CHAPTER III

ORGANIZATION AND WORKING OF MUNICIPAL CORPORATION, CHANDIGARH

This chapter has been divided into four parts. Part I provides an overview of Chandigarh and its Administration. The theoretical framework of organizational structure has been mentioned in Part II. In Part III, the organization and working of Municipal Corporation Chandigarh including its personnel and financial administration has been elaborately dealt with. Last Part of this chapter makes an attempt to check the conduciveness of organizational structure of Municipal Corporation Chandigarh on the basis of parameters identified from discussions in Part II and Part III.

I

CHANDIGARH AND ITS ADMINISTRATION

3.1 CHANDIGARH – A PROFILE

Historical Background

Chandigarh derives its name from the temple of Goddess “Chandi” (the goddess of power) situated in the area and a fort or “garh” lying beyond the temple. The city has an ancient past. The soothingly sloping plains whereon modern Chandigarh exists, was in the ancient past, a broad lake surrounded by a marsh. The fossils getting found at the location indicate a large variety of aquatic and amphibian life, which was supported by the environment. About 8000 years ago the area was also famous as a home of the Harappans. Since the medieval through modern era, the area was part of the large and well-heeled Punjab Province, which was divided into East & West Punjab during partition of the country in 1947. The city was supposed not only to serve as the capital of East Punjab, but also to resettle thousands of refugees who had been uprooted from West Punjab.

In March 1948, the Government of Punjab, in discussion with the Government of India, accepted a 114.59 Sq. Kms. area of land at the foothills of Shivaliks as the site for the new capital. The locality of the city site was a part of the erstwhile Ambala district as per the 1892-93 gazetteer of District Ambala. The site was chosen by Dr
M.S Randhawa, the then Deputy Commissioner of Ambala. Before the new capital came up, the original location had about 59 villages. The foundation stone of the city was laid in 1952. Consequently, at the time of reorganization of the state in 1967 (01.11.1966) in Punjab, Haryana and Himachal Pradesh, the city assumed the unique distinction of being the capital of both, Punjab and Haryana while it itself was declared as a Union Territory and under the direct control of the Central Government.1

The city Chandigarh owing to its exclusive concept is known as ‘City beautiful’. It is one of the greenest cities of India including 1400 green belts / parks/ gardens. The quality of life is the consideration of people in Chandigarh. The continuation of basic urban service is completely different than the usual old cities. In addition to this, it is the regional center of three adjacent States of Punjab, Haryana ad Himachal. It is core of political and bureaucratic conducts of adjacent States. The high profile services provided by Chandigarh Administration & Municipal Corporation are a paradigm for other urban cities.

The city Chandigarh is situated in western side of river Ghagar and Shimla National highway. It is connected by rail with National Capital Delhi and hill station Shimla. The National and state highways also attach this city to Ludhiana, Amritsar, Ambala, Patiala and Manali. Delhi and Bombay are directly linked with the city Chandigarh by air links and airport is also being upgraded. The Major Border Road Projects of Northern India are carried off from Chandigarh by the respective departments of Govt. of India. The Chandigarh Administration has set up a Rajiv Gandhi I.T. Park nearby village Kishangarh wherein many MNCs have shown interest to set up their I.T. Industries.

Chandigarh is the only planned city in India with a population of 10.5 lakh in the year 2011. It is one of the fastest growing cities with a population decadal growth rate of 40.30%. The construction of capital city of joint Punjab was commenced in early 1950s. It was acknowledged as a Union Territory in the year 1966 and it became the joint capital of both the states of Punjab and Haryana. It is located in the bottom of Shivalik hills. The Union Territory of Chandigarh is spread in the area of 114 sq. km. including only 22 villages falling in the jurisdiction of Union Territory. Right from

the formation of Union Territory in the year 1966, all the functions such as water supply, sewerage, storm water drainage, city roads, solid waste management and fire wing etc. were performed by respective departments of Chandigarh Administration. With the establishment of Municipal Corporation Chandigarh in the year 1994 (with 20 wards) with its jurisdictional area of 79.34 square kilometres; the basic civic functions such as works and maintenance for V4,V5 and V6 roads; water supply, sewerage, storm water drainage, solid waste Management and fire wing were reassigned to Municipal Corporation, Chandigarh. Therefore there are multiple agencies which are rendering various services to the city residents. The following Table 3.1 depicts the nature of services being provided by various institutions.

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Department</th>
<th>Chandigarh Administration</th>
<th>Municipal Corporation</th>
<th>Chandigarh Housing Board</th>
<th>Chandigarh Industrial Tourism Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Education</td>
<td>Yes</td>
<td>Partly</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2.</td>
<td>Health</td>
<td>Yes</td>
<td>Partly</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3.</td>
<td>Transport</td>
<td>Yes</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4.</td>
<td>Estate Office</td>
<td>Yes</td>
<td></td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>5.</td>
<td>Water supply, sewerage, drainage</td>
<td>New sectors &amp; 18 villages</td>
<td>All developed sectors and city area and Manimajra</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>6.</td>
<td>Construction of Houses</td>
<td>For govt. Employees</td>
<td>-</td>
<td>For public on sale/purchase</td>
<td>-</td>
</tr>
<tr>
<td>7.</td>
<td>Tourism</td>
<td>-</td>
<td>-</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Industries</td>
<td>Yes</td>
<td>-</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>Sanitation</td>
<td>-</td>
<td>Yes</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>


So it is quite evident that Municipal Corporation Chandigarh is playing vital role in providing basic services to the residents. In the light of above responsibilities assigned to Municipal Corporation Chandigarh, it is significant to study the organizational set up and functioning of Municipal Corporation Chandigarh. Before discussing the organizational functioning. It is important to understand the features of an effective organizational structure which is conducive for smooth functioning at local level to fulfil the needs of citizens.
II

3.2 ORGANIZATIONAL STRUCTURE: A THEORETICAL FRAMEWORK

An organisation is a planned social unit deliberately constructed and reconstructed to attain particular goals. The existence of an organisation is necessary to run an administration and to achieve the set goals. The power, duties, mutual relationships of the members of an organisation must be transparent so that their mutual powers are used to achieve directed towards the same end. For all these purposes there must be an organisational structure.

According to the traditional view, want of design in organisation is irrational, unkind, extravagant and incompetent. It is irrational because good designs or planning do not come first; it is unkind because a want of design in organisation is adding to the sufferings of the workers. It is extravagant because unless jobs are clearly put together along the line of functional specialization, it is impossible to train men to succeed to positions as the incumbents are promoted, resign or retire. And it is incompetent because dependence of management on personality rather than principles further leads to the politics in organisation. However, later on it was felt that organization and its design plays a crucial role as an organisation is a means to provide individuals a platform to work together and aiming at the achievement of set goals. It includes the mutual relationships of individuals and of groups, which are connected to bring about a systematic allotment of labour. An organisation exists wherever two or more individuals are connected to achieve a particular set of goals.

The organisation is the most realistic and competent type of grouping two or more individuals in modern civilization, who will work together with their joint efficiencies to attain their common objectives. It is an influential social instrument having a harmonization among various human actions. It brings together the manpower and the resources, develops and a coordination among the leaders, experts, workers, machines

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1 Urwick L. (1944), The Element of Administration, Harper and Row Publisher Incorporated, p.38.
and raw materials. In addition to this, it evaluates its performance and regulates itself to achieve its objectives.

The organisation is an arrangement of individuals or groups into a coherent whole, with a complex of functional inter-relationship and a system of overall administration, the goals of which serve many functions. They realise the struggle of the organisation and direct it by describing a future state of affairs. In this way, they prepare a set of instruction for the activities of the organisation. Objectives also include a source of legitimacy to justify organisational activities. So keeping in view the significance of organization, it is pertinent to understand the important terms and ingredients of an organization which have been presented in Table 3.2 below:

Table 3.2

<table>
<thead>
<tr>
<th>Important Aspects of an Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Complexity</strong></td>
</tr>
<tr>
<td><strong>Formalization</strong></td>
</tr>
<tr>
<td><strong>Operation core</strong></td>
</tr>
<tr>
<td><strong>Centralization</strong></td>
</tr>
<tr>
<td><strong>Coordination</strong></td>
</tr>
<tr>
<td><strong>Span of control</strong></td>
</tr>
</tbody>
</table>


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7 Etzioni Amitai, Modern Organisations, op. cit., p.3.
3.3 UNDERSTANDING BASIS OF ORGANIZATIONAL STRUCTURES

It is of utmost importance to understand the very nature and basis of organization. Brown and Moberg define that organizations are permanent social entities that are characterised by ability to continue existing and operating even while changing top managers. Other Scholars depict that organizations have distinguished features like structures, goal oriented nature and specialisation. Learned and Sproat (1966) and Khandwala (1977) define that organization has features which cannot be summed up in one definition. According to their organizations have purpose or goals, prearranged activities formulated to implement that purpose and division of activities into smaller jobs, integration of jobs into units which can be coordinated by various means, employees motivation, interactions, attitudes and values which are prescribed in consonance with goals, processes like decision making, communicating, controlling, rewarding and punishing to achieve organizational and has certain patterns. Brown (1980) states that organizational structures are created and changed from time to time to improve performances.

According to Khandwala (1977) organizational structure has three functions which enable the organization to reduce the external influences, undertake diversified activities through mechanism of departmentalization, specialization, division of labour and delegation of authority and lastly it makes organization capable of keeping good synchronization to attain defined goals. Further, Robbins and Barnwells (2002) defines that strategy is course of action in allocating resources that are essential to achieve organization’s goals and they are of the view that there is need to evolve strategy to keep in tune with the organization’s goals. They also lay emphasis on organization’s size as one of the contingencies of structures and propound as the total number of employees in the organization. Further, authors formulate that environment has deep impact on organization as dynamic environment effects organization more and depicts that the more complex the environment the greater the decentralization. Scholars like S.K. Bhattacharya opine that a conducive organizational structure must have effective task allocation, proper coordination, proper supervision and formation of smaller task groups.

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3.4 VARIOUS TYPOLOGIES OF ORGANIZATIONAL STRUCTURE

Mintzberg (1979) enumerated following types of organizational structures based on their circumstances, focus and function.

Table 3.3
Types of Organizational Structures

<table>
<thead>
<tr>
<th>Type of Structure</th>
<th>Characteristics</th>
<th>Advantages</th>
<th>Disadvantages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Simple Structure</td>
<td>Vertical &amp; horizontal decentralization, direct supervision, low complexity, little formalization with centralized authority, little techno structure, less support staff.</td>
<td>Flexible and adaptive in nature.</td>
<td>Not suitable to individuals. Leader may resist as it has more impact on him and her rather than staff.</td>
</tr>
<tr>
<td>Machine Bureaucracy</td>
<td>Highly specialised, routine operating, formalised, proliferation of rules, regulations, large size units, functional basis for grouping tasks, centralised power with chain of command and exhaustive administrative structure with distinction between line and staff.</td>
<td>Suitable for huge and well established organizations.</td>
<td>Difficult to alter in changing environment, unable to handle human differences, over formalised characterised with red tape.</td>
</tr>
<tr>
<td>Professional Bureaucracy</td>
<td>Vertical and horizontal decentralization, highly standardised expertise and dependence on experts.</td>
<td>Suitable for democratic set up</td>
<td>Highly inflexible and difficult to operate in changing environment</td>
</tr>
<tr>
<td>Divisionalised Structure</td>
<td>Limited vertical decentralization, standardisation of outputs and relies on market based</td>
<td>Suitable for public institutions with diversification strategy.</td>
<td>Unsuitable for changing organization’s environment.</td>
</tr>
<tr>
<td>Adhocracy</td>
<td>Selective decentralization, mutually adjusted coordination</td>
<td>Influenced by environment, youth, technical system and fashion</td>
<td>Least suitable for changing times as it is influenced by different forces.</td>
</tr>
</tbody>
</table>


On the other hand Lawton and Rose (1991) laments that organization structure fails to depict the importance of various departments and officers as charts are simple in nature and do not depict the complete picture. The theory given by these authors implicitly cautions against thinking or assuming that organizational structures are enough to portray information on working of organizations without raising the need for the enquiry about more detail. The work of Lawton and Rose (1991) is significant in providing the basic understandings of what organizations are, what organizations
structures are, importance of reviewing them regularly to promote productivity and organizational performance.

3.5 UNDERSTANDING ORGANIZATIONAL DESIGN

Robbins and Barnwell (2002) depict organization design as constructing and changing of an organization’s structure to achieve organizational goal while Mintzberg (1979) describes that organization’s structure design as “turning those knobs that influence the division of labour and the coordinating mechanism, thereby affecting that how the organization functions and it clarifies the link between organization’s structure and functions of different positions within organization which then lead to type of structure that organization tends to have. According to Flynn (1993) there is need to answer pertinent questions before organizational design which are that what is to be produced by organizations, for whom services are being provided, how much service is required, discretion in terms of budget allocation. He concludes that if services are to be delivered towards users then structure must be designed in terms of service delivery. But from point of view of local government it can be deduced that such support depends upon relevant internal policies and well financed and rich human resources. He further suggests that organizations must be aware and recognise the difference between control and support functions and must not use them interchangeably. He argues that organizations can be analyzed through five core parts which are depicted in following Table 3.4 below.

Table 3.4
Core Parts of Organization

<table>
<thead>
<tr>
<th>Parts of Organization</th>
<th>Staff and Functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating Core</td>
<td>Members of organization who perform basic work related to production of products and services.</td>
</tr>
<tr>
<td>Middle Line</td>
<td>Managers with formal authority</td>
</tr>
<tr>
<td>Techno Structure</td>
<td>Control Analyst of techno structure to standardise</td>
</tr>
<tr>
<td>Support Staff</td>
<td>Units that provide support to organisation outside operating flow</td>
</tr>
<tr>
<td>Strategic Apex</td>
<td>Responsible for ensuring that the organization serves its mission in an effective way.</td>
</tr>
</tbody>
</table>


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According to Lawton and Rose (1991) most government organizations are based on classical approach and are designed in consonance with the functions they perform. They suggest that structure must specify the following:

- Where control is located
- Degree of centralization
- Division of labour
- Tasks
- Hierarchy

Critics of organizational design points out on the pitfalls of job design or redesign as the workplace are not adequately established before jobs are redesigned, rarely redesign projects are systematically perceived and carried out, gap between theory and practice of job redesign, resistance from staff and bureaucratic practices often sneak into job redesigning processes

Thus from the above discussed theoretical framework we can deduce that organizational design, structure plays a crucial role in functioning of an organization in terms of its smooth functioning. It is in this backdrop, the present section analyzes and evaluates the conduciveness of organizational structure of the Municipal Corporation Chandigarh.

III

3.6 MUNICIPAL CORPORATION, CHANDIGARH

Municipal Corporation of Chandigarh came into force with an ordinance namely the Punjab Municipal Corporation Act, 1976 as extended to Union Territory, Chandigarh by the Punjab Municipal Corporation Law (Extension to Chandigarh) Ordinance, 1994, proclaimed by the President of the India on 24th day of May 1994.

Under Section 4 of the aforementioned ordinance, the Govt. of India employed Sh. A.R. Talwar, Finance Secretary, Chandigarh Administration as Special Officer to exercise the powers and clear the functions of Municipal Corporation, Chandigarh until the first meeting of the Corporation is held after the beginning of this ordinance.

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As per provision included in Section 47 of the aforementioned Act, Shri M.P. Tyagi, I.A.S. was employed as first Commissioner of the Corporation w.e.f. 19/5/1995 and thereafter Sh. S.K. Gathwal, I.A.S. replaced him w.e.f. 8/7/1996. These Commissioners continued to apply the powers to release the functions of the Municipal Corporation, Chandigarh until first meeting of the elected body of the Corporation which was held on 23/12/1996.13

The Municipal Corporation consists of:

1) Deliberative Wing

2) Executive Wing

For the conducive functioning of any local government, the coordination between its two significant wings that is deliberative and executive wing should be harmonious. However, the literature in case of India reveals that the relationship between political and bureaucratic wing in urban governance is marred by conflicts on account of role of elites, different values, an orientations and the exercise of mechanism of control.

In order to analyse the functioning of MCC, let us examine the overall working of these two wings which are as under:

**Constitution of Deliberative Wing:** Deliberative wing is also considered as policy making wing comprising the following:

(i) member to be directly elected, representing wards:

(ii) nine members having voting rights to be nominated by the Administrator, from amongst the persons who are well-known in public affairs or members having special knowledge or practical experience in respect of municipal administration.

(iii) the member of the House of the people representing the constituency which comprises wholly or partly, the Municipal Area, with the right to vote.

The Corporation continues for five years from the date Corporation holds its first meeting.

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An election to constitute the Corporation is completed:

(a) Before the expiry of its duration.

(b) Before the expiration of a period of six months from the date of its dissolution.

It is not necessary to hold any election under this sub-section for constituting the Corporation for such period until the remainder of the period wherefore the dissolved Corporation would have continued less than six months

The elected councillors are appointed by direct elections from various wards into which the City has been divided in accordance with the provisions of the Act.

The Administrator, U.T. Chandigarh has specified the following areas to be the Municipal Area of the Corporation.

(i) City of Chandigarh comprising the area of the site of Capital of Punjab as notified by the Government of Punjab before the 1st November 1966 and such other area as notified by the Administrator, U.T. Chandigarh.

(ii) Area of erstwhile Notified Area Committee, Manimajra. East- starting from South-Eastern corner of Khasra No. 126/12 of Village Manimajra along the common boundary line of Village Mauli-Jagran (Union Territory, Chandigarh) and Village Budhan Pur Dhillan, Judian and Bhaisa Tibba up to North-Eastern corner of Khasra no. 54/27

North and West- Starting from South-Western corner of Khasra No. 138/1 i.e. railway line up to South-Western corner of Khasra No. 103/23 and Southern side of Khasra No. 386 and Southern side of Khasra No. 109/4/2. 5/1, 8/2 and 110/1, Khasra No. 139 part between South-Eastern corner of Khasra No. 110/1 to North-Eastern corner of Khasra No. 228 from North-Western of Khasra No. 228 to South-Western corner of this very Khasra No. and from South Western corner of Khasra No. 228 to South-Eastern corner of Khasra No. 126/12 along western and southern side of Khasra No. 126 and 126/12 respectively.

(iii) Unacquired abadi area of 4 villages namely Burail, Badheri, Buterla and Attawa.14

3.7 COMPOSITION OF MUNICIPAL CORPORATION, CHANDIGARH

As per the provisions of section of the Punjab Municipal Corporation Act, a Municipal Corporation consists of:

(i) elected councilors chosen by direct election; and

(ii) ex officio members comprising the members of the Legislative Assembly of state representing the constituencies in which the City or any part thereof falls.

3.8 ELECTIONS OF COUNCILLORS

The councillors of the Corporation are elected through direct election. The city is divided into various wards according to the number of councillors to be elected. These numbers are determined on the basis of the population of each ward in the city.

Usually each ward consists of a population of 3000. A candidate desired to be nominated for the election must be a resident of the city and his/her name must be enlisted in the electoral roll of the city. The minimum age for nominee is 21 years. His name should not be there on the pay roll.

The minimum and maximum number of councillors depends upon the population of the Corporation.\(^{15}\)

As per the act, the provision with regard to number of area councilors per ward is as follows\(^{16}\)

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Population of the Corporation</th>
<th>No. of Councillors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>For a Corporation with a population below 20,000</td>
<td>15</td>
</tr>
<tr>
<td>2.</td>
<td>For a Corporation with a population between 20,000-30,000</td>
<td>19</td>
</tr>
<tr>
<td>3.</td>
<td>For a Corporation with a population between 30,000-40,000</td>
<td>23</td>
</tr>
<tr>
<td>4.</td>
<td>For a Corporation with population between 40,000-50,000</td>
<td>27</td>
</tr>
<tr>
<td>5.</td>
<td>For a Corporation with a population between 50,000-1,00,000</td>
<td>31</td>
</tr>
<tr>
<td>6.</td>
<td>For a Corporation with a population exceeding 1,00,000</td>
<td>35</td>
</tr>
</tbody>
</table>


88
Therefore as per the discussion above, the city of Chandigarh falls in the category of population of more than 100000 with 35 area councilors. The following is the list of various wards of the Chandigarh with their area councilor.

As per the census of year 2011, the population of Chandigarh is 10,54,686. The Municipal Corporation, Chandigarh consists of 26 elected councillors in the city and Municipal area has been divided into 26 wards. (For details see Table 3.6).

Table 3.6
Ward details of Municipal Corporation Chandigarh

<table>
<thead>
<tr>
<th>Ward No.</th>
<th>Name of Elected Councillor</th>
<th>Sector, Villages and Colonies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Smt Raj Bala Malik</td>
<td>1,2,3,4,5,6,7,8,9,10,11</td>
</tr>
<tr>
<td>2</td>
<td>Sh. Saurabh Joshi</td>
<td>12,14 and 15 and Khuda Lahora Colony</td>
</tr>
<tr>
<td>3</td>
<td>Sh. Pradeep Chhabra</td>
<td>16,17 and 22</td>
</tr>
<tr>
<td>4</td>
<td>Smt. Asha Kumari Jaswal</td>
<td>23 and 24 and 36</td>
</tr>
<tr>
<td>5</td>
<td>Mr Subhash Chawla</td>
<td>25, Kumhar Colony, Janta Colony, Sector 25 (West), LIG Colony Dhanas, Milkman Colony &amp; Housing EWS Dhanas, Site &amp; Service Dhanas, (Aman, Chaman &amp; Ambedkar Colony)</td>
</tr>
<tr>
<td>6</td>
<td>Sh.Sat Parkash Aggarwal</td>
<td>Dadu Majra Colony, Dadu Majra and Shah Pur</td>
</tr>
<tr>
<td>7</td>
<td>Smt Poonam Sharma</td>
<td>Maloya, EWS Colony, Maloya, West of Sector 39 and Grain Market</td>
</tr>
<tr>
<td>8</td>
<td>Mr Arun Sood</td>
<td>37,38 and 38 (West)</td>
</tr>
<tr>
<td>9</td>
<td>Smt Gurbax Rawat</td>
<td>39 and 40</td>
</tr>
<tr>
<td>10</td>
<td>Sh. Malkiat Singh</td>
<td>41, Buterla,42 and Attawa</td>
</tr>
<tr>
<td>11</td>
<td>Sh.Darshan Kumar</td>
<td>53 (Nehru Colony),54,55(Housing Board), 55 Indira, Kamal and Adarsh Colony, Furniture Shops Sector 56, Rehabilitation Colony Palsora and Village Palsora</td>
</tr>
<tr>
<td>12</td>
<td>Smt. Sheela Devi</td>
<td>43,52, EWS LIG Colony, 61 and Kajheri</td>
</tr>
<tr>
<td>13</td>
<td>Sh. Harpboohl Chander Kalyan</td>
<td>49,50,51 (Nizam Pur Burail), Colony No.5 Sector 51 Brick-Kilin, Nizampur Kumbra, Sector 51, Sub Jail, Nimpur Kumbra and Sector 63</td>
</tr>
<tr>
<td>14</td>
<td>Smt. Kashmire Devi</td>
<td>45 and Burail</td>
</tr>
<tr>
<td>15</td>
<td>Smt.Harjinder Kaur</td>
<td>34,35 and 44</td>
</tr>
<tr>
<td>16</td>
<td>Sh. Rajesh Kumar Gupta</td>
<td>20 and 33</td>
</tr>
<tr>
<td>17</td>
<td>Sh. Mukesh Bassi</td>
<td>18,19 and 21</td>
</tr>
<tr>
<td>18</td>
<td>Sh. Satinder Singh</td>
<td>27,28 and 30</td>
</tr>
</tbody>
</table>
Apart from these 26 elected area councilors, 9 councilors are nominated from distinguished fields. The following is the list of councilors and their area.

### Table 3.7

#### Details of Nominated Councilors of Municipal Corporation Chandigarh

<table>
<thead>
<tr>
<th>Name of Nominated Councillor</th>
<th>Expert Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ms. Anoop Sunny Gill</td>
<td>Social Work</td>
</tr>
<tr>
<td>2. Prof. Aruna Goel</td>
<td>Academics</td>
</tr>
<tr>
<td>3. Prof. Dr. (Mrs.) Amrit Tewari</td>
<td>Academics</td>
</tr>
<tr>
<td>4. Sh. Babu Lal, IAS (Retd)</td>
<td>Bureaucracy</td>
</tr>
<tr>
<td>5. Maj. (Retd) D.S.Sandhu</td>
<td>Social Work</td>
</tr>
<tr>
<td>6. Sh. M.P.Kohli</td>
<td>Business and Trade</td>
</tr>
<tr>
<td>7. Sh. Sat Paul Bansal</td>
<td>Industry and Finance</td>
</tr>
<tr>
<td>8. Smt. Shagufta Parveen</td>
<td>Social Work</td>
</tr>
<tr>
<td>9. Sh. Surinder Bahga</td>
<td>Architecture</td>
</tr>
</tbody>
</table>

Source: Official Documents of Municipal Corporation Chandigarh.
3.9 THE POWERS AND RESPONSIBILITIES OF COUNCILLORS

The councillors of the corporation have certain exclusive rights and some responsibilities as well. They are assigned certain duties by the corporation. It is mandatory for every councillor, other than an associate one, to make and subscribe at a meeting of the Corporation an oath or affirmation.17

The councillors play a vital role in the functioning of a Corporation. The powers of councillors are as follows:

1. Take an active part in reviewing matters before the council, debating issues and actively participate in the councils’ decision making processes;
2. Review councils’ objectives and policies to ensure that they are appropriate for the local area; and to
3. Review councils’ resource allocation, expenditure and activities, and
4. To ensure the efficiency and effectiveness of its service delivery to the citizens.

Apart from the above mentioned powers, the councillors have certain others powers also. They can make approaches to all records other than the non-public interest; ask for special meetings; ask questions; make proposals; move resolutions and give their opinions on all items placed before the Corporation and further bring in notice of the house or other authorities any act of negligence or failure in the discharge of duties by any employee, leakage of revenue and can further add to the betterment of the functioning of the Corporation.

In addition to this, they are accountable for the overall development of their wards. They supervise the proper supply of water, electricity, necessity goods like rice, wheat, sugar, kerosene, and the maintenance of roads, parks and buildings like community centres, toilets etc. of their wards.

3.10 NOMINATION OF COUNCILLORS

In order to represent minority community and special interest, who usually do not contest election, the provision for nomination has been made. It is established on the

---

model of British system of Alderman, who is elected by the councillors for their rich municipal, experience, expertise in municipal administration and spirit of public service.\textsuperscript{18}

In case of Municipal Corporation Chandigarh, there are nine nominated councillors from diverse fields. As far as their nomination is concerned, the opposition strongly condemned the move. According to media reports and views of leaders, all the nine councillors are affiliated to the ruling party. Granting those voting rights to choose the mayor makes the process biased and undemocratic.

3.11 RESERVATION OF SEATS AND WARDS

As per The Punjab Municipal Corporation Act, 1976, in every corporation a particular number of councillors out of total elected ones determined under sub-section (3) of section 5, is reserved. These reservations are meant for the representation of lower categories, like scheduled castes, scheduled tribes, women, and backward classes as per details given below:

a) Seats are reserved for the scheduled castes and scheduled tribes according to the population of the area and the total number of seats which are to be filled through direct election. These seats are distributed turn by turn to the different wards of the city.

b) Two seats are reserved for backward classes which are allotted turn by turn to different wards of the Corporation.

c) At least $1/3^{rd}$ of the total number of seats reserved for the scheduled castes of the city is reserved for the women belonging to scheduled castes community.

d) At least $1/3^{rd}$ (including the number of seats reserved for women under scheduled castes) of the total number of seats which are to be filled by direct election is reserved for the women belonging to the general category.\textsuperscript{19}

As per the provision of the Act in Municipal Corporation, Chandigarh, out of total (27) wards (two) wards are reserved for scheduled castes, four wards are reserved for

\textsuperscript{18} Pardeep Sachdeva (2007), \textit{Urban Local Government and Administration in India}, Kitab Mahal, Allahabad, p.86.

\textsuperscript{19} Garg (2009), \textit{op.cit.}, p.30-31.
women and one ward is reserved for backward classes. These seats are allotted turn by turn to different wards of the Corporation.

3.12 REMOVAL OF COUNCILLORS

Any councillor can be removed by notification if he/she

i. becomes subject to any of the disqualifications mentioned in section 13 of the Act; or

ii. has deliberately abused his position as a councillor or has been responsible for the loss or misapplication of any money or property of the Corporation through negligence or misconduct; or

iii. has become physically or mentally incapable for carrying out his duties; or

iv. remains absent during three successive months from the meeting of the Corporation without permission of the Corporation; or

v. remains absent or is not able to attend the meetings of the Corporation during twelve successive months for any cause whatsoever whether approved by the Corporation or not; or

vi. acts in disputing with provisions of section 63 or

vii. has been declared a bankrupt or an insolvent;

viii. resigns from his councillorship on a paper addressed to the Mayor.

The councillors are entitled to receive allowance for attending the meetings of the Corporation and its committees at a rate defined by rules made in this regard. In case of Municipal Corporation Chandigarh no such case has been reported so far.

3.13 MEETINGS OF THE CORPORATION

Municipal Corporation meets at least once in a month for business purposes, which is generally presided over by the Mayor. In case of the absence of the Mayor, the meetings are presided over by the Commissioner, or in case of the absence of both, by an elected member of the Corporation for the same purpose.

Garg (2009), op.cit., p.36.
On basis of survey it has been found that Municipal Corporation Chandigarh is carrying out its meetings in regular manner. The agenda and detailed discussions are available on website of Municipal Corporation Chandigarh.

3.14 ELECTION OF MAYOR, SENIOR DEPUTY MAYOR, DEPUTY MAYOR

The Corporation elects the Mayor from one of its councillors in the prescribed manner, and other two members as the Senior Deputy Mayor and Deputy Mayor. The election is conducted at a meeting of the Corporation immediately after the election of the councillors. This election is held not later than one month from the date whereon the election of the councillor is held. On the occurrence of any casual vacancy in the office of the Mayor, Senior Deputy Mayor or Deputy Mayor, the Corporation elect one of its members Mayor, Senior Deputy Mayor or Deputy Mayor within one month of the occurrence of such vacancy. The Mayor, Senior Deputy Mayor or Deputy Mayor holds the office from the time of his election until the election of his successor in office, unless in the meantime he resigns his office as Mayor or Senior Mayor or Deputy Mayor or his term of office as a member of the Corporation end in any manner or unless in the case of any of the Deputy Mayors he is elected as Mayor. They are eligible for re-election. The Mayor is entitled to the payment of such reward and given such facilities in respect of residential accommodation, telephone, conveyance and the like as prescribed. He has access to the record of the Corporation and may issue directions to the Commissioner or call for reports from him with a view to ensuring proper implementation of the decision of the Corporation. 21

On basis of enquiry it has been found that every year councillors elect new Mayor. Table 3.7 depicts the list of names of Mayors along with their tenure at Municipal Corporation Chandigarh:

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21 Garg (2009), op.cit., p.36.
Table 3.8
List of Mayors

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of Mayors</th>
<th>Year of joining</th>
<th>Till</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Smt. Kamla Sharma</td>
<td>23-12-96</td>
<td>22-12-97</td>
</tr>
<tr>
<td>2.</td>
<td>Sh. Gian Chand Gupta</td>
<td>23-12-97</td>
<td>22-12-98</td>
</tr>
<tr>
<td>3.</td>
<td>Sh. Kewal Krishan Addiwal</td>
<td>23-12-98</td>
<td>22-12-99</td>
</tr>
<tr>
<td>4.</td>
<td>Sh. Shanta Hit Abhilashi</td>
<td>23-12-99</td>
<td>22-12-00</td>
</tr>
<tr>
<td>5.</td>
<td>Sh. Raj Kumar Goyal</td>
<td>23-12-00</td>
<td>21-07-01</td>
</tr>
<tr>
<td>6.</td>
<td>Sh. Gurcharan Dass (Acting)</td>
<td>22-07-01</td>
<td>17-08-01</td>
</tr>
<tr>
<td>7.</td>
<td>Smt. Harjinder Kaur</td>
<td>18-08-01</td>
<td>22-12-01</td>
</tr>
<tr>
<td>8.</td>
<td>Smt. Lalit Joshi</td>
<td>01-01-02</td>
<td>31-12-02</td>
</tr>
<tr>
<td>9.</td>
<td>Sh. Subhash Chawla</td>
<td>01-01-03</td>
<td>31-12-03</td>
</tr>
<tr>
<td>10.</td>
<td>Smt. Kamlesh</td>
<td>01-01-04</td>
<td>31-12-04</td>
</tr>
<tr>
<td>11.</td>
<td>Smt. Anu Chatrath</td>
<td>01-01-05</td>
<td>31-12-05</td>
</tr>
<tr>
<td>12.</td>
<td>Sh. Surinder Singh</td>
<td>01-01-06</td>
<td>31-12-06</td>
</tr>
<tr>
<td>13.</td>
<td>Ms. Harjinder Kaur</td>
<td>11-01-07</td>
<td>31-12-07</td>
</tr>
<tr>
<td>14.</td>
<td>Sh. Pardeep Chhabra</td>
<td>01-01-08</td>
<td>31-12-08</td>
</tr>
<tr>
<td>15.</td>
<td>Smt. Kamlesh</td>
<td>01.01.09</td>
<td>31.12.09</td>
</tr>
<tr>
<td>16.</td>
<td>Smt. Anu Chatrath</td>
<td>01.01.10</td>
<td>31.12.10</td>
</tr>
<tr>
<td>17.</td>
<td>Sh. Ravinder Pal Singh</td>
<td>01.01.11</td>
<td>31.12.11</td>
</tr>
<tr>
<td>17.</td>
<td>Sh. Subhash Chawla</td>
<td>01.01.13</td>
<td>31.12.13</td>
</tr>
<tr>
<td>18.</td>
<td>Sh. Harphool Chander Kalyan</td>
<td>01.01.14</td>
<td>till date</td>
</tr>
</tbody>
</table>

Source: Official Documents of Municipal Corporation Chandigarh.

3.15 REMOVAL OF MAYOR, SENIOR DEPUTY MAYOR AND DEPUTY MAYOR

A Mayor or Senior Deputy Mayor or Deputy Mayor may be removed from his office by a resolution of the Corporation passed by a majority of the total membership of the Corporation and by majority of not less than two-thirds of the members of the Corporation present and voting in a meeting of the Corporation in a prescribed manner.

Discharge of functions of Mayor by Deputy Mayor

1) When the office of the Mayor is vacant, the Senior Deputy Mayor acts as Mayor. In case Senior Deputy Mayor is absent too, Deputy Mayors takes his position.
2) When the Mayor cannot attend to his duty due to illness or any other cause, the Senior Deputy Mayor, and in his absence, the Deputy Mayor acts as Mayor during his absence.

Resignation of Mayor and Deputy Mayors

1) The Mayor may resign from his office by writing a paper under his own hand addressed to the Corporation or the Commissioner.

2) The Senior Deputy Mayor or the Deputy Mayor may resign his office by writing a paper under his own hand addressed to the Mayor and delivered to the Commissioner.

3) The resignation under sub-section (1) or sub-section (2) of the Act is enforced from the date whereon it is delivered.  

3.16 EXECUTIVE WING

Another important component of structure of Municipal Corporation Chandigarh is executive wing which is headed by Municipal Commissioner. This wing is considered as important pillar of corporation. Municipal Commissioner holds the key as he guides and coordinates all the significant activities of corporation. All the departments of Municipal Corporation are accountable to him. The following section deals with the special powers and functions of Commissioner in context to working of corporation.

3.17 THE MUNICIPAL COMMISSIONER

The Government appoints class I officer of the Government having a minimum service of ten years as the Commissioner of the Corporation through notification in the Official Gazette. The Commissioner so appointed holds office for a term of three years in the first instance. His appointment may be renewed for a term not exceeding three years. No officer is appointed or continues as Commissioner who has attained age of retirement. The Government can recall the Commissioner if at a special meeting of the Corporation called for the purpose a resolution for such recall has been 

\[\text{superscript22} \text{ Ibid., p.37.}\]
passed by a majority of not less than two-thirds of the total number of members. The Government may also recall the Commissioner at any time during the term of his appointment by giving a notice of at least one month to the Corporation. The Commissioner draws his salary and allowances, as fixed by the Government, from the Corporation Fund. He is also given facilities such as residential accommodation, conveyance and other services fixed by the Government. If he needs some leave from the office, it may be granted by the Government. And in his absence the Government appoint another person to officiate as Commissioner in his place. In case of the death, resignation or removal of the Commissioner, the Government appoints another person to officiate as Commissioner in his place for a term not more than two months. The Corporation makes such contributions towards leave, allowances, pensions and provident fund of the commissioner as required by the conditions of his service under the Government.²³

**Functions of the Municipal Commissioner**

The functions of the Commissioner are as follows:

1) He exercises all the authorities and performs all the duties imposed upon him by the law for the time being in force.

2) He lays down the duties and supervises and controls the acts and proceedings of all Corporation officers and other Corporation employees.

3) On the occurrence or threatened occurrence of any sudden accident or any unexpected incident or natural disaster involving or likely to involve widespread damage to any property of the Corporation, or danger to human life, he takes such action as he considers necessary and prepare a report immediately to the Corporation of the action he has taken and the reasons for the same as also of the amount of cost, if any, incurred or likely to be incurred in consequence of such action, which is not covered by a budget-grant.

The appointment of Commissioner of Municipal Corporation is being carried out by Ministry of Home Affairs.

²³ Garg (2009), *op.cit.*, p. 43.
### Table 3.9

**Commissioners of Municipal Corporation**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Name of Municipal Commissioner</th>
<th>Tenure from</th>
<th>Till</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Sh. M.P. Tyagi</td>
<td>19-05-95</td>
<td>27-08-96</td>
</tr>
<tr>
<td>2.</td>
<td>Sh. Satish Gathwal</td>
<td>27-08-96</td>
<td>08-07-99</td>
</tr>
<tr>
<td>3.</td>
<td>Sh. M.P. Singh</td>
<td>08-07-99</td>
<td>06-12-04</td>
</tr>
<tr>
<td>4.</td>
<td>Sh. P.S. Aujla</td>
<td>06-12-04</td>
<td>06-12-2007</td>
</tr>
<tr>
<td>5.</td>
<td>Dr. Roshan Sunkaria</td>
<td>16-04-08</td>
<td>15-04-2011</td>
</tr>
<tr>
<td>8.</td>
<td>Mr Vivek Pratap Singh</td>
<td>28.02.2012</td>
<td>Till date</td>
</tr>
</tbody>
</table>

Source: Official Documents of Municipal Corporation Chandigarh
3.19 WORKING OF MUNICIPAL CORPORATION
CHANDIGARH

The working of Municipal Corporation is based on the Committee system under which various Sub Committees dealing with particular subjects, such as Water Supply & Sewerage, Roads, Slum Development, Fire Services, Environment & City Beautification, House tax etc. have been constituted. Each of these Sub Committees is headed by a Chairman whereas the Finance & Contract Committee is headed by Mayor. Different Committees have been delegated financial and other powers to carry on the work relating to Municipal Corporation functions. In cases involving financial implication beyond a certain limit and those involving policy decisions, the matter is finally referred to the general body meeting of the Corporation which also includes elected councillors from various wards of the city through elections.24

The various committees constituted by Municipal Corporation are:

The following are the committees:

1. **Finance & Contract Committee**: This is the most powerful committee having seven members including Commissioner, M.C.C Chandigarh and Mayor. This committee has power to sanction works upto Rs.35 lacs.

2. **Road committee**: Nine councillors and Executive Engineer (Roads) as Secretary of committee and having power to sanction works upto Rs.25 lacs.

3. **Water supply & Sewerage Disposal Committee**: Nine councillors and Executive Engineer (Public Health) as Secretary of committee, has a power to sanction works upto Rs.15 lacs work.

4. **Environment committee**: Nine councillors and Executive Engineer (Horticulture) as Secretary of committee has a power to sanction upto Rs.15 lacs work.

5. **Electricity committee**: Nine councillors and Executive Engineer (Electricity) as Secretary of committee, has a power to sanction upto Rs.15 lacs work.

6. **Fire wing committee**: Nine councillors and has a power to sanction upto Rs.15 lacs work.

7. **Apni Mandi committee**: To discuss, decide sites and mode.

8. **House Tax committee**: To suggest the mode of assessment and monitoring of recovery of house tax.

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24 Garg (2009), op.cit., p.44.
9. **Sanitation Committee**: This committee has nine councillors as members and Medical Officer Health, M.C. as Secretary of committee.25

### 3.20 PERSONNEL MANAGEMENT AT MUNICIPAL CORPORATION CHANDIGARH

Administration in any organization embraces material and human resources which are utilized for reaching its goals. However, human resources are considered sovereign as they are expected to initiate policies and maintain standards of performance for accomplishment of organizational objectives. The most important machinery in the world will not produce at an optimum level unless the people who operate the machinery know how to make it perform at its best and most importantly, are motivated to make their equipment produce efficiently.26 Therefore personnel administration holds paramount importance in curriculum of any organization.

Human Resource Management is a blend of programmes, functions and techniques which are crafted, designed and transacted in order to benefit both employee as well as organisational efficacy.27

Through aforementioned definition, it can be extracted that personnel are vital part of an organization as they strive for its smooth performance. Organization fails to succeed if its human resources are unable to perform as required. Any organization is combination of material resources and personnel. Well trained, imaginative and devoted personnel can work with mediocre machinery. On the contrary, effectively devised machinery does not deliver if person using it is not competent to handle it. So, personnel play a major role in deciding fate of an organization.

**Scenario of Personnel Management at Municipal Corporation Chandigarh**

On the basis of inquiry from officials of Municipal Corporation Chandigarh, it has come to light that recruitments are being done by an agency namely Centre for Development of Advanced Computing based in Mohali. Every work of recruitment is being done by the agency itself, the external sources of recruitment are advertisement through advertisement, employment exchanges, and consultancy agencies. The appointments in Municipal Corporation Chandigarh are made through local employment exchange and advertisements. The process of preparation of application

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25 Finance Secretary (2006), Chandigarh Development Plan, op.cit., p.27
forms, advertising, scrutiny, and interviewing, conducting test are being carried out by the agency.

Job specifications including job analysis are set by department of personnel of Municipal Corporation, while the approval for the recruitment rests with the secretary local government, Chandigarh Administration. Other than direct recruitment there is 60:40 ratio of deputationist from Panjab and Haryana respectively. The majority of senior level officers and technical staff are being hired through deputations. The promotion of existing staff is based on seniority basis. While the process of training is being carried by the different institutions e.g. training of newly recruited clerk is imparted by Mahatma Gandhi State Institute of Public Administration and training for computer proficiency is imparted by Department of Electronics. Other than these trainings, officials from Municipal Corporation Chandigarh are being sent randomly for different trainings as per the directions of Chandigarh Administration.

Table 3.9
Personnel Details of Municipal Corporation Chandigarh\(^2\) (Department Wise)

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Particulars</th>
<th>Filled</th>
<th>Vacant</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>CMC Office Including Sub Office Manimajra</td>
<td>244</td>
<td>68 (21.79%)</td>
<td>312</td>
</tr>
<tr>
<td></td>
<td>Public Health</td>
<td>630</td>
<td>470 (36.15%)</td>
<td>1300</td>
</tr>
<tr>
<td></td>
<td>B&amp;R Circle</td>
<td>960</td>
<td>284 (22.84%)</td>
<td>1244</td>
</tr>
<tr>
<td></td>
<td>Medical Officer of Health</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Fire Services</td>
<td>255</td>
<td>33</td>
<td>288</td>
</tr>
<tr>
<td>Total “A”</td>
<td></td>
<td>2289</td>
<td>855 (27.19)</td>
<td>3144</td>
</tr>
<tr>
<td>B</td>
<td>Public Health</td>
<td>133</td>
<td>133</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B&amp;R Circle</td>
<td>882</td>
<td>882</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MOH</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CMC office including Sub Office Manimajra</td>
<td>10</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Total “B”</td>
<td></td>
<td>1037</td>
<td>1037</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Public Health</td>
<td>133</td>
<td>133</td>
<td></td>
</tr>
<tr>
<td></td>
<td>B&amp;R Circle</td>
<td>12</td>
<td>12</td>
<td></td>
</tr>
<tr>
<td>Total “C”</td>
<td></td>
<td>145</td>
<td>145</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Public Health</td>
<td>44</td>
<td>44</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Medical Officer of Health</td>
<td>136</td>
<td>136</td>
<td></td>
</tr>
<tr>
<td></td>
<td>CMC office including Sub Office Manimajra</td>
<td>94</td>
<td>94</td>
<td></td>
</tr>
<tr>
<td>Total “D”</td>
<td></td>
<td>274</td>
<td>274</td>
<td></td>
</tr>
<tr>
<td>Grand Total (A+B+C+D)</td>
<td></td>
<td>3745</td>
<td>855</td>
<td>4600</td>
</tr>
</tbody>
</table>

Source: Compiled from official documents of Municipal Corporation Chandigarh.

\(^2\) Ibid, p.132.
Above table depicts the scenario of personnel at Municipal Corporation Chandigarh. On basis of analyzing the above table, it reflects that the crucial departments like public health and building and road circles are facing acute shortage of employees due to ineffective personnel policy. Such failure of Municipal Corporation Chandigarh in filling up the vacant post hampers the effective working leading to poor service delivery.

Now let us examine the working of various departments of Municipal Corporation Chandigarh.

### 3.21 DEPARTMENTS OF MUNICIPAL CORPORATION CHANDIGARH

#### I. Public Health Department

The Public Health Department of Municipal Corporation, Chandigarh is headed by Superintending Engineer. This department has been imparted the following duties:

The Municipal Corporation Public Health is responsible for the generation, treatment, transmission and pumping of water for the city of Chandigarh and the villages falling under the Jurisdiction of M.C.C. Apart from this, public health department performs the following functions:

- It takes care of the operation and maintenance of water works and the raw water. It oversees the functioning and maintenance of tubewells which are feeding water into various water works in the city, Chandigarh.

- It supervises the maintenance of water supply line and machinery of water works in the city Chandigarh.

- It looks after the functioning and maintenance of Military Engineering Services water works of the city, Chandigarh.

- It is responsible for the maintenance of Municipal Corporation Employees’ Houses.

- The Department also oversees the maintenance of Water Supply, Sewerage and Strom Water Drainage of the Whole of Manimajra town and adjoining colonies like Mauli Jagran, Indira Colony etc. It replaces the defective Water Meters. It collects the water charges. It keeps watch on the maintenance of
public health store. It maintains irrigation Network in various gardens /green belts.

- It caters boosting arrangement in various low pressure belts in the city.

The department has been divided into four divisions which are further divided into eighteen subdivisions. The area of jurisdiction of these divisions and subdivisions is as follows:

**Division-1: All Municipal areas**

**a. Sub Division-1:**

1. The Municipal Corporation Public Health Division No.1 is responsible for the generation, treatment, transmission and pumping of water for the city of Chandigarh and the four villages falling under the Jurisdiction of M.C.C. namely Badheri, Butrela, Attawa, Burail.

2. This division is looking after the operation and maintenance of water works at Kajauli, Sector 12, 26, 32, 37 and 39 and the raw water and clear rising main from Kajauli to Water Works, Sector 39 and other water works etc. in the city.

3. This division is also looking after the operation and maintenance of tubewells which are feeding water into various water works in the city, Chandigarh.

4. Augmentation of water supply line and machinery of water works in the city Chandigarh.

5. Operation and maintenance of water works, Sec.39, Chd

**b. Sub Division-2:**

1. Operation & Maintenance of Tubewells carrying Water to Water Works.


3. Operation and Maintenance and reboring of tubewells feeding to water works located on the western sectors of the city, Khuda Lahora, Dhanas, Sec.12,25, Dadumajra.

**c. Sub Division-3:**

Operation and Maintenance and reboring of tubewells feeding to water works located on the eastern side of the city, Makhan Majra, Darua, Sec.26, Kishangarh, Industrial Area.
d. **Sub Division-10**

Operation and Maintenance and augmentation of pumping machinery of water works at Kajauli and Sector 39 Water Works.

**Division-2: All Municipal areas.**

a. **Sub Division-4**: Sector 17 to 22, 26, to 30 Industrial Area Ph-I Mauli Jagran Colony and Bapu Dham Colony, Transport Area, Grain Market, Timber Market, Police Lines, Sector 26.

b. **Sub Division-5**: Sector 31 to 34, 44, to 51 Industrial Area Ph-II, Village Burail, Ram Darbar Colony.

c. **Sub Division-6**: Sector 1 to 12, 14 to 16, 23 to 25, Sec-35 to 43, 52 to 56 and Milkman Colony, Dhanas Colony, Maloya Colony, Dadu Majra Colony, Khuda Lahora Colony, Palsora Colony, Villages Attawa, Badheri & Butrela.

d. **Sub Division-7**: Sector 1 to 12, 14 to 16, 23 to 25, Sec-35 to 43, 52 to 56 and Milkman Colony, Dhanas Colony, Maloya Colony, Dadu Majra Colony, Khuda Lahora Colony, Palsora Colony, Villages Attawa, Badheri & Butrela.

e. **Sub Division-8**: Manimajra Town and Adjoining Rehabilitation Colonies.

f. **Sub Division-17**: Sector 1 to 16, 23-25, Dhanas Colony, Khuda Lahora Colony

**Division-3: All Municipal areas except Manimajra.**

a. **Sub Division-9**: Green belt Sector-33, 34, 35, 36, 37, 40, 41, 42, 43, 44, 45, 48 to 52, 55, 56, 61 village Kajheri, Butrela, Badheri, Maloya and Palsora 48 to 62, Chandigarh, Colony No. 5, all rehabilitation colonies located in the sector.

b. **Sub Division-11**: Tertiary treated water line from Diggian, Mohali to Sector-1

c. Distribution Sector 1 to 12, 19, 20, 21-B, 26, 27, 28, 29, 30, 31, 32, 33, 34, 45, 46, 47, Indl. Area Ph-I & II, Bapu Dham, Ram Darbar, Colony No.4, Hallomajra
d. **Sub Division-12:** R/Mtc. of W/S distribution system in Sector 15, 16, 17, 18, 21-A, 22, 23, 24, 25, 35 to 43, Janta & Kumhar colony, Sector-38 (West), Dadumajra colony, village Dadumajra, Shahpur Colony, Khuda Lahora colony.

e. Supplying water through water tankers to villages/colonies

f. R/Mtc. of various t/wells to Irrigation in the green parks/Garden of Sector 17, 18, 25, 38, 39, 40.

**Division-4: All Municipal areas except Manimajra.**

a. **Sub Division-13:** Sector 1 to 4, 9 to 17, 22 to 25, 35 to 43, 53 to 56, Palsora Colony, Maloya Colony, Dhanas Colony, Kajheri Colony, Dadu Majra Colony, Peer House Colony, Sector 52, Village Buterla, Badheri, Attawa.

b. **Sub Division-14:** Entire City, Chandigarh except Manimajra.

c. **Sub Division-15:** Sector 5 to 8, 18 to 21, 26 to 30, Ind. Area Phase-I, Karsan Colony No. 4 & 5, Village Burail, U.T., Chandigarh.

d. **Sub Division-16:** Raipur Kalan, U.T., Chandigarh and S.T. Plant, Diggian, Mohali.

e. **Sub Division-18:** Sector 31 to 34, 45 to 52, 3BRD Plant, Industrial Area Ph.II, Chandigarh.  

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**II. Health & Sanitation Department**

The Health and Sanitation Department of the Municipal Corporation is under the control of Additional Commissioner-I. The City Municipal Corporation has 1652 Safaiwalas on regular pay-scales and 112 on daily wages basis for sweeping the roads and lanes and to collect street sweepings etc. As per census for the year 2011 total population of Chandigarh is 10.5 lakh and the length of road is 1489 kms. Besides this, some areas have been given on contract for maintenance of sanitary conditions and the contractors have employed 433 safaiwallas. The roads and lanes are swept on all working days from Monday to Saturday in two shifts: 7:00 AM – 12:00 PM and 2:00 PM – 5:00 PM in Winter and 6:00 AM – 11:00 AM and 3:00 PM – 6:00 PM in

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Summer. The sweeping work is done on Sunday and holidays if there is visit of any V.I.P or V.V.I.P and on the occasion of processions and demonstrations etc.

The whole city has been divided into four zones and a supervisor has been made the incharge of each Zone for the purpose of sanitation and refuse-removal services.

The garbage collection containers have been placed strategically by the city corporation for the ease of the residents of adjacent areas to dispose off their house hold and horticulture waste.

To enforce the segregation of waste and to ensure better management of Municipal Solid waste in the city, the city corporation in association with Chandigarh Animal Welfare and Economic Development Society has built Sehaj Safai Kendras and Khad Banao Kendras at various places of the city and the resident of those sectors are supposed to dispose their house hold garbage or horticulture waste only at these chosen places.

The city Corporation is emphasising on sensitization of citizens on civic sense and is encouraged to maintain sanitary conditions. The corporation also issues notices and challans to the defaulters. The challans can be compounded by paying the compounding fee in the office of the Medical Officer of Health Department. The challans which are not compounded are filed in the court of Chief Judicial Magistrate Chandigarh for disposal as per rules.

The Corporation has employed 48 drivers and 9 cleaners for the vehicles engaged in the transportation. Additional Drivers are employed on contract as and when required. Besides this, 4 to 6 Safaiwalas are employed for each tractor open truck and compactor and one Safaiwala in each dumper placers. About 300 tons of municipal solid waste is transported and disposed off at the site of dumping ground in the west of Sector 38 near Dadu Majra Labour colony. At present the waste is disposed off through the process of 'Land-filling'. The Corporation is establishing facilities for the processing of Municipal solid waste by converting it into compost and wormy-compost. The corporation consults Karnataka compost development Corporation for the said project. The proposal for setting up a unit for power generation is also in the pipe line.

There is only one designated dump yard consisting of 45.11 acres of land, situated in Sector 38 near Dadu-Majra Labour Colony. The solid waste of city is pushed and
compressed in low lying areas and is covered by a thick layer of earth line on day to day basis to prevent foul smell and fly breeding. There is a proposal to develop floriculture on 5 acres of domestic land at the site of dumping ground on experimental basis and a public notice has already been issued in this regard.

The corporation is responsible for disposing off the dead animals at isolated and far off places to reduce the foul smell and health problems.

Apart from the Head Office, the complaints concerning road sweeping, garbage removal and dead animals are received at the zone Head Quarters and other notified centers. The complaint is attended to on the same day or on the proceeding day if received during off time or at late hours.

To reduce the danger of open laxation, public toilets have been provided by the city corporation. More than one such set has been provided in densely populated sectors. In the labour colonies and slums, mobile toilet vans have been provided. At present there are 98 public toilets and 42 mobile toilets maintained by the Corporation. There is a proposal to transfer the operation and maintenance of these sets to private entrepreneur on contract.\footnote{Municipal Corporation Chandigarh (2012) available at http://mcchandigarh.gov.in/healthdept.htm.}

III. Building and Roads Department

This department is led by a Superintended Engineer, with assistance of two Executive Engineers. It is responsible for the maintenance of buildings and roads which fall under the jurisdiction of Municipal Corporation, Chandigarh. There are 1283 number of posts in this department, out of which 875 posts have been filled up and 408 are yet to be filled up. The department has been assigned the following major responsibilities:

- Maintenance of roads.
- Permission of road cut.
- Issue of No Objection Certificate for water connection;
- Issuing notices and challans for dumping malba at unauthorized places and
- Removal of encroachments.
The department has been divided into two divisions which are further divided into three subdivisions each. Area of jurisdiction of each division and subdivision is as follows:

Division 1: Sector- 1 to 25, 33 to 44 and Attawa
  a. Sub Division-1: Sector- 17 to 22, 33 to 35
  b. Sub Division-2: Sector- 25, 36 to 44 West of 38, Dadumajra Colony , Dhanas Colony, Maloya Colony, Colony No. 5, Village Butrela, Badheri, Attawa,
  c. Sub Division-3: Sector-1 to 5, 7 to 11, 15 to 16, 23 to 24

Division-2: Sector- 26 to 32, 46, 47, Manimajra , Modern Housing Complex, Industrial Area, Phase-I & II, Ram Darbar, Karsan Colony, Bapu Dham Colony, Transport Area, Timber Market, Tile Factory, Store, Mech. & Transport Section Workshop, Indira Colony.
  a. Sub Division-4: Sector-26 to 30, Industrial Area, Phase-I, Bapu Dham Colony. Industrial Area Phase-I Tile Factory, Mechanical Wing and Transport and Workshop Section
  b. Sub Division-5: Manimajra, Mauli Jagran, Indira Colony, Central Store, Cement Store.
  c. Sub Division-6: Sector 31, 46, 47, Industrial Area Phase-II

The city has designated its roads as V1, V2, V3, V4, V5, roads. The roads V1 to V3 are under the jurisdiction of Engineering Department of Chandigarh Administration for its construction and maintenance. The V4 to V6 are called internal roads of the sectors are laid in front of the markets and residential houses and are maintained by Municipal Corporation. The total road network under the control of Municipal Corporation, Chandigarh is 1250 km (approximately).

IV. Electrical Department

The Electrical Department under Municipal Corporation, Chandigarh is under the control of a Superintending Engineer who is assisted by an Executive Engineer. All

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32 Finance Secretary, Chandigarh Development Plan(2006), op.cit., p.18.
Municipal areas fall under the jurisdiction of this department. It is responsible for the following tasks:

- Repairing Street lights based on ground cable system.
- Repairing Electrical installation in Green Belts, Parks & Community Centres.
- Repairing Electrical Crematorium and
- Repairing Community Centres.

V. Legal Department

The Legal Department is under the direct control of Additional Commissioner-I and is led by Law Officer, One Junior Assistant, two Clerks works under this Branch. All the Court cases filed against the Corporation are dealt in this branch. It also ensures the timely reply in all the cases. If any Branch faces any difficulty in filing the reply/written statement, the Law Officer also prepares the reply on behalf of the Municipal Corporation, Chandigarh. The written statements of the concerned advocates are also inspected by the Law Officer. The Law Officer also attends various courts on behalf of the Corporation and also assists the advocates in some important cases. This branch harmonizes with all other wings of the Corporation regarding all the legal matters. It also takes care of the updating of pending court cases of the Municipal Corporation on the Official Website of the Chandigarh Administration. The Law Officer also outlines the bye laws like ban on polythene, water bye laws, recruitment rules/promotion rules, fire bye laws etc. for the Corporation.

VI. Audit Department

Audit is tool of financial control, acting as a safeguard on behalf of the Govt. against extravagance carelessness of fraud on the part of the govt servants in realization and utilisation of money and other assets. The Local Audit Department was established with the creation of local bodies in the states through legislation. The prime objective of the audit is to bring to the attention of the Administration lacunae in the rules and regulations and to suggest whatever possible ways and means for the implementation of plans and projects with greater expenditure, efficiency and economy. Local audit department is under the administrative control of the finance department, Chandigarh Administration and is headed by section officer(audit). He is assisted by six auditors.

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who are responsible for the audit of accounts of various local funds (including Municipal Corporation) of which it is either the statutory Auditor or the audit of which has been entrusted to it under the subordinate legislation or by virtue of administrative instructions. Examiner, Local Audit Accounts, is the statutory Auditor for day to day examination of the accounts of the Municipal Corporation as laid down under section 176 to 180 of Punjab Municipal Corporation Act, 1976 (extended to Union Territory Chandigarh) Act, 1994.

VII. The Architecture Department

This department came into force in the year 1999. Although the various works of Municipal Corporation are planned by Department of Urban Planning UT Chandigarh, the contribution of Architecture is significant. Apart from planning of parks/green belts, various buildings, addition/alteration in existing buildings of Municipal Corporation, Chandigarh, the architecture department makes plans for and develops various pockets in Manimajra. It also re-plans the roads and parking lots. It works under the direct control of Chief Engineer. It involves three officials, including two Draftsmen. The planning of the various works done by M.C. is approved by the Department of Urban Planning U.T. Chandigarh. This department works on the following range of projects under the proper directions of Chief Engineers: Gaushala at village Maloya; Gaushala at Sector 45-D, Chandigarh; Gaushala at Sector 25, Chandigarh; New design of Bus-Q-Shelters in Chandigarh; Design and Development of Khad Banao Kendras and Sehaj Safai Kendras in various Sectors. (Under the project Sahyog "Waste to Wealth" by U.T. Administration, Chandigarh); Restructuring of parking lots and surrounding areas in the markets of Sector 15, 16, 21, 23, 27, 28 Chandigarh; Addition alteration in Community Centre Sector 46 and Janj-Ghar, Sector 47, Chandigarh; Development of Complaint Center / Water Filling Station, Sector 15-D, Chandigarh; Cafeteria at Terraced Garden (Proposed); Conversion of Sulabh Shauchalayas into shops in Janta and Kumhar Colony Sector 25, Chandigarh; Redesigning of parking areas for paid parking systems in Sector 8, 9 and 17, Chandigarh; Additions/Alterations in New Deluxe Building, Municipal Corporation, Sector 17, Chandigarh; Planning and Development of Green Belts & Parks in Sector 9, 10, 20-23, 27, 28, 35, 36, 38, 40, 44, 47 and Fragrance Garden; Weigh Bridge at Dumping Ground Dadu Majra.  

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IX. Enforcement Department

The Enforcement Wing of the Municipal Corporation works under the control of Additional Commissioner II. It removes the illegal temporary encroachments on the Municipal land in Chandigarh, like obstructions and projections in and upon the market places, verandas and rehri/phari markets etc. Encroachments are removed under Section 44 (n), 323 and 415 of the Punjab Municipal Corporation Act, 1976 (Extension to Chandigarh) Act, 1994. Under the said clauses, the Enforcement Staff seized the articles of illegal occupiers on the Municipal Land. These articles are released after levying fine thereafter, Under Section 388 of the act. The maximum fine is up to Rs. 500/- and Additional Commissioner Municipal Corporation, Joint Commissioner Municipal Corporation and Secretary Municipal Corporation are authorized to levy the fine on the seized articles. The defaulting person is required to get his articles released within one month of its seizure. However, the department keeps these articles in store for approximately two months and thereafter the same are auctioned.36

X. Agenda Department

The Agenda Department of the Municipal Corporation functions under the overall supervision of Additional Commissioner-II. The Department has six officials including one senior assistant. The Department prepares the agendas of meetings of the general house of the Corporation and finance and contract committee.

The agenda branch includes officials from various departments of the Corporation. These officials, apart from their own duties except steno typist, perform duties in this branch. The branch performs the following duties: prepares for holding of election of general body of the Corporation prior to the expiry of its five years terms, make arrangements for holding elections of Mayor, Sr. Deputy Mayor and Deputy Mayor and members of finance & contract Committee after the constitution of new general body of the Corporation; prepares the list of business to be transacted in ordinary/adjoumed/special meeting of the general house of the Corporation, every month or as the case may be and also to draft minutes of the meetings of the general house of the Corporation and circulate the same after approval; writes in hand the proceeding book; takes up all the matters with the Chandigarh Administration relating

to general body of the Corporation; prepares and circulate list of business of the finance & contract committee as well as proceedings of the meeting; arranges elections of the sub-committees of the Corporation constituted under Section 42(3) of Punjab Municipal Corporation, Act, 1976 as extended to UT, Chandigarh and makes liaison between the officers and the members of the General House of the Corporation in connection with the day to day functioning.\textsuperscript{37}

XI. Paid Parking Department

This department of Municipal Corporation functions under the control of Additional Commissioner-I, who is assisted by sub divisional engineer head quarter. The paid parking lots are given on lease for the period of one year which can be extended upto 3 years through auction. Parking passes are issued yearly, half yearly, quarterly and monthly for the users of these paid parking areas and the money received is equally distributed between the contractors as per their allotment. Employees of Chandigarh Administration and Municipal Corporation, Chandigarh have been given free parking passes, as decided by the Authority.\textsuperscript{38}

XII. Planning and Building Branch

The Building Branch of Municipal Corporation is headed by Additional Commissioner-I. It was established in the year 2007 by creating one Post of Divisional Town Planner and Two posts of Assistant Town Planner in order to make development plan of Village Hallo Majra, Kajheri, Palsora, Maloya and Dadu Majra in a planned manner. The Branch prepares the development plan for orderly development of villages falling under the jurisdiction of Municipal Corporation. The Building By-laws of the villages falling under the jurisdiction of Municipal Corporation are being enforced and accordingly a building plan approval committee has been constituted under the chairmanship of Additional Commissioner which includes the following members:-

1. Joint Commissioner-II, Manimajra.
2. Chief Fire Officer.
3. Executive Engineer, Road Division No. 1.
4. Executive Engineer, Public Health Division.

XIII. Horticulture Department

The greenery of the City beautiful is the major constituent adding to its beauty. To maintain this greenery, Municipal Corporation Chandigarh has established a department named the Horticulture Department. This department is headed by an Executive Engineer, and it performs the following functions: providing and fixing of railing; children playing equipment and benches; development and maintenance of green belts / gardens, maintenance of railing, playing equipments, benches etc. provided in parks / open spaces / green belts / gardens, removal of parthenium weed / congress grass/ wild growth; plantation and maintenance of trees and shrubs along road sides, open spaces, parks, green belts and gardens; removal of dry trees / green trees; sale of trees, shrubs and other plant material through Corporation nurseries.

All Municipal areas fall under the jurisdiction of this department. The department is divided into four subdivisions. The working areas of these subdivisions is given below:

**Sub Division-1:** Sector – 23, 24, 25, 34, 35, 36, 37, 38, 38(W), 39 to 44, Maloya Colony, Dadu Majra Colony, Kajheri Colony, Village Badheri, Butrela, Attawa

**Sub Division-2:** Sector- 20, 27, 28, 30, 31, 32, 33, 46, 47, 48, 49, 50, 51, (Nizam Pur Burail), Colony No.5 Sector 51, Brick-Kilin, Nizampur Kumbra, Sector 51, Sub Jail, Nimpur Kumbra and Sector 63, Sec.45 and Burail, Sec.29, Indl.Area, Ph-I, Sanjay Colony (SLUM), Indl. Area, Ph-I and Indl. Area (Ph-I Colony No.4), Indl.Area and Ph-II Entire and Karsan Colony, Ph-II, Ram Darbar, Indira Awas Colony, Hallo Majra, Bair-Majra, Faiden-Burail and Char-Taraf-Burail Complex, Mauli Jagran, Industrial Area Phase-I & II.

**Sub Division-3:** Sector 1 to 19,21,22 & Khuda Lahora.

**Sub Division-4:** Sector 26, 26-E, Bapudham, Trangt Camp-II, Ph-II, Sector 26-E, Transport Area, Sector 26-E, EWS Housing Board, Bapudham Tranagt, Camp-I,
Phase-I, Bapudham Trangt, Camp III, Phase-III and Madarsi Colony (HUTS), Mauli Complex (railway colony) Ambedkar Avas Yojna, Mauli Complex (Charan Singh Colony), Bhagat Singh Colony, Vikas Nagar, Shivalik Enclave, and Mauli Complex (Housing Board), Old Manimajra, (NAC), Shanti Nagar, Mari wala Town, Thakur Dwara, Chd. Housing Complex, Mohalla Govindpura, Dhillon Complex, Motor Market Pocket No. 8, Darshani Bagh, Subhash Nagar, Adarsh Nagar, Pipliwala Town, Gawala Colony, Indira Colony (Reh.) Old Indira Colony Race Course & I.T. Park.40

XIV. Fire & Emergency Services Department

The head of this Branch of Municipal Corporation is Additional Commissioner II. It makes each home secure and each family better with the help of a huge force. The brigade owns seven fire stations with its Head Quarters located at Fire Station, Sector-17, adjoining to Bus Stand, Chandigarh and two fire stations are under construction. In case of fire, the Chief Fire Officer under the overall supervision of Commissioner, Municipal Corporation, Chandigarh advice operation.

The two Station Fire Officer manages all the seven fire stations. The fire brigade control room is located at Fire Station, Sector-17 and handles about two emergency calls every day and is responsible for the minute to minute mobilization of 234 personnel and 27 vehicles. The officers are divided to work for 24 hours respectively, whereas staff is on 8 hours shift duty system. The number of available vehicles in brigade is around 34.

Objectives

The motto of the Fire Brigade is “Valour, Abnegation & Sacrifice”. It is accelerated to “Kill the fire before It Kills”. The Statutory function of the brigade is to save lives and property in case of fire/calamity and the prime objective is to help those in distress.

However, in the interest of public welfare, special services, which involve lifesaving or rescue operations, humanitarian services and services urgently essential in the public interest, are delivered. These services include a wide range of incidents such as house collapses, train and motor accidents, drowning accidents, tree collapses, earth quake, oil and acid spillages etc.


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The brigade has initiated the process for the procurement of one more Hydraulic Platform-cum-Turn Table Ladder to tackle the emergency occurrence in high rise buildings. It has also started the construction work of the two number fire station in the nearest future. Besides this, the branch is also in the process of appointing more people to work better.

Since the city is surrounded by the defence force an emergency assistance is also being given to the Army, Air Force, Panchkula in Haryana and Mohali in Punjab under the mutual aid scheme. The number of fire equipments available in the fire brigade is around 123.41

On basis of interaction with the staff and analysis of media reports, it has come to light that there is serious shortage of employees in the department; the department is short of 250 employees. In addition to this the hotlines of fire department is ill-equipped. There is only one operator to handle it. The infrastructure of firefighters is poor. Out of budget of 2 crores, Municipal Corporation has spent only 33 lacs. In recent case of fire, two firefighters lost their lives, the media reports highlighted that they were, ill-trained and were not having requisite safety equipments.

XV. Finance & Accounts Department

The Finance & Accounts Department performs its duties under the direct control of Additional Commissioner-I and is led by Chief Accounts Officer.

The major responsibilities of Chief Accounts Officer of Municipal Corporation are financial management and control, budget planning and control, release of funds to all the officers of the corporation, maintenance of the cash book of the head office, drawing and disbursement of pension and provident fund. The responsibilities of section officer (Accounts-I) are that the works relating to Budget, Loans & Advance i.e. house building, conveyance, advance, etc; financial management and the maintenance of accounts of Swarna Jayanti Shahari Rozgar Yojana Scheme; sanction of medical bills of engineering wing.

The responsibilities of other accounts officials are discussed as following:

Responsibilities of Section Officer (Accounts-II) is to supervise disbursement of salaries, allowances, honorarium and other payments to the employees and


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Councillors; examination of proposal of caretaker regarding financial matters, sanction etc; release of funds against the requirements of the pre-audited bills to all the drawing and disbursing officers of the Corporation; financial management such as investment of funds on receipt of grant-in-aid and reconciliation of interest with bonds of all saving banks accounts/suvidha accounts, maintenance of investment register etc; to have control over the chest book of the cashier, challans and cash chest; cashier is mainly responsible for disbursement of salary and other payments, deposit of deductions with banks/treasury, receipt of payments, etc; maintenance of main cash book of the head office and reconciliation with banks; issuing instructions regarding proper submission of requirements and watching of expenditure; maintenance of register for the receipt of deposit works. M.P.L.A.D., other receipts from Chandigarh Administration I respect of transferred employees; maintenance of classified abstract and submission of receipt and expenditure account of head office, sub office manimajara and enforcement department; pre-audit of bills.

Responsibilities of Section Officer (Accounts-III) is to assure Career Progression Scheme in respect of Medical officer of Health office employees; Grant of annual increments, maintenance of service books, leave salary and pension contribution, grant of earned leave; financial advices to the fire wing, engineer wing, medical officer of health and head office, section of medical bills, assured career progression scheme; cases of estate branch.

Responsibilities of Accounts Officer, Pension and Provident Funds

The Pension & Provident Fund Branch of the Corporation resolves Personal claims of the employees of the Corporation e.g. maintenance of general provident fund, Payment of Advance and Final claims of GPF etc. The branch also settles the pension/leave encashment/Group Insurance Scheme/ Deposit link insurance claim/ex-gratia etc. in ration of employees. All the retired employees get their pension every month through various banks. The branch is being looked after by Accounts Officer and Supervised by the Chief Accounts Officer and Joint Commissioner. 42

Finance is the utmost essential factor of any public, private or any other sector. In words of Kautilya’s Arthasastra” All undertakings depend upon finance”. The

The importance of financial administration has gained significance due to increase in volume, nature and diversity in government activities. Huge finance is required to meet the day to day activities. Budget grows emphatically every year as it is necessary to ensure that the sum collected through tax is spent efficiently and prudently\textsuperscript{43}. The budget doesn’t arise on trees, its shape, size and detail are determined by political perceptions of the ruling class. The government in power has some policies which are reflected in the budget. The budget presents in a consolidated and comprehensive way, all the facts regarding the expenditure of the government, past and prospective, revenue and financial position of the treasury. The budget thus is something much more than a mere estimate of revenues and expenditures. It is the document through which the executive comes before the fund raising and fund granting authority and makes full report regarding the manner in which the government has managed affairs during the last financial year. Thus budget is the plan of the government action put in monetary and financial form. As local bodies occupy a significant position and have a pivotal role in development of nation, finance is considered fuel and backbone for the effective functioning of local bodies. Keeping in view the importance of finance, functions and finance were enquiry by local finance enquiry committee in 1951, taxation enquiry commission in 1953, committee of ministers (augmentation of financial resources of urban local bodies) in 1963 and Ashok Mehta committee on Panchayati Raj institutions in 1977, recommended various measures to strengthen the financial position of urban local bodies.

**Budgetary Process of Municipal Corporation Chandigarh:**

In Municipal Corporation Chandigarh, budget is prepared by accounts branch which is headed by chief accounts officer. All the departments submit their proposed income and expenditure for coming financial year in month of September. Then estimates are complied by accounts branch and it is presented before the house by end of January. After the deliberations budget gets passed by the house. The following graph depicts the revised estimates of 2012-2013 and budget estimates of the year 2013-2014.

Income and Expenditure of Municipal Corporation Chandigarh: The income of the Municipal Corporation Chandigarh has been categorized on account of tax and non tax revenues, major head of the income, income from other heads while the expenditure outline has been depicted in terms of total expenditure of the Municipal Corporation Chandigarh, established expenditure, contingency expenditure, developmental projects and expenditure and miscellaneous.

Table 3.2
Receipts and Expenditure of Municipal Corporation Chandigarh
**Budget Estimates of MC Chandigarh for the year 2013-2014**

For the coming year 2013-2014, the budget estimates of Rs 31447.27(lacs) have been approved by the Finance and Contract Committee (FCC) of Municipal Corporation Chandigarh (MCC) While Rs 23335.00 lacs has been reserved under the plan head, the non-plan budgetary provisions have been amounted to Rs 23313 lacs.

The Commissioner presented the budget and apprised the committee that the expenditure during 2012-2013 was Rs 61885 lacs whereas proposed expenditure of 2013-2014 is 63785.00 lacs recording a steep increase in the execution of development works.

The major developmental schemes approved for the next financial year in the city includes betterment of roads, parking places and infrastructure facilities at an estimated expenditure of Rs 11800 lacs, public health circle at 4710 lacs, fire and emergency 200 lacs, primary education 1500 lacs, SJSRY 50 lacs, Medical officer of health 2450 lacs, sewerage system 1000 lacs, primary health care Rs 23.9 crore.  

**Grant in Aid to Municipal Corporation Chandigarh:** Every year Municipal Corporation gets grant for specific projects from Chandigarh Administration. For the year 2013-2014 budget estimates for Swarna Jayanti Shahari Rozgar Yogana is 50 lacs. This scheme is being implemented in Chandigarh since 1997 for benefit of urban poor below poverty line residing in colonies/slums as per government of India guidelines. The proposed activities for 2013-2014 are identifying BPL as well as urban poor, loan target, training of beneficiaries, launch of new sectors, target for formation of urban women self help programmes, registration of new community development societies and their capacity building.

**XVI. Pension and Provident Fund Department**

The Accounts Department is under the direct control of, Additional Commissioner-I, and Chief Account Officer. This branch of the Corporation resolves Personal claims of the Corporation employees, like maintenance of GPF, Payment of Advance and Final claims of GPF etc. The branch also deals with the pension/leave encashment/Group Insurance Scheme/ Deposit link insurance claim/ex-gratia etc. in

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ratio of employees. All the retired employees are getting their pension every month through various banks. 45

XVII. Urban Poverty Alleviation and Livelihood Cell

The Urban Poverty Alleviation & Livelihood Cell - Chandigarh has been established at Municipal Corporation, Chandigarh under National Strategy for Urban Poor (NSUP) project of Ministry of Housing & Urban Poverty Alleviation (MoHUPA) Government of India and United Nations Development Programme (UNDP). The cell is functioning since 26th Nov 2007. The main work of the cell is to identify the urban poor and formulate schemes for their upliftment. It is headed by a project director who functions under the guidance of additional commissioner I.

The major objectives of this cell are as follows

1. Identifying Need and Priorities of Urban Poor;
2. Improve Basic Services to the Urban Poor;
3. Development of Livelihood Promotion Models for the Urban Poor;
4. Capacity Building and Sensitization, and
5. Monitoring and Evaluation of the project.

Programmes & Activities:

1. Preparation of Poverty Profile, Livelihood Profile, Slum Profile;
2. Monitoring the progress of SJSRY/JNNURMs in association with the implementing body;
3. Promotion of Micro enterprise activity under Urban Self Employment Programme central scheme;
4. Capacity Building of Urban Local Bodies and Community;
5. Assisting CBOs in preparation of innovative projects under Community Development Network/Community Participation Fund fund;
6. Establishing Convergence and Linkages (Forward and Backward), and
7. BPL and EWS Beneficiaries identification for Vocational Training. 46

XVIII. Estate Department

The Estate Department performs its functions under the direct control of Additional Commissioner II who has been delegated with the authorities of the Estate Officer in respect of property of Municipal Corporation, Chandigarh. The department is headed by section officer. It has a work-force of eight officials including three senior assistants.

The estate branch deals with the disposal of commercial/residential property. The cases are routed through the Tehsildar. There are one section officer, two senior assistants, two junior assistant, three clerks and one steno-typist in the branch under consideration.

Two complexes namely: I). Motor Market and Commercial Complex. II). Former N.A.C. Manimajra having (61.21 Acres) have been combined with the Municipal Corporation, Chandigarh w.e.f. 24.5.1992. The residential sites in the 61.21 Acres Development Scheme were allotted through draw of lots apart from some commercial SCO sites in the said scheme. The commercial sites in the Motor Market and Commercial Complex were allotted under the Rehabilitation Scheme to those shopkeepers who were running their business on the Old Ropar Road, Manimajra @ Rs. 150/.- per sq. yards. Some Commercial sites were allotted through draw of lots @ Rs. 500/- per sq. yards to the common public. These allotments were made in the year 1977-78 and 1979.

During 1980 and thereafter, the commercial properties were allotted through public auctions. All the commercial and residential properties were allotted on free hold basis. The building plans of these properties were sanctioned by the Committee consisting of Architect, Department of Town Planning, of the Department of Chief Architect and Town Planning.

This department has been imparted the following duties: to allot and lease out the commercial properties; to issue NOC for sale, gift, transfer; To change the ownership of properties on the basis of sale deed; gift deed, transfer deed, Will (Regd. Or unregistered); to permit mortgage in case of leasehold properties; to issue No Dues Certificate; to recover of dues from allottees; to cancel allotment of defaulting allottees; court cases etc.; to recover rent from liquor vends falling on the land under
the jurisdiction of Municipal Corporation and to allot cremation ground in Industrial area Phase-I, Chandigarh.47

XIX. Public Relations Department

Public Relations department of any organization is of great significance to promote the image of that organization. The establishment of Public Relations department is a magnificent job of Chandigarh Municipal Corporation regarding the welfare of the citizens of Chandigarh. Corporation realised that its achievements are not being adequately highlighted and majority of residents of Chandigarh are not only unaware about these achievements but also about the functioning of Corporation. Therefore it was decided that Chandigarh Municipal Corporation should have its own Public Relation Department. Consequently the department came into being in 1997.

This department is a link between the people of Chandigarh and the Corporation. Highlighting major achievements and everyday performance of corporation in both electronic and print media is the major job of this Department. This department keeps itself in touch with media-persons and interacts with them on the behalf of Corporation. It provides them significant information about the functioning of Municipal Corporation. Apart from this, Public Relations Department also keeps a watch on the entire range of media reports about the performance of Corporation. News clippings are collected from various news papers everyday and sent to all top officials and various departments so that they can take necessary action. The department also releases public notices, auction and tender notices as per the instructions of concerned department in the newspapers.

The Department also informs the Corporation about feedback from media. Press conferences, workshops and seminars of Municipal Corporation are also arranged and housed by this Department. All the visits of national and international dignitaries are also covered by the department.

a) Communication: Public relations primarily implies persuasive communication to develop goodwill, understanding and cooperation and feedback. Therefore it is a two way communication. More and more communication is structured through feedback to inform more people. The everyday performance of the Department involves the reporting the major

functions of the administration, issue of press notes, features, articles and messages for the newspapers and electronic media. News clippings are sent to the Mayor, Commissioner and other concerned officers of the Municipal Corporation and they take necessary actions.

b) **Press notes**: Public relations Department broadcasts information to all concerned. One of its major functions is to release Press notes including various plans and policies of Municipal Corporation. It issues press notes, arranges press conferences and maintains link with newsmen.

c) **Advertisements**: The department also deals with the advertisements of various plans and functions of the Corporation to inform, guide, advise and educate the people. It also ensures that the advertisements are presented at suitable time.

d) **News clipping**: Public Relation Officer keeps a close eye on the Press news because they have direct or indirect bearing on the interest of Corporation. It is also a feedback mechanism of the Corporation.

e) **Library**: Besides informing Media section, the Public Relations Department maintains a good stock of informative and guiding books including various By-laws, Rules & Regulations.  

**XX. Information Technology Department**

The Information Technology Department of the Municipal Corporation works under the direct control of Additional Commissioner II. The department has a work-force of four Officials including one computer programmer, one clerk and two data entry operators.

This department of the Municipal Corporation maintains the computerization of the various departments of the Corporation. The Department trains the officials of various departments in computers. Information Technology department also carries out the software and web Development works of various Wings of the Corporation. Apart from this development work, the department also watches out the softwares developed by N.I.C. for the Municipal Corporation. It also maintains the Security, Availability & Monitoring of the Local Area Network Connectivity of the Corporation. The Connectivity of the M.C. Office with U.T. Secretariat and D.C. Office is also

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maintained by the I.T. Department. Besides this, the department also maintains and updates the Corporation's Web Site.\textsuperscript{49}

XXI. Taxation Department

The Tax Branch of the Municipal Corporation is led by the Additional Commissioner-II. It imposes various taxes and also produces resources for the Corporation. The Municipal Corporation, Chandigarh is looking to inflict the property tax on the basis of unit area rental value method. Chandigarh Administration has recently notified bye-laws on commercial lands and buildings and self assessment scheme. Chief accounts officer, Municipal Corporation, Chandigarh keeps a copy of bye-laws on commercial lands and buildings and self assessment scheme.\textsuperscript{50}

IV

3.22 APPRAISAL OF ORGANIZATIONAL STRUCTURE OF MUNICIPAL CORPORATION CHANDIGARH

As discussed above in theoretical framework of organizational structure and design, it is evident that an organization must have proper coordination between various departments, clear cut job specifications, well informed and updated structure with trained and sufficient personnel. In case of local government reorganization and restructuring is considered as significant tool that would give boost to enhance service delivery.

On the basis of study of organization and working of Municipal Corporation Chandigarh, we can deduce that Municipal Corporation Chandigarh is playing a significant role in provision of basic services to its citizens residing in its jurisdiction. Although Municipal Corporation Chandigarh has tried to create a structure through which it can render services of various types to the citizens however it has been found that there are serious lacunae affecting its smooth functioning which are as under:

Lack of Coordination and Consensus between Deliberative and Executive Wing:

While in case of Municipal Corporation Chandigarh it has been found that there is poor coordination between various departments of agency which is hampering the smooth functioning of the organization. The study reveals that most of the times there is conflict situation between the deliberative wing led by mayor and councilors and

executive wing comprising of commissioner, an IAS officer along with other officials due to different perspectives towards the civic problems of the city. The mayor and councilors being elected representatives adopt populist measures. On the other hand, the commissioner and his team try to focus on rules and regulations and has rigid attitude, thereby creating problems for the smooth functioning of Municipal Corporation Chandigarh. On basis of survey it has surfaced that there is no clear cut demarcation of powers between Municipal Commissioner and Mayor, which resulted in conflicting situations at times. Further on basis of enquiry and responses generated from councillors it has been found that there is difference of opinion due to divergence in values and orientations among executive and deliberative wing of the Municipal Corporation. A Councillor lamented that there is no system, no coordination nor co-ordination committee in which the Councillors and officers could sit together and discuss important issues and find out solutions. Due to poor coordination and difference among various wings of the Municipal Corporation Chandigarh has resulted in poor civic conditions. Further it impedes the smooth functioning of the organization. In absence of any nodal officer inter linkage between various wings are missing leading to poor coordination. (9 sep, 2008, HT Live, Coordination Lacks Between Different Civic Body Wings)

Shortage of Staff and Lack of Effective Personnel Policy: The performance and conduciveness of every organization depends on availability of sufficient and well trained staff. In case of Municipal Corporation Chandigarh it has been found that there is serious staff crunch of regular employees in various wings and departments and most of the important positions are held by deputationist and by contractual staff. Further on the basis of enquiry and media reports it has been found that there is no policy regarding recruitment, training, job rotation, job enrichment and job specification. There are so many instances that clerical staff of various departments has been shifted hastily, adding to agony of staff crunch of Municipal Corporation.


The routine shuffling has been carried out without proper planning which creates chaos and dissatisfaction among personnel\(^5^3\).

**Over Formalised Structure:** On basis of analysis it has been found that the type of structure of Municipal Corporation Chandigarh can be classified into machine bureaucracy type structure. As discussed earlier such a structure is unsuitable for changing environment. It is a structure characterised with red tape and cannot handle human differences. So it is another hurdle in smooth functioning of Municipal Corporation.

**Failure of Public Relations Department:** On papers corporation claims that public relations department is of great significance but practically it’s a department of little importance. The department is being managed poorly. It has only one assistant public relation officer, one clerk and peon. The post of public relation officer was not created and the officials other than assistant public relation officer have no connection with public relation field. The working is confined to releasing basic press notes, cutting news clips and submitting it to respective departments. The absence of public relation practitioners and meagre staff in the department defeats its very purpose in letter and spirit. On inquires it has been found, the department remained disowned in absence of assistant public relation officer. The officials employed with public relation department can not represent and help the inhabitants\(^5^4\).

**Failure to Form Ward Development Panels and Task Groups:** For every organization and for its conducive functioning smaller task groups play an important role in accomplishment of goals, while in case of Municipal Corporation Chandigarh it came to light that there is serious delays in formation of ward development panels which leads to poor functioning of the agency\(^5^5\). It has been reported that domination of one political party resulted in undemocratic formation of ward development panels and committees which led to considerable delays. This affects the smooth working of the Municipal Corporation and makes the day-to-day transactions difficult. The members of ward committees are selected on basis of political affiliations of councillors which is against the spirit of Article 243S of 74th CAA.

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\(^{53}\) The Chandigarh Tribune (2010), “Reshuffling of MC Staff Done in Haste” September 1st, Wednesday.


Poor Display on Front of Right to Information Act:
The updation of latest development in organizational structure is of immense importance to keep the citizens well informed about the structure and functioning of an agency, while in case of Municipal Corporation Chandigarh it came to light that various inhabitants seeking information expressed anger to the Municipal Corporation for supplying imprecise and belated information on filing information. It has been found that seeking information from a public office is difficult and time consuming. The information supplied is often incomplete and misleading, in addition to that the website of Municipal Corporation is not up-to-date. The information about various projects at the website is obsolete\(^{56}\).

Lack of Accountability Mechanism in Organization: For success of every organization there is need to have strong working ethics, while in the case of Municipal Corporation Chandigarh it has been found that mismanagement has been plasticized systematically, there is no accountability. The structure of Municipal Corporation is highly bureaucratic, formalised which leads to red tapism and there is high spoof of corruption, one of the councillors lamented “Officialdom has given chance opportunist groups to indulge in corruption, rule the roost but bending rules in the existing system\(^{57}\)”

3.23 CONCLUDING OBSERVATION
The study of organizational structure of Municipal Corporation Chandigarh depicts serious lacunas in smooth functioning of organization. There is need to plug in these gaps to make the system organized, responsive and result oriented. On basis of above cited problems it can be deduced that structure of Municipal Corporation is not conducive for its smooth functioning.

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\(^{57}\) The Chandigarh Tribune (2011), Open House Debate, November 25, Friday.