra, and Matour under the Council area, respondents were drawn from all these villages. A sample of about 45 houses from village Mohali, 21 houses from Shahi Majra and 40 houses from Matour (representing 10% of the total houses) was taken.

For measuring the performance of the Council with regard to the basic services being provided, certain benchmarks or indicators like municipal acts, bye-laws or rules were adopted. By applying the norms, the requirements were estimated. These estimated requirements were compared with the actual requirements. On the basis of the differences found between the two, the hypotheses were tested. Though efforts have been made to evaluate performance with this method wherever possible, the criterion of citizens’ satisfaction was adopted in cases where rules cannot be applied. The views and opinions of municipal authorities, including those of councillors and officials, were sought on the perceptions of citizens, so that justifiable conclusions could be drawn out.

MAJOR FINDINGS RELATING TO SANITATION

Sanitation is one of the major basic services provided by the Municipal Council S.A.S. Nagar (Mohali) claiming around 10-12% of the total budget.

The area under the Council has been divided into four zones and there has been a system of Public Private Partnership (PPP) for each sanitary zone. The system of contracting out sanitary zones has been prevailing in S.A.S. Nagar (Mohali) since 2002. Earlier, the Council was responsible for discharging all the functions relating to sanitation. But due to a sharp increase in
the population during the last decade (1991-2001), and shortage of staff, the service was contracted out. Major findings relating to sanitation are:

- Street sweeping is not done regularly by the sweepers
- Primary collection of waste from each household is not done by municipal staff; rather it is done by private garbage collectors hired by people
- Waste is thrown in open spaces by private garbage collectors. This results in an increase in number of mosquitoes and flies, and sufferers are the residents in the vicinity of such spaces. This situation becomes worse during monsoon as garbage stinks and water gets accumulated in open pits and become a breeding ground for mosquitoes
- Segregation of re-cyclable waste is not done at source
- Garbage is not collected by municipal staff daily from community bins installed all over the city
- Stray cattle and dogs can be seen scattering the garbage from community bins. This not only causes inconvenience to passer-bys but also becomes a major cause of accidents at night
- Sweepers after collecting waste from streets, instead of disposing dead tree leaves in community bins, burn the leaves, thus polluting environment
- Waste transportation is done in open vehicles, due to which it falls from over-loaded vehicles all over the way from collection points to dumping site
- Re-cyclable waste is collected by rag-pickers, who after sorting the waste litter it, causing insanitary conditions
- Due to non-segregation of bio-degradable waste, the composting is not done. Such waste is dumped along with other waste which leads to contamination of ground water

**MAJOR FINDINGS RELATING TO WATER SUPPLY**

Water supply is one function which is being performed by the Municipal Council in collaboration with the Public Health Circle, S.A.S. Nagar (Mohali). Public Health Circle, S.A.S. Nagar (Mohali), has been providing water to the residents since its creation in 1985. It covers around 90% of the population. The circle caters to the needs of the residents of: (i) All the 15 residential phases, (ii) Industrial phases (1-5), (iii) Villages Shahi Majra, Matour and Mohali

Before the creation of Municipal Council S.A.S. Nagar (Mohali), all the functions relating to water supply were being performed by the Public Health Circle S.A.S. Nagar, (Mohali). But due to shortage of staff, some of the newly created areas i.e. from Industrial Area Phase-6 to
Industrial Area Phase-9, were transferred to the Council with its creation in 1995. Thus, a smaller area is being served by the Council, due to which no outsourcing has yet been introduced. The Council has 9 tubewells drawing about 2 Million Gallons of water per day. Along with supplying water to the residents, the Council is responsible for sanctioning water connection, collection of bills and listening to the complaints of consumers. Major findings relating to water supply are:

- A wide gap exists between demand and supply of water due to inadequate pumping of water through tubewells
- Inadequate supply of water results in low pressure of water
- The procedures for getting water connection are neither specified nor publicised. Though a checklist is provided by the division, it does not ensure clarity. It only specifies the list of documents to be attached with the application form. But it does not mention anywhere that by whom and from where these certificates are to be issued
- Lack of clarity in understanding rules, leads to confusion in the minds of consumers and whenever any document is unattached, the concerned officials scold them instead of helping them
- The procedure for getting water connection is much more painful for villagers as most of them are uneducated and ignorant about the required administrative procedures
- The consumers have to meet a number of officials to get their application forms approved. However, the officials are rarely available for public because of their preoccupied official duties/ responsibilities
- Citizens are not satisfied with the water charges as these are too exorbitant and it has become very difficult for them to afford them
- More dissatisfaction is found in the residents who have been paying exaggerated bills due to defective meters. They are required to pay bill on an average basis till the replacement of their meters.

**MAJOR FINDINGS RELATING TO ROADS**

There are two types of functions relating to roads in S.A.S. Nagar (Mohali): construction and maintenance of roads.

Construction of roads is the overall responsibility of Greater Mohali Area Development Authority (GMADA) while their maintenance lies with the Municipal Council, S.A.S. Nagar
(Mohali). It is also responsible for the maintenance of roads, round-abouts, parking lots, foot-paths and cleaning up of road-berms and back-lanes.

The Municipal Engineer (M.E.) of the Council is responsible for inspection of roads and through tenders, repairing work is contracted out to private firms on the basis of the reports received from the J.E. of the concerned area. The terms and conditions of MOU are determined by the M.E. in accordance with the Punjab Municipal Act 1911. Major findings relating to roads are:

- Vehicular congestion on roads is the major problem in the city. This is mainly due to increase in the number of vehicles, which have out-paced the growth of population as well as road length in a decade (1995-2005)
- Non-existence of cycle tracks for slow carriages like rickshaw, car, cycle etc. slow down the pace of other vehicles adding to congestion
- Another cause of congestion is passing of goods vehicles like trucks, canters within the city on some of the roads like the roads from nearby villages of Sohana, Balongi, Tangori etc
- Congestion on roads has resulted into a constant increase in the number of road accidents.

There are three causes of road accidents:

- **Bad roads**-Most of the roads in the city are in a poor condition. They are full of potholes. Water gets accumulated in these potholes during monsoon and becomes a major cause of accidents
- **Inadequate lighting on roads**- Most of the roads at night are without streetlights, due to which vehicles get entrapped into pits and meet with accidents
- **Stray cattle/dogs**- Stray cattle/dogs menace has assumed alarming proportions in the city with people continuing to face accidents, sustaining injuries involving such animals
- Insufficient spaces cause disorderly parking of vehicles in different markets thus creating traffic nuisance
- Vehicular pollution has increased a lot. Though, the level of Carbon Monoxide (CO) has increased from 603 mg/cu.m to 1309 mg/cu.m, it has been falling within the permissible limit of 2000 mg/cu.m during the last decade (1995-2008)
- Though the pollution level of Carbon Monoxide (CO) has not crossed the permissible limit yet increasing vehicles have been enhancing the pollution level day by day. This is mainly because of two reasons:
Firstly, the pollution control certificates are not regularly checked by the traffic police at the traffic intersections. Therefore, people do not bother to get this certificate even after the expiry of the time-limit of 6 months; though a fine of Rs. 500 is imposed on non-possession of the certificate. There is no use of such provision, when regular checks are not carried out.

Secondly, there is no check on pollution check centers, which are issuing pollution control certificates to vehicles without testing them especially to old and ill-maintained vehicles which do not meet the prescribed standards and thus emit more pollution.

TESTING OF HYPOTHESES

HYPOTHESIS: 1 The organisational structure of Municipal Council S.A.S Nagar (Mohali) is not conducive for the provision of basic services

The organisational structure of the Council is not conducive for the provision of basic services due to the following reasons:

SANITATION

There is lack of supervision on the part of the Council due to inadequate provision of sanitary inspectors:

1. The area under all the 4 sanitary zones has been divided into 3 sanitary inspectors for supervising the work of the contractors and their men daily. Each sanitary inspector is required to supervise the work of 5 residential phases, 3 industrial phases, and a village. But due to geographical distance, they are not able to inspect the sanitary conditions of all the areas. They cover only 2-3 phases and 1 industrial phase or a village daily. Consequently, certain violations by the contractors and their men go unnoticed. They are:
   - Burning of dead tree leaves and garbage by sweepers
   - Piling up of waste on roadsides and throwing of waste at unofficial places by sweepers
   - Scattering of waste by the garbage collecting staff while transferring garbage from community-bins to garbage collecting vehicles

2. There is no provision of composting of waste due to non-segregation of bio-degradable waste which results into degradation of environment through leaching into the ground.

WATER SUPPLY

The official procedure involved in getting water connection causes delay due to existence of too many hierarchical levels:
The power of sanctioning water connection has been vested with the Municipal Engineer (M.E.) on the basis of the report received from the office of Sub Divisional Engineer (S.D.E.). The residents are required to pay a number of visits to the offices of S.D.E. and M.E. due to the involvement of too many hierarchical levels. As for getting a water connection, the form along with the required documents has to be submitted to the office of S.D.E. situated at Ind. Area Ph. 7, where file is submitted to the concerned clerk, who after verifying the documents, passes it to J.E., J.E. further passes it to S.D.E. And after getting approval from the S.D.E., the file goes to the office of M.E. situated at Ph.-9. Thus, finally, the connection is sanctioned by the M.E.

ROADS

1. The Council is not in a position to control the increasing population of stray cattle causing road accidents
   The Council is not in a position to control the increasing population of stray cattle which causes road accidents due to shortage of space in the lone cattle pond in the city working under the Council with a capacity of 60 to 70 cattle only. Besides, it also has problems relating to inadequate fodder and shortage of manpower.

2. There is no check by the Council on pollution check centres, which issue vehicular pollution control certificates to citizens:
   There is no check on pollution check centres, which issue pollution control certificates to vehicles without testing them, especially to old and ill-maintained vehicles which do not meet the prescribed standards and thus emit more pollution.

HYPOTHESIS: 2 The provision of the services is inadequate
HYPOTHESIS: 3 The provision of existing services is not commensurate with the expectations of the citizens

SANITATION

1. Under The Municipal Solid Waste Management Rules (MSW), 2000, sweepers are required to clean roads and collect garbage from community bins installed on roadsides all over the city daily. However, it has been found that:

   i) The respondents are not satisfied with the time period of cleaning up of streets. More dissatisfaction is prevalent in villages and the major cause of dissatisfaction is irregular sweeping. Sweepers do not come daily for sweeping streets, they come thrice a week.

ii) The respondents are not satisfied with the system of collection of garbage from their area. The dissatisfaction is prevalent in all the three segments (phases, villages and industries) and it is due to irregular collection of garbage.

2. MSW Rules 2000 require door-to-door collection of waste by the Council. But the citizens hire private garbage collector for this on payment of Rs.30, who throw waste on unofficial places.

3. MSW Rules 2000, require that stray cattle and dogs should not be allowed to move around the collected waste. But these can be seen scattering the garbage from the community bins.

Thus the hypothesis that the provisions relating to sanitation are inadequate did not get favourable response is rejected, which means that the provisions are adequate but implementation is inadequate.

WATER SUPPLY
Citizens are not satisfied with the supply of water. Dissatisfaction is found in all the industrial phases. The major cause of dissatisfaction is low pressure of water.

The reason behind low pressure of water supplied is the insufficient quantity of water received by the Council. As of now, the Council has been generating water through tubewells drawing about 2.29 million gallons of water per day (MGD), against the total requirement of 8.56 MGD showing a gap of 6.27 MGD. Thus, less quantity of water supplied slows down the pace of water.

Thus the hypothesis that the provision relating to water supply is inadequate largely stands proved.

ROADS
Citizens are not satisfied with the provision of roads spread all over the city. All the three segments under study are dissatisfied. The major cause of their dissatisfaction is narrow roads which results in congestion.

Lack of proper planning is found to be the cause of narrow roads. As when the city was created in 1969, it had a total area of 12.40 square km. covering a population of 16,295, and the roads at that time were planned to accommodate 1,00,000 population for the next 50 years.

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However, the population has reached 1,23,484 with an area of 23.86 square km. in 2001. So, roads are falling short to accommodate the needs of growing population of the city.

**Thus the hypothesis that the provision relating to roads is inadequate got favourable response. Hence, it is accepted.**

In all it can be said that the provisions relating to all the services are inadequate (except sanitation) and citizens are not satisfied. Thus proving the hypothesis that the provisions do not commensurate with the expectations of the citizens.

**HYPOTHESIS: 4 Lack of proper personnel policies causes poor human resources management**

Adequate personnel policies have not been followed by the Council leading to poor human resources management. As it can be seen from the findings mentioned below:

1. **Under Non-Proviancialised cadres, 382 posts are filled against 399 sanctioned posts and 17 posts are lying vacant and under Proviancialised cadres 48 posts are filled against 55 sanctioned posts with 7 vacant posts.** The vacant posts have not been filled after 2005 due to the Punjab Government’s policy of not filling vacant posts. Resultantly, the existing staff has to bear the extra burden of office work.

2. The employees are borrowed from different departments from time to time depending upon the need. No policy is followed for borrowing employees from other departments. It indicates not only a lack of proper planning on the part of the Council but also lack of uniformity and inconsistency in the policy regarding receiving employees from other departments. Consequently, the employees have developed resentment against the system of deputation in the Council, as deputationists block their chances of promotion. Moreover, they have to work under such employees who have no knowledge of the work of the council and these deputationists come for a short period so they neither show interest in learning things nor develop a sense of loyalty and belongingness to the Council.

3. There have been undue delays in the promotion of eligible incumbents. Nearly 42 per cent of employees claimed that their chances of promotion seem bleak even after fulfilling the criterion for seniority as non-availability of next higher level positions poses hurdle in their promotion. Secondly, the confidence of the employees is shaken when undue favours are shown to other employees. Mainly, such favours and pressures are from political leaders MLAS, MPS and ministers.
4. There is no provision of imparting training to either Provincialised or Non-Provincialised staff under the Act. Thus, no formal plans have been laid out by the Council for imparting training. The only system which is prevailing in all the municipalities throughout the state is sending Provincialised cadres on some seminars and conferences during their service. The employees who attend such seminars and conferences are not given any incentive by the way of promotion, advancement, increment etc. As a result, the trainees themselves feel reluctant in evincing any interest in training programmes and later on applying the newly acquired skills to their job situation.

Hence, the hypothesis that lack of personnel policies causes poor human resources management stands proved.

HYPOTHESIS: 5 Dearth of municipal finances leads to inadequacy of basic services

The hypothesis that dearth of municipal finances leads to inadequacy of basic services has been tested on following basis.

1. The analysis of the revenue receipts and expenditure of the Council from 1995 to 2008 clearly indicates that the Council has constantly been producing a surplus budget since its constitution in the year 1995 i.e. the income is more than the expenditure.

2. On the revenue side, out of the three main sources of income i.e. tax revenue, non-tax revenue and grants, tax revenue constitutes more than 90%, while other sources i.e. non-tax revenue and grants, contribute less than 10% of the entire income of the Council. While on the expenditure side, of all the three components of expenditure viz., development (under which financial allocations are made for the provision of basic services), establishment and contingency, development grabs major chunk of expenditure as it constitutes approximately 72% of the total expenditure of the Council, while establishment and contingency constitute mere 24% and 4%, respectively, which indicates that development is getting a lion’s share of all the financial allocations made under budget.

Despite the fact that Council is spending more on development, it is not in a position to satisfactorily serve citizens with adequate services. Hence, the hypothesis that dearth of municipal finances leads to inadequacy of basic services is rejected.

HYPOTHESIS: 6 There is partiality in the distribution of services

Majority of residents agreed that there is a bias in the distribution of services. The residents from all the areas under study (urban rural and industrial) agreed to the fact that a bias exists in
the distribution of the three services. Their dissatisfaction is due to the reason that more attention is given to the areas where politicians (councillors/MLAS) reside. These areas have well-maintained roads with adequate streetlights and well-cleaned streets.

The municipal authorities, however, did not agree that a bias exists in the distribution of any service provided by the Council. However, they did not give any reason. They simply asserted that they are required to give attention to the central places/areas of the city, which has nothing to do with the residential accommodation of leaders/politicians of the city.

**Hence, the hypothesis that partiality exists in the distribution of services proved to be correct.**

**HYPOTHESIS: 7 The existing procedures are not conducive for resolving the difficulties of citizens**

Citizens are not satisfied with the system of getting water connection and all the Industrial phases are dissatisfied with the present system. The main reason for their dissatisfaction revolves around the dilatory and cumbersome procedures followed for getting water connection, which involves:

i) **Time taken to get water connection:** The respondents are not satisfied with the time period of getting water connection as it takes around 3 weeks.

ii) **Too much paper work is involved:** There is widespread dissatisfaction among the citizens regarding rules and regulations followed for getting water connection. The major cause of dissatisfaction revolves around attaching too many documents with the application form. The citizens complained that industry registration certificate is issued by the Punjab State Industrial Development Corporation, Punjab for establishing industries in the state on the basis of the certain documents such as building plan, power of attorney, allotment letter, possession letter, and affidavit claiming the total work force in industry. When industry registration certificate is attached for getting water connection, there is no need for these documents again.

iii) **Unavailability of concerned officials:** The respondents faced difficulties due to involvement of too many hierarchical levels. Mostly difficulties are faced at the lower level of hierarchy due to the reason of unavailability of concerned officials.

**Thus, the hypothesis that the existing procedures are not conducive for resolving the difficulties of citizens stands proved.**

**HYPOTHESIS: 8 The staff is apathetic and arrogant towards citizens**
The respondents are not satisfied with the behaviour of the staff of the Council, whose behaviour is not helpful in solving their difficulties.

1. The major causes of dissatisfaction with the behaviour of staff are the delays and the unavailability of the concerned officials. Majority of them opined that it was very difficult to get things done quickly and timely in public dealing offices like Council where the employees are always busy in chatting among themselves. Secondly, it is difficult to locate place/person from whom one can get information and the functionaries around are unable to tell about the whereabouts of the missing one. So, they are ‘shuttled’ from one employee to other.

2. Those who are satisfied with the behaviour of municipal staff reiterated that it is not possible to get things done in the Council unless you have personal relations with some employee.

   The major reason for such indifferent behaviour towards general public is non-filling of vacant posts, due to which the burden falls on the existing staff which is already overburdened. So, their conduct does not reach up to the expectations of the citizens.

Hence, the hypothesis that the staff of the Council is apathetic towards citizens in solving their difficulties largely stands proved.

HYPOTHESIS: 9 There is lack of interaction amongst citizens and the administration

The respondents were highly dissatisfied with the complaint system of the Council. They complained to the Council in many matters regarding broken roads, dysfunctional streetlights, choked drains, burning of Garbage/ dry leaves and the maximum complaints were received from villages. However, majority (81.4%) asserted that action had never been taken on their complaint.

   Generally 45-65 complaints are received by the Council every month and are redressed within 2-3 days. However, citizens have now become very demanding, they want prompt action. Though, action is taken on each complaint as soon as it is received, the authorities are not in a condition to satisfy citizens completely.

Hence, the hypothesis that there is lack of interaction amongst citizens and administration stands proved.

SUGGESTIONS

1. To avoid mixing of biodegradable and re-cyclable waste, segregation of waste at source is needed and the most effective way of separation is manual sorting in households prior to
collection. This can be done through door-to-door waste collection by providing citizens easily identifiable containers into which the householder can deposit segregated biodegradable and re-cyclable waste. This would help the Council in three ways:

- Firstly, the role of rag pickers would be diminished and the problems associated with their existence like health risks involved in segregation of waste and scattering of waste by them can be avoided.
- Secondly, it would fetch some financial gain to the council through selling of re-cyclable material directly to private firms.
- Thirdly, due to separation of biodegradable waste, composting would be possible.

2. Public participation is required for segregation of waste, which can be possible through involvement of non-governmental organisations in creating public awareness through providing information, education and communication (IEC) material, posters and informal door-to-door counselling of residents.

3. In order to ensure daily cleaning of roads and collection of garbage, there is a need to make provision of employing more sweepers on contract and to recruit more sanitary inspectors by the Council for ensuring efficiency and effectiveness in supervisory work.

4. There is a need to develop 24 hrs helpline services to residents so that they can inform the Council about people throwing waste at unofficial spaces and burning dead tree leaves, and action can be taken against them immediately.

5. The system of Public Private Partnership (PPP) should be introduced to catch hold stray cattle/dogs in the city.

6. In order to fill the gap between demand and supply of water, it is necessary to increase the supply by installing more tubewells. For this, a total of 22 tubewells are needed. Installation of a tubewell cost approximately 16 lakh and running expenses, including maintenance and power bills, cost 3 lakh annually. So installation of 22 tubewells would cost approximately 4.18 cr.

7. Leakages in pipelines affect the supply and result in low water pressure. So, there is a need to check leakages regularly. For this, J.E. may be given responsibility of giving weekly report to S.D.E. regarding such leakages falling under his area. Presently, there is no system of detection of leakages. The only way of knowing about leakage is through citizens’ complaints.
8. The problem of low water pressure can also be tackled by replacing the old and rusted pumping machinery and pipelines which decelerate the pace of water.

9. To overcome the problem of paying visits to the offices of the Council situated in different parts of the city, and enquiring about the arrival of file by the consumers, the system should be centralised i.e. single window system should be adopted for providing all types of connections whether it is water or electricity.

10. The power of sanctioning water connection may be transferred from the Municipal Engineer to S.D.E. As the M.E. has been vested with the power of sanctioning water connection on the basis of the report received from the office of S.D.E. If the S.D.E. is authorised for it, time will be saved and it will also spare the consumer from shuttling to the office of M.E.

11. In order to avoid too much of paperwork, industry registration certificate and receipt of deposit of road cut may be submitted with the application form for getting water connection. This would help in simplifying the procedure.

12. There is a need of decongesting roads by separating slow carriages from other fast moving vehicles with the introduction of the system of cycle tracks.

13. The problem of congestion can also be solved through:
   - four lanning of certain routes like from Ph XI to Tribune Chowk Chandigarh and road from village Balongi to Ph XI
   - finding of certain alternative routes to divert the traffic
   - separating goods vehicles by allotting them independent routes outside the city

14. In order to avoid traffic nuisance due to insufficient parking spaces in different markets, underground parking may be made with separate parking for two-wheelers and four wheelers.

15. There is a need to enhance the life of roads by adopting certain new methods such as making of roads with plastic waste and bitumen. This is a unique method discovered by a Bangalore based scientist which is more durable than present system of making roads with stone metal, bitumen, concrete, sand and charcoal. It will not only tackle the problem of plastic waste which can be bought from the rag-pickers, but will also have better stress-bearing and better riding-surface.

16. To tackle the problem of road accidents due to stray cattle/dogs, there is a need to equip cattle pond with better facilities and a separate cell for dogs by allocating more funds.