

**Capacity Building of Human Resources
Allahabad Municipal Corporation,
Uttar Pradesh**

**Detailed Project Report
2012**



**Submitted to
Municipal Commissioner
Allahabad Municipal Corporation**



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Preface and Acknowledgement

Urban local governments are entrusted with a set of responsibilities of providing basic urban amenities and services to the people. Effective delivery of basic municipal services depends upon the performance and efficiency of municipal personnel. Management of human resources is crucial in municipal administration. However, training and development task in municipal administration is becoming a challenge as most of the urban local governments do not have adequate resources to provide training and capacity building of municipal personnel. The existing institutional arrangement for training and development of municipal personnel is also grossly inadequate and inappropriate for a large number of urban local governments as the local governments cannot spare their employees for a long period to undertake training at a distance place. Even the local governments are not able to afford the training and travel cost of municipal personnel for nominating them to participate in training and capacity building programmes.

Central Government has launched JNNURM and its subsidiary schemes for infrastructure development in selected cities and towns with massive financial investment. These schemes envisage strengthening of urban local bodies through introducing reforms and stepping up concrete efforts for additional resource mobilization. Under the JNNURM, Government of India has made provision for setting up Project Management Unit at the city level and Programme Management Unit at state level for organizing training and capacity building programmes to the municipal personnel. The Government of India is also planning to set up a Centre of Human Resource Development in all the JNNURM cities and other selected cities and towns of the country.

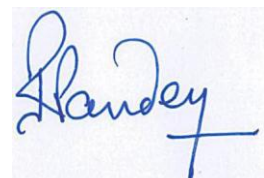
In view of the growing importance of human resource development of municipal personnel, a study on Training Need Assessment in Allahabad Municipal Corporation has been conducted to suggest the road map and training calendar for the training and development of municipal employees and staff. The report has been divided into 7 chapters. Chapter 1st is introductory one which provides rationale, objectives and research

methodology. Chapter 2nd is dealing with profile of Allahabad Municipal Corporation. Chapter also deals with existing institutional arrangements for delivery of basic services and performance of role and responsibilities. Chapter 3rd deals with capacity building of urban governments. Chapter 4th is concerned with profile of the surveyed municipal employees and staff. Chapter 5th deals with training need assessment of municipal employees and staff while 6th provides a detailed calendar of training and capacity building of municipal personnel along with tentative budget estimates. Chapter 7th is concluding one which provides analysis of main problems and a package of policy recommendations.

I place on record the sincere appreciation of Shri Prem Nath Dubey, Municipal Commissioner, Allahabad Municipal Corporation, for entrusting DPR to us. The support, encouragement and cooperation extending by him and other officials of the Corporation enabled us to conduct the study in given time frame work. I am thankful to Shri Pradeep Kumar, Additional Municipal Commissioner and In charge of JNNURM for providing direction and guidance for the survey of municipal employees and staff. Shri Sanjeev Pradhan, Environmental Engineer and Shri Raj Kumar Dwivedi, HRD Officer, PIU, Allahabad Municipal Corporation deserve special mention for their valuable cooperation and suggestions to enrich the DPR.

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Lastly I am thankful to Mr. Sunil Barar for composing of the manuscript in a short duration and giving it the present shape.



Ratna Narayan Pandey
Chairperson

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3	Dr. Om Deep Gupta	Research Consultant	PhD.(Strategic Management) MBA(Marketing Management)	14	Completed More than 20 Market Research Projects and Supervised more than 15 Action Research Projects
3	Mr. Amar Nath Mishra	Project Consultant	MBA-IIMA	22	Completed about 20 Projects of Management Consultancy and 05 Project Consultancy
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CONTENTS

	Preface & Acknowledgement	1-2
	DPR Team	3-4
	Table Contents	6-15
Chapter-1	Introduction	1 6-40
Chapter-2	Profile of Allahabad Municipal Corporation	41-54
Chapter-3	Capacity Building of Urban Governments	55-68
Chapter-4	Profile of Employees	69-119
Chapter-5	Training Needs Assessment	120-173
Chapter-6	Training Calendar and Tentative Budget	174-207
Chapter-7	Conclusion and Policy Recommendations	208-216

TABLE CONTENTS

Table No.	Title	Page No.
1.1	Urbanization in India	17-18
1.2	Population Size-wise Urban Population of India	19
1.3	Distribution of Class-I Cities	20
1.4	Growth of Urban Population by City Size (Per cent per annum)	20
1.5	Population of the Eight Largest Metropolitan Cities	21
1.6	Trends of Urbanization in Uttar Pradesh	22
2.1	Decadal Growth of Population	42
2.2	Projected Population for Allahabad	43
2.3	Institutions and their Functions	44-45
2.4	Key Departments at Municipal Corporation	46-47
2.5	Human Resources of Municipal Corporation	52
2.6	Position of Human Resources in Municipal Corporation	53
2.7	Human Resources in Jal Sansthan	53
4.1	Religion of Respondents	69-70
4.2	Social Group of Employees	71
4.3	Age of Employees	72
4.4	Tenure of Employment	73-74

Sanitary Workers		
4.5	Religion of Employees	75
4.6	Caste of Employees	75
4.7	Family Occupation of Employees	76
4.8	Economic Class of Employees	76
4.9	Annual Family Income of Employees	77
4.10	Age of Employees	77-78
4.11	Educational Qualification of Employees	78
4.12	Technical Education of Employees	79
4.13	Gross Monthly Income of Employees	79
4.14	Nature of Job of Employees	80
4.15	Job Tenure of Employees	80
4.16	Frequency in Promotion of Employees	81
4.17	Employees Working in Group	81
4.18	Cooperation Received by Employees from Colleagues and Superiors	82
4.19	Satisfaction of Employees from their Job	82
4.20	Factors Affecting Job Performance of Employees	83
4.21	Challenges of Job	83
4.22	Filling of Vacancies from Inside/Outside	84
4.23	Fairness in Distribution of Work to Employees	84
Safai Nayak & Sanitary Inspectors		
4.24	Religion of Employees	85

4.25	Caste of Employees	85
4.26	Family Occupation of Employees	86
4.27	Economic Class of Employees	86
4.28	Annual Family Income of Employees	87
4.29	Age of Employees	87
4.30	Educational Qualifications of Employees	88
4.31	Technical Education of Employees	89
4.32	Gross Monthly Income of Employees	89
4.33	Nature of Job of Employees	90
4.34	Job Tenure of Employees	90
4.35	Frequency in Promotion of Employees	91
4.36	Employees Working in Group	91
4.37	Cooperation Received by Employees from Colleagues and Superiors	92
4.38	Satisfaction of Employees from their Job	92
4.39	Factors Affecting Job Performance of Employees	93
4.40	Challenges of Job	93
4.41	Filling of Vacancies from Inside/Outside	94
4.42	Basis of Promotion - Merit, Experience & Job Performance Considered	94
4.43	Fairness in Distribution of Work to Employees	94
Jal Kal Employees		
4.44	Religion of Employees	95

4.45	Caste of Employees	95
4.46	Family Occupation of Employees	96
4.47	Economic Class of Employees	96
4.48	Annual Family Income of Employees	97
4.49	Age of Employees	97
4.50	Educational Qualification of Employees	98
4.51	Technical Education of Employees	99
4.52	Gross Monthly Income of Employees	99
4.53	Nature of Job Employees	100
4.54	Job Tenure of Employees	100
4.55	Frequency in Promotion of Employees	101
4.56	Employees Working in Group	101
4.57	Cooperation Received by Employees from Colleagues and Superiors	102
4.58	Satisfaction of Employees from their Job	102
4.59	Challenges of Job	103
4.60	Filling of Vacancies from Inside/Outside	103
4.61	Basis of Promotion - Merit, Experience & Job Performance Considered	103
4.62	Fairness in Distribution of Work to Employees	104
Engineers & Technicians		
4.63	Sections/Departments-wise Distribution of Respondents	104
4.64	Designation of Respondents	105

4.65	Religion of Employees	105
4.66	Caste of Employees	106
4.67	Age of Employees	106
4.68	Educational Qualification of Employees	107
4.69	Technical Education of Employees	107
4.70	Nature of Job of Employees	108
4.71	Job Tenure of Employees	108
4.72	Frequency in Promotion of Employees	109
4.73	Cooperation Received by Employees from Colleagues and Superiors	109
4.74	Satisfaction of Employees from their Job	110
4.75	Factors Affecting Job Performance	110
4.76	Challenges of Job	111
4.77	Basis of Promotion - Merit, Experience & Job Performance Considered	111
4.78	Fairness in Distribution of Work to Employees	112
Finance & Audit Employee		
4.79	Sections/Departments-wise Distribution of Respondents	112
4.80	Religion of Employees	113
4.81	Caste of Employees	113
4.82	Age of Employees	114
4.83	Educational Qualification of Employees	114
4.84	Professional Qualification of Employees	115

4.85	Nature of Job Employees	115
4.86	Job Tenure of Employees	115
4.87	Frequency in Promotion of Employees	116
4.88	Employees Working in Group	116
4.89	Cooperation Received by Employees from Colleagues and Superiors	117
4.90	Satisfaction of Employees from their Job	117
4.91	Factors Affecting Job Performance	118
4.92	Challenges of Job	118
4.93	Fairness in Distribution of Work to Employees	119
5.1	Receiving of Training by Respondents	120-121
5.2	Preference of Training	122
5.3	Preference of Managerial Skills Training	122
5.4	Preference of Behavioral Skills Training	123
5.5	Preference of Technical Skills Training	124
5.6	Preference of Training Institutions	125
5.7	Preference of Type of Training	126
5.8	Preference of Venue of Training	127
5.9	Preference of Exposure Visit	128-129
Sanitary Workers		
5.10	Training Received by Employees in Past	130
5.11	Preferences of Training Needs	130-131
5.12	Preferences of Skill Training	131

5.13	Preferences of Managerial Skill Training	132
5.14	Preferences of Behavioral Skill Training	132
5.15	Preferences of Technical Skill Training	133
5.16	Preferred Duration of Training	133-134
5.17	Preferred Interval of Training	134
5.18	Preferred Types of Training Organization	135
5.19	Preferred Types of Training	135
5.20	Preferred Mode of Training	136
5.21	Preferred Language of Reading Materials	136
5.22	Preferred Reading Materials	137
5.23	Preferred Venue of Training	137
5.24	Preference of Exposure Visit	137
5.25	Training in Groups/Batches	138
5.26	Training Outside of the District	138
Sanitary Inspectors/ Nayaks		
5.27	Training Received by Employees in Past	138
5.28	Outcome of Training Received by Employees in Past-Up to What Extent Helpful	139
5.29	Preferences of Training Needs	139-140
5.30	Preferences of Skill Training	140
5.31	Preferences of Managerial Skill Training	141
5.32	Preferences of Behavioral Skill Training	141
5.33	Preferences of Technical Skill Training	142

5.34	Preferred Duration of Training	142
5.35	Preferred Interval of Training	143
5.36	Preferred Types of Training Organization	143
5.37	Preferred Types of Training	144
5.38	Preferred Mode of Training	144
5.39	Preferred Language of Reading Materials	145
5.40	Preferred Reading Materials	145
5.41	Preferred Venue of Training	145
5.42	Preference of Exposure Visit	146
5.43	Training in Groups/Batches	146
5.44	Training Outside of the District	146
Employees of Water Works		
5.45	Training Received by Employees in Past	147
5.46	Outcome of Training Received by Employees in Past-Up to What Extent Helpful	147
5.47	Preferences of Training Needs	148
5.48	Preferences of Skill Training	149
5.49	Preferences of Managerial Skill Training	149
5.50	Preferences of Behavioral Skill Training	150
5.51	Preferences of Technical Skill Training	150
5.52	Preferred Duration of Training	151
5.53	Preferred Interval of Training	151
5.54	Preferred Types of Training Organization	152

5.55	Preferred Types of Training	152
5.56	Preferred Mode of Training	153
5.57	Preferred Language of Reading Materials	153
5.58	Preferred Reading Materials	154
5.59	Preferred Venue of Training	154
5.60	Preference of Exposure Visit	155
5.61	Training in Groups/Batches	155
5.62	Training Outside of the District	155
Engineers / Technicians		
5.63	Training Received by Employees in Past	156
5.64	Outcome of Training Received by Employees in Past-Upto What Extent Helpful	156
5.65	Preferences of Training Needs	157
5.66	Preferences of Skill Training	158
5.67	Preferences of Managerial Skill Training	158
5.68	Preferences of Behavioral Skill Training	159
5.69	Preferences of Technical Skill Training	159
5.70	Preferred Duration of Training	160
5.71	Preferred Interval of Training	160-161
5.72	Preferred Types of Training Organization	161
5.73	Preferred Types of Training	161
5.74	Preferred Mode of Training	162
5.75	Preferred Language of Reading Materials	162
5.76	Preferred Reading Materials	163
5.77	Preferred Venue of Training	163

5.78	Preference of Exposure Visit	163
5.79	Training in Groups/Batches	164
5.80	Training Outside of the District	164
Employees of Finance, Accounts & Audit		
5.81	Training Received by Employees in Past	164
5.82	Outcome of Training Received by Employees in Past-Up to What Extent Helpful	165
5.83	Preferences of Training Needs	165-166
5.84	Preferences of Skill Training	166
5.85	Preferences of Managerial Skill Training	167
5.86	Preferences of Behavioral Skill Training	167
5.87	Preferences of Technical Skill Training	168
5.88	Preferred Duration of Training	168
5.89	Preferred Interval of Training	169
5.90	Preferred Types of Training Organization	169
5.91	Preferred Types of Training	170
5.92	Preferred Mode of Training	170
5.93	Preferred Language of Reading Materials	171
5.94	Preferred Reading Materials	171
5.95	Preferred Venue of Training	171
5.96	Preference of Exposure Visit	172
5.97	Training in Groups/Batches	172
5.98	Training Outside of the District	173

Chapter-1

Introduction

Urbanization is critical for development of a nation however; urbanization in India has been changing the face of existing cities. Over the last decades, many countries in Asia have experienced rapid economic growth, resulting in increase in urban population however; urbanization in India has been haphazard and unplanned. Urban centers are characterized by squatter settlements, traffic congestion, and deficient of urban basic civic services. While the national governments pursue the goals of economic development, it is generally left to the local governments to manage rapidly growing urban centers and provide basic services to its residents. Most of the urban local governments do not have adequate resources to provide the basic civic services and perform responsibilities effectively. In order to strengthen urban local governments, Government of India, under JNNURM Mission has provided massive resources and support to the local governments in selected cities. Urban management and governance has assumed and increasing importance for achieving the development goals of the nation. Capacity building of urban local governments has become imperative in order to improve the efficiency of municipal personnel to perform their roles and responsibilities effectively and efficiently.

Trends of Urbanization

India is one of the least urbanized countries in the world because between 1951 and 2001, the level of urbanization increased by 13 percentage points only. However, it has the second largest urban population in the world and more than two third of it lives in the 393 cities that have population of over one lakh. The four mega cities viz., Mumbai, Kolkata, Delhi and Chennai with a population of more than 6 millions each in 2001 accounted for almost one fourth of population

living in cities. As per 2001 census, 285 million population i.e. 27.8 per cent of 1027 million total population of India is residing in 4368 cities and towns in the country, where as in 1991, 25.7 per cent population lived in urban areas. The decadal growth in urban population during 1991-2001 has been 31.2 per cent whereas at the beginning of the 20th century, only 10.8 per cent of total 218 million population of the country resided in cities and towns. The number of million plus cities has increased to 35 in 2001 from 12 in 1981 and 23 in 1991. These 35 million plus cities account for 107.9 million urban population of the country. As per 2011 census, urban population was reported to be 377.1 million constituting 31.6 per cent population of the country. There were 7935 towns and cities in India as per the census, 2011 (Table 1.1).

Urbanization is critical to the development of country. About 30 percent of India's population resides in urban centers which account for about 340 million persons in absolute term. The urban population of India is likely to increase by 590 million, constituting about 40 percent of total population by the year 2030. India will have the largest growing work force for the next 20 years, as 270 million Indians will join the working age population by the year 2030. Job growth in cities will be for more robust, growing at around 3.6 percent annually increasing from around 100 million today to 220 million in 2030. Cities will account for 70 percent of all new jobs created in India during 2010 to 2030.

Table: 1.1

Urbanization in India

Year	Percentage of Urban Population	Number of Towns	Total Population (Million)	Urban Population (Million)
1901	10.8	1827	238.39	25.85
1911	10.3	1815	252.09	25.95
1921	11.2	1949	251.32	28.09
1931	12.0	2072	278.98	33.46

1941	13.9	2250	318.66	44.16
1951	17.3	2843	361.23	62.44
1961	18.0	2365	439.23	78.13
1971	19.9	2590	548.15	109.11
1981	23.0	3378	683.3	159.56
1991	25.7	3762	846.30	217.61
2001	27.8	4368	1048.15	296.97
2011	31.6	7935*	1210.20	377.10

Source: Census, 2011.

An analysis of the distribution of urban population by size categories reveals that the process of urbanization in India has been large city oriented. This is proved that a high proportion of urban population being concentrated in Class I cities, which has gone up systematically over the decades in the last century, the massive increase in proportion of Class I cities from 26 per cent in 1901 to 85.20 per cent in 1991 while it declined to 61.48 per cent in 2001, has been attributed to faster growth of large cities. The number of class one cities has grown to 423 in 2001 from 24 in 1901. There has been more than five-fold increase in the number of class one cities since 1951 The startling fact is that the proportion of population living in smaller towns has shown declining trend over the period while there is massive growth in population of larger towns. Importantly, growth of population in smaller towns has been reported negative while the growth of population in large cities and towns has been found massive. During 2001, the high proportion of urban population has been reported to be in Delhi, Pondicherry, Goa, Chandigarh, Maharashtra, Mizoram, Lakshadweep, Tamil Nadu, Karnataka, Gujarat etc. The high rate of growth of urban population during 1991-2001 has been reported high in Dadra & Nagar Haveli (14.59 per cent) followed by Arunachal Pradesh (7.0 per cent), Andaman and Nicobar Islands (4.14 per cent), Sikkim (4.83 per cent), and Delhi (4.14 per cent).

Cities provide benefits beyond their own boundaries. McKinsey (2010) in its report has pointed out that 180 million people who live close to cities were benefited with the economic opportunities, markets and the connecting infrastructure in the urban centers. These people were assumed to live in rural areas next to the about 70 largest urban centers in India. India will have 68 cities by 2030 with population of more than one million, compared with the figure of 35 in 2001. Similarly, the number of urban centers is likely to increase by 6000 in 2030. However the concentration of urban population is still in larger cities. About 57 percent of urban population of the country resides in the urban centers, comprising of less than one million populations (Table 1.2).

Table: 1.2

Population Size-wise Urban Population of India

Classification of Urban Centers	2008	2030
Tier-I (More than 4 Million)	93 (27.0)	155 (26.0)
Tier-II (1 Million to 4 Million)	52 (15.0)	104 (18.0)
Tier-III & IV (Less than 1 Million)	195 (57.0)	331 (56.0)
Total	340 (100.00)	590 (100.00)

Source: McKinsey, 2010.

As per 2011 census, there were 468 Class-I cities with more than 1 lakh population while 7935 cities and towns were reported. Out of 468 Class-I cities, there were 3 metropolitan cities viz., Mumbai, Delhi and Kolkata having the population of more than 10 million while 5 cities viz., Chennai, Bangalore, Hyderabad, Ahmadabad and Pune were having the population of 5-10 million. 34 cities were reported having the population of in between 1-2 million while 372 cities and towns had population of 1 lakh to 5 lakh (Table 1.3).

Table: 1.3**Distribution of Class-I Cities**

More than 10 Million	3 (Mumbai, Delhi, Kolkata)
5 – 10 Million	5 (Chennai Bangalore, Hyderabad, Ahmadabad and Pune)
2 – 5 Million	10
1 – 2 Million	34
0.5 Million to 1 Million	53
One Lakh to 5 Lakh	372
Total	468

Source: Census, 2011.

There has been higher growth in Class-I cities as compared to the medium and small cities and towns. During 2001-2011, the gross increase was reported significantly high in Class-IB category and Class-IA category as well as in metropolitan cities as compared to the smaller cities and towns. However, gross increase during this period was reported slightly low in metropolitan cities and Class-IA category cities as compared to the 1991-2001 (Table 1.4).

Table: 1.4

**Growth of Urban Population by City Size
(Per cent per annum)**

	Gross Increase			
	1971-1981	1981-1991	1991-2001	2001-2011
Cities	4.4	3.7	3.5	2.7
Metropolitan Cities	4.2	4.9	4.2	3.5
Class IA	5.5	4.3	4.8	3.3
Class IB	2.7	5.7	3.5	3.8
Other Cities(Class IC)	4.5	2.6	2.6	1.7
Towns	2.7	2.4	1.5	1.6
Class II	4.1	2.8	1.6	1.6
Class III	2.4	3.0	1.9	1.6
Class IV+	1.9	1.3	1.0	1.6

Source: Census of India, 2011.

Population of largest metropolitan cities is shown in Table 1.5. There has been phenomenon increase in the urban population of metropolitan cities like Greater Mumbai, Kolkata and Delhi. The other cities also reported significant growth of urban population. These metropolitan cities constitute about 1/4th urban population of the country.

Table: 1.5

Population of the Eight Largest Metropolitan Cities

Cities	Population (In Millions)			
	1981	1991	2001	2011
Greater Mumbai	9.4	12.6	16.4	22.7
Kolkata	9.2	11.0	13.2	18.3
Delhi	5.8	8.5	12.9	17.9
Chennai	4.2	5.3	6.6	9.1
Hyderabad	2.6	4.3	5.7	7.9
Bangalore	2.9	4.1	5.7	7.9
Ahmadabad	2.6	3.4	4.5	6.3
Pune	1.7	2.5	3.8	5.4

Source: Census of India, 2011.

Uttar Pradesh occupies the central position in the northern India. It is the most populous state in the country. The state witnessed a tremendous growth in its urban population during the last three decades. Between 1971-81 the decadal growth was about 60.62 per cent, the highest in the country. In 1981-91 the growth had been about 38.97 per cent, second after Orissa. As per 2001 census, every fifth person in the state is residing in urban centers. The total urban population of the state has been raised to 347 million showing an increase of about 33 per cent over the decade of 1991-2001. Uttar Pradesh is the most populous state in the country which accounts for 16.4 per cent of the country's population. It is also the fourth largest state in geographical area, covering 9 per cent of the country's

geographical area. The pace of urbanization has been lower in the state. The level of urbanization has been reported lower than most of the other states. In 2001, 20.78 per cent population of the state was found living in urban areas. During 1991-2001, urban population grew by 2.84 per cent per annum. The urban population of the state in 2011 was reported to be 4.44 crore, constituting 20.78 percent of the total p[population of the state (Table 1.6).

Table: 1.6

Trends of Urbanization in Uttar Pradesh

Census year	No. of UA's and Towns	Total Urban Population	Percentage of Urban Population	Decadal Growth	Annual Growth
1901	349	0.52	11.20	-	-
1911	350	0.47	10.26	-9.61	-1.01
1921	367	0.47	10.61	0.16	0.02
1931	375	0.53	11.28	13.24	1.24
1941	385	0.67	12.52	26.06	2.31
1951	410	0.82	13.65	21.86	2.31
1961	215	0.90	12.81	9.23	0.88
1971	256	1.16	13.90	29.72	2.60
1981	598	1.87	17.83	60.89	4.76
1991	631	2.60	19.68	38.52	3.26
2001	670	3.45	20.78	32.88	2.84
2011	915	4.44	22.28	28.70	2.87

Source: Census of India, 2001, Uttar Pradesh

As per 3001 census, there were 670 towns and cities in the state. Most of the towns and cities are categorized as class IVth and Class IIIrd having population in between 10,000 to 50,000. However, urban population is concentrated in large towns and cities. During 2011, 267 census towns and 648 statutory towns were reported in the state. During 2002, there were 3641 urban local bodies. Out of total urban local bodies in India, 107 ULB, were Municipal Corporations, 1443

Municipal Councils, and 2091 Nagar Panchayats. The highest number of local bodies were reported in Tamil Nadu (719) followed by Uttar Pradesh, Madhya Pradesh and Maharashtra. In the state of Uttar Pradesh, there are 630 urban local bodies. Out of these there are 13 Municipal Corporations, 194 Nagar Palika Parishads and 423 Nagar Panchayats. About 40 per cent population lives in Nagar Palika Parishads while about 37 per cent population lives in Municipal Corporations.

Urban Governance:

Municipal government and administration is no longer a simple affair rather it has become quite complicated and complex with phenomenal growth in the pace and process of urbanization resulting in the spurt of urban problems and consequential increase in their functions. It was envisaged in the post independence era that the new set of local bodies as instruments of national policy would progressively be used with steady increase in their functions. Accordingly, they were called upon not only to provide civic amenities like, water supply, sanitation, medical health, transport and sewerage but also to carry out the programmes of national development. Therefore, their responsibilities have increased many-fold for providing better conditions of living, ameliorating the urban poor etc. and to ensure adequate infrastructure and appropriate administrative structure to cope with urban problems of unprecedented nature and magnitude. Thus scope of urban government has become very wide and diversified as well.

The history of a nation is created by the milestone events, which drastically change the way society is governed, organized and bequeathed to the new generation. The 74th Constitution Amendment Act, 1992 has become the milestone in the history of urban administration in India. It recognized municipalities as Constitutional

bodies forming the third tier of the federal polity of India. The decentralization initiative in urban areas was first mooted by the Rural-Urban Relationship Committee, constituted by the Government of India in 1963, however it took nearly 30 years to concretize in the shape of the Constitutional Amendment in 1992. The Constitutional 74th Amendment Act, envisaged a systematic change in the pattern of municipal government in the country with a view to enabling cities and towns to play a critical role in economic and social development and signified the beginning of a historic reform to decentralize power to the people. The Act prescribes a common legal institutional frame work for the efficient and effective delivery of municipal services and comprises of the following mandatory institutions:

- State Election Commission (Article 243k)
- Elected Municipalities: Municipal Corporation (for larger urban areas), Municipal Councils (Smaller Urban areas); and Nagar Panchayats (for transitional areas) (Article 243Q).
- Ward committees and other committers (Article 243R)
- State Finance Commission (Article 243I),
- District Planning Committee (Article 243ZE)
- Metropolitan Planning Committee (Article 243ZE)

Until recently, local government in India was organized on the basis of the ultravires principle and the state governments were free to extend or control the functional sphere of the local bodies through executive decisions without amendments to the legislative provisions. Through the 74th Amendment Act an attempt has been made to improve the performance and ability of ULBs. The important provisions of the Act include constitution of three types of municipalities, devolution of greater functional responsibilities and financial powers to them,

adequate representation of weaker sections and women, regular and fair conduct of elections, and constitution of Wards Committees, District Planning Committee, Metropolitan Planning Committee and State Finance Commission. It further provided a basis for the state legislature to guide the state government in the assignment of various responsibilities to ULBs and strengthening of municipal governance. Accordingly, state governments have amended their municipal laws so as to bring them in conformity with the 74th Constitutional Amendment Act.

Recent years have witnessed an increasing interest in and growing consciousness of the need and importance of local self government as provider of services to the community and as instrument of democratic self government. Urban local bodies (ULBs) are mandated to be formed as democratic institutions based on the principle of self government and should represent people's expectations. Due to massive urban growth during the last decade, quality of urban life has deteriorated creating an urgent need for effective and efficient urban local bodies that can deliver services and improve living conditions of urban dwellers. The urban local governments offer enhanced opportunity for people's participation, bottom up planning, and effective implementation by enhancing coordination and responsiveness to users. The 74th Constitutional Amendment Act seeks to introduce fundamental changes in urban local bodies. Its salient features are:

- introduction of the 12th Schedule which lists the functions of urban local bodies, covering planning, regulation and developmental aspects;
- establishment of District and Metropolitan Planning Committees responsible for the preparation of development plans at district and metropolitan levels;

- establishment of ward committees in areas having a population of over 300,000;
- specification by law of the powers and responsibilities to be entrusted to municipalities and ward committees;
- holding of periodical and timely elections, if municipality is dissolved for any reason it should be reconstituted within 6 months;
- Specifying by law the sources of municipal finance and their periodic review by a statutorily constituted SFC and by making it obligatory on the part of the Central Finance Commission to recommend measures needed to augment state resources to assist the municipal governments;
- restrictions on the power of state governments to do away with democratically elected municipal governments;
- Reservation of one third seats for women and weaker sections (SC/ST/OBC's as proportion of reservations) in municipal bodies.

The mandates of various local government institutions as prescribed by the Constitutional Amendment Act 1992 are as follows:

- State Election Commissioner to superintend, direct and control the preparation of electoral rolls and conduct all elections to the rural and urban local bodies (Article 2430);
- Municipalities to function as institutions of self government, prepare plans for economic development and social justice, perform functions and implement schemes as may be entrusted to them by the state government including those related to the Twelfth Schedule [Article 243 (W) (a)];
- Ward Committees and Special Committees to take municipal government physically closer to the people and carry out the

responsibilities conferred upon them including those in relation to the Twelfth Schedule [243 (w) (b)];

- State Finance Commission to review the financial position of the rural and urban local bodies, and make recommendations regarding the principles of devolution of resources from the state to the local bodies and the measures needed to improve their finances and functioning [Article 243(1)];
- District Planning Committee to consolidate the plans prepared by the Panchayats and the municipalities in the district and to prepare a draft development plan for the district as a whole [Article 243 D(1)];
- Metropolitan Planning Committee to prepare draft development plan for the Metropolitan area as a whole [Article 243E(1)].

Cities and towns have a vital role in India's socio-economic transformation and change. Cities in India are the centre point of innovations and hub of many activities. However, most of the cities and towns are severely stressed in terms of infrastructure and services availability. The inner areas of cities face widespread dereliction, decadence and neglect, with significant negative consequences. Municipalities and other institutions responsible for delivery of municipal services are facing acute resource crunch. In view of the above, Government of India has launched Jawahar Lal Nehru National Urban Renewal Mission (JNNURM). The mission aimed at creating economically productive, efficient, equitable and responsive cities, with focus on (i) improving and augmenting the economic and social infrastructure of cities; (ii) ensuring basic services to the urban poor including security of tenure at affordable prices; (ii) initiating wide ranging urban sector reforms whose primary aim is to eliminate legal, institutional and financial constraints that have impeded investment in

urban infrastructure and services; (iv) strengthening municipal governments and their functioning in accordance with the provisions of the 74th Constitution Amendment Act, 1992. It provides for public disclosure of local spending decisions together with earmarking of budgetary allocations for basic services to the poor. The mission is designed to make effective use of the potential of the private sector in service delivery and management of the infrastructure. It is estimated that over a seven years period (2005-06 to 2011-12), the urban local bodies would require a total investment of Rs. 120536 crores. This includes investment in basic infrastructure and services i.e. annual funding requirement of Rs. 17219 crores. In order to mobilize these resources, a national level initiative is called for that would bring together the state governments and strengthen ULBs to catalyze investments flow in the urban infrastructure sector.

While several reforms initiatives have been taken e.g. the 74th constitutional Amendment Act and model municipal law, there is potential for further reform oriented steps in order to meet the development objectives. Reform initiatives also need to be articulated by the state governments in order to create an investor friendly environment. There is need to integrate the reforms initiatives and scale up the effort to catalyze investment in urban infrastructure sector. There is also need for sustainable infrastructure development. Moreover, there is urgent need to take measures to enhance efficiencies in urban services delivery through introducing reforms and institutional restructuring. The mission is in conformity with National Common Minimum Programme of the Government of India as well as Millennium Development Goals of United Nations. The objectives of mission include:

- to integrate development of infrastructure services in cities covered under the mission;

- to establish linkages between asset creation and asset management through a slew of reforms for long term project sustainability;
- to ensure adequate funds to meet the deficiencies in urban infrastructural services;
- to plan development of identified cities including peri-urban areas, out growths, and urban corridors leading to dispersed urbanization;
- to scale up delivery of civic amenities and provision of utilities with emphasis on universal access to the urban poor;
- to focus on urban renewal programme for the old city areas to reduce congestion; and
- to make provision of basic services to the urban poor including security of tenure at affordable prices, improved housing, water supply and sanitation and ensuring delivery of other existing universal services of the government for education, health and social security.

The mission has two sub missions, namely:

- Sub-mission for Urban Infrastructure and Governance which laid main thrust on infrastructure projects relating to water supply and sanitation, sewerage, solid waste management, road network, urban transport and re-development of old city areas with a view to upgrading infrastructure therein shifting industrial and commercial establishments to other areas, etc.
- Sub-mission for Basic Services to the urban poor who laid emphasis on integrated development of slums through projects for providing shelter, basic services and other related civic amenities with a view to providing utilities to the urban poor.

The mission duration would be seven years beginning from the year 2005-06. It is expected that the following outcome will be achieved after completion of the mission:

- Modern and transparent budgeting, accounting financial management systems, designed and adopted for all urban services and governance functions;
- City wise framework for planning and governance will be established and become operational;
- All urban residents will be able to obtain access to a basic level of urban services;
- Financially self sustaining agencies for urban governance and services delivery will be established through reforms to major revenue instruments;
- Local service and governance will be conducted in a manner that is transparent and accountable to citizens;
- E-governance applications will be introduced in core functions of ULB's/ parastatals resulting in reduced cost and time of service delivery processes.

The JNNURM shall provide assistance for infrastructure development in the 63 cities across states in the country. The criteria for selection of the cities have been based on population, state capital, religious historical and tourism importance etc. The following projects are eligible for the mission:

(A) Sub-Mission I

- Urban renewal i.e. development of inner city
- Water supply and sanitation
- Sewerage and solid waste management

- Construction and improvement of drains and storm water drains
- Urban transportation including roads, highways express ways, MRTS and metro-projects
- Parking lots and spaces on public private partnership basis
- Development of heritage areas
- Prevention and rehabilitation of soil erosion and landslides only in case of special category states where such problems are common and
- Preservation of water bodies.

(B) Sub-Mission II

- Integrated development of slums, housing and development of infrastructure projects in slums in the identified cities
- Projects involving development, improvement, and maintenance of basic services to the urban poor;
- Slum improvement and rehabilitation projects
- Projects on water supply, sewerage, drainage, community toilets, and baths etc.
- Projects for providing houses at affordable cost for slum dwellers, urban poor, economically weaker sections and lower income group categories
- Construction and improvement of drains and storm water drains
- Environment improvement of slums and solid waste management
- Street lighting
- Civic amenities, civic community halls, child care centres etc.

- Operation and maintenance of assets created under this component.
- Convergence of health, education and social security schemes for the urban poor.

The following components are not admissible under the mission:

- Power
- Telecom
- Health
- Education
- Wage employment programme and staff components
- Creation of fresh employment opportunities.

The thrust of the mission is to ensure improvement in urban governance and service delivery so that ULB's become financially sound and sustainable for undertaking new programmes. The mission has tried emphasis on reforms agenda to be implemented by both the local bodies and state governments. There are two types of reforms: (i) mandatory reforms at the level of ULB's and parastatal agencies; and state level; (ii) optional reforms for states local bodies and parastatal agencies.

Mandatory Reforms:

i) For ULB's and Parastatal Agencies

- Adoption of modern accrual based double entry accounting system
- Introduction of a system of e-governance using IT applications, such as GIS. and MIS for various services
- Reforms of property tax through introducing GIS technology

- Levy of reasonable user charges
- Internal earmarking budget for basic services to the urban poor
- Provision of basic services to the urban poor including security of tenure at affordable prices, improved housing, water supply and sanitation.

ii) For State Governments

- Implementation of decentralization measures as envisaged in 74th Constitutional Amendment Act
- Repeal of ULCRA
- Reform of Rent Control Laws
- Rationalization of stamp duty to bring it down to not more than 5 per cent
- Enactment of Public Disclosure Law
- Enactment of Community Participation Law
- Assigning elected ULB's with city planning function.

Optional Reforms:

- Revision of bye-laws to streamline the approval process for construction of buildings, development of sites etc.
- Simplification of legal and procedural frameworks for conversion of land from agricultural to non-agricultural purposes
- Introduction of Property Title Certification system in ULB's
- Earmarking at least 20-25 per cent of developed land in all housing projects for EWS and LIG category with a system of cross subsidization.

- Introduction of computerized process of registration of land and property
- Revision of bye-laws to make rain water harvesting mandatory in all buildings and adoption of water conservation measures
- Bye-laws for reuse of recycled water
- Reduction in establishment costs by adopting the voluntary Retirement Scheme, not-filling posts falling vacant due to retirement etc.; structural reforms, and encouraging public private partnership.

Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) has been launched in small and medium towns which are not covered under JNNURM. The scheme has been merger of Integrated Development of Small and Medium Towns (IDSMT) and Accelerated Urban Water Supply Programme (AUWSP). The objectives of the scheme include (i) improving infrastructural facilities and helping to create durable public assets and quality oriented services; (ii) enhancing public private partnership in infrastructural development and; (iii) promoting planned integrated development of towns and cities. The duration of the scheme is also for 7 years beginning from 2005-06. The components covered under the scheme are same as mentioned in the JNNURM. It has equally laid emphasis on reforms both for local bodies and parastatal agencies, as well as state governments. The reform agenda is same as mentioned in the JNNURM.

Integrated Housing & Slum Development Programme (IHSDP) also aims at combining the existing schemes of VAMBAY and NSDP under the new IHSDP scheme for having an integrated approach in ameliorating the conditions of the urban slum dwellers that do not possess adequate shelter and reside in dilapidated conditions. The scheme is applicable to all cities and towns except cities covered under

JNNURM. The scheme seeks to enhance public and private investments in housing and infrastructural development in urban areas. The components for assistance under the scheme will include all slum improvement, upgradation, relocation projects including upgradation, new construction of houses and infrastructural facilities, like water supply, and sewerage. The scheme is also reforms linked.

The government of India has allocated Rs. 50,000 crores as central assistance under the JNNURM, UIDSSMT and IHSDP. However, states and local bodies have to provide their share (20 and 10 per cent, respectively) besides mobilization of funds through public private partnership. Out of total budgetary allocation, Rs. 40,000 crores have been earmarked for JNNURM, Rs. 6000 crores for UIDSSMT and Rs. 4000 crores for IHSDP. The financing and release of funds under these schemes are linked with reforms.

Human Resources Development:

Management of human resources is one of the most crucial and complex problems in the variegated field of administrative management. Personnel administration is increasingly emerging as one of the most important focal points in the study of public administration. Today, administration is tending to become more and more specialized, technical and scientific, and dependence on public response is becoming increasingly the *raison d'être* of administration. The broad outline of personnel functions include manpower planning and cadre management; job classification and evolution plans; recruitment and selection; training, education and administrative development; remuneration policy and compensation; conditions of service and working conditions; conduct, discipline and professional ethics; morale, motivation and incentives. Urban local governments by its nature are basically service oriented. Their main responsibility is to deliver civic

services to urban dwellers. However, municipal administration in India is lacking of organized and effective system of personnel administration. Most of the states do not have municipal cadre to perform their roles and responsibilities effectively and efficiently. In absence of municipal cadre, the local governments are being managed by officials who have been assigned dual charges and responsibilities of urban local governments and their parental organizations. In some cases, the municipal officials are in deputation basis in urban local governments and thus, they lack the commitments and responsibility towards the local government.

Basically there are three types of municipal personnel systems, viz., separate, unified and integrated. The first type of personnel system is one in which each municipal body has power to appoint and dismiss its own personnel, and the personnel is not transferable to any other jurisdiction by a Central Body. The second type of the municipal personnel system is one in which all or certain categories of personnel of municipal bodies form a single career service for the entire state. This municipal service is distinct from the state civil service. Appointment, promotion, transfers and dismissal of personnel in this state-wide municipal service are usually administered by an agency at the state level. The third type of municipal personnel system is an integrated, national, state and local personnel system, in which the personnel of the national or state government and those of municipal bodies form parts of the same service, transfers being possible not only between municipalities but also between municipal government and national or state government. The state of Uttar Pradesh has unified municipal personnel system. The municipal personnel have been categorized into centralized and non-centralized services. Officials belonging to services are being recruited by state government through State Public Service Commission while Class-III and IV employees are being selected /

recruited by concerned local bodies. The municipal services have been categorized into following categories:

- U.P. Palika Administrative (Upper) Services;
- U.P. Palika Administrative (Subordinate) Services;
- U.P. Palika Revenue (Upper) Services;
- U.P. Palika Revenue (Subordinate) Services;
- U.P. Palika Allopathic (Treatment) and Medical Services (Male);
- U.P. Palika Allopathic (Treatment) and Medical Services (Female);
- U.P. Palika Hoemopathic (Treatment) Services;
- U.P. Palika Ayurvedic (Treatment) Services;
- U.P. Palika Unani (Treatment) Services;
- U.P. Palika Public Health Services;
- U.P. Palika Veternary Services;
- U.P. Palika Engineering (Upper) Services;
- U.P. Palika Engineering (Subordinate) Services;
- U.P. Palika Mechanical Engineering Services;
- U.P. Palika Traffic Engineering Services;
- U.P. Palika Horticulture (Upper) Services;
- U.P. Palika Horticulture (Subordinate) Services;
- U.P. Palika Account (Upper) Services;
- U.P. Palika Account (Subordinate) Services;
- U.P. Palika Account Audit (Upper) Services;
- U.P. Palika Account Audit (Subordinate) Services;

- U.P. Palika Public Relation Services;
- U.P. Palika Clerical Services.

The effectiveness of career planning in an organization largely depends on the extent to which training and development opportunities are made available to employees to enable them to realize their growth potential and to make contributions towards achievement of organizational objectives. Training need assessment is an essential part of training and development of municipal personnel. It generally involves organizational analysis, task / role analysis, manpower analysis and organizational culture and climate. The existing training mechanism in most of the local governments is almost non-existence while at the state or regional level, there are a few centers, institutions and organizations that organize training and orientation programmes for the training and capacity building of municipal personnel. These organizations are mainly creation of Central Government, state government and other academic institutions. In the state of Uttar Pradesh, Regional Centre for Urban and Environmental Studies, Lucknow, Administrative Training Institute, Lucknow, and a branch of All India Institute of Local Self Government, Bombay are providing training and capacity building needs to the municipal personnel of the local bodies. However, under JNNURM Mission, Government of India under the Ministry of Urban Development has suggested to set up Programme Management Unit at the state level and Project Management Unit at city level in the selected JNNURM cities of the state. These units have the provision of specialists in municipal affairs dealing with urban planning poverty alleviation, social development, MIS and GIS, etc. Government of India has also provided adequate financial support for setting up a Training and Development Cell at the city level in selected JNNURM cities for meeting out the demand of training and development of the municipal personnel. The urban local governments under JNNURM

have also been given the task of preparing a roadmap for capacity building of human resources based on training need assessment. On the basis of training need assessment, a detailed calendar of capacity building of municipal personnel will be approved by the concerned local government and by Government of India for providing financial support. Against this view point, present study has been conducted in Allahabad Municipal Corporation of Uttar Pradesh.

Objectives of the Study:

The study based on Terms of Reference, has following main objectives:

- To prepare an outline of the capacity building training calendar for HRD of Allahabad Municipal Corporation for their human resources at all level, specially middle level management;
- To prepare a detailed list of the management skills required by the human resources at all level and specially middle level management at their respective levels or their respective jobs;
- To create a list of development parameters for management skills;
- To design a comprehensive training calendar for different categories of employees and staff of the Municipal Corporation;
- To assess the training needs of Municipal Corporation with category of employees and also to suggest for improving the skills of concerned employees;
- To assess the cost of component /resources for providing training and capacity building to municipal personnel at level and specially middle level management;
- To prepare the estimated budget/expenditure involved in the execution of the training calendar;

- To suggest policy measures for improving efficiency, productivity and organizational effectiveness.

Methodology:

In order to carry out the study and prepare Detailed Project Report, a sample study covering the major categories of employees of Municipal Corporation was conducted. The sample comprises of 535 Sanitary Workers, 80 Sanitary Inspectors/Safai Nayaks, 100 Jal Kal Employees, 17 Engineers and Technicians and 27 Employees of Finance and Audit Division. Besides, structured detailed discussions with senior level officials including Municipal Commissioner, Additional Municipal Commissioner, HRD Officer, Chief Engineer, Environmental Engineer, Information Technology Officer, etc. were interacted with the structured interview schedules. The employees and officials were randomly selected for the survey. A large sample of Sanitary Workers was drawn as most of the employees are belonging to this category of job only. The interview of employees and officials was conducted with the help of structured interview schedules. A set of interview schedules for senior officials, sanitary workers, safai nayak and sanitary inspectors, employees of Jal Sansthan, engineers and technicians and employees of finance, revenue and audit division was prepared. The filled in interview schedules were thoroughly checked, edited and processed for tabulation. Results, conclusions and inferences were drawn out from the analysis of data besides critical appreciation of pertinent literature. The training calendar and budget estimates has been developed with consultation of senior level officials of the Municipal Corporation however, it is based on mainly research findings emerged from training need assessment of the municipal personnel of Allahabad Municipal Corporation.

Chapter-2

Profile of Allahabad Municipal Corporation

Allahabad, founded by Moghul Emperor Akbar in the year 1575 AD, is situated in eastern Uttar Pradesh. It is an important city where history, culture and religion create a magical confluence. The city is a major tourist place of the state and thus it has a large number of floating populations. There is Municipal Corporation for providing municipal services while other parastatal agencies are also engaged in delivery of civic services to urban dwellers. Allahabad attracts millions of people on the occasion of Kumbh fair. Organizing of Kumbh fair is a major challenge for the urban administration as it requires a large number of temporary settlements, infrastructural amenities and services including availability of drinking water, solid waste disposal, sanitation and hygiene during the fair. Though, Kumbh fair is being organized on the interval of 12 years however, the fair is also being celebrated by millions of people as Ardh Kumbh for six years and every year during different occasions.

Demographic Profile:

The Census of India, 2001 has considered the city of Allahabad in three regions namely the Municipal Corporation of Allahabad (MCA), the city outer growth (OT) and the Allahabad Cantonment (CB). The municipal area of the city, which is approximately 82 km², has a population of 975,393 and is divided into 80 wards for administrative convenience, as per CDP report. The continuum of urban development in the municipal limits is fragmented by the interception of multiple cantonment areas. The CB area has 7 wards and supports a population of 24,137 persons. Apart from these areas; the city is bound on three sides by Ganga and Yamuna and its growth spills across the river by the virtue of transport connectivity of bridges to the Phaphamau area to

north, Jhusi to east and Naini to south. Continuous growth westwards is limited by the presence of a part of cantonment. These areas are considered as the outer growth areas and consist of 17 wards. Therefore including the CB area, the city has 80 wards and a population of 10.42 lakh. The population of the city in 2011 was reported to be 12.17 lakh. As it is evident from Table 2.1 the population of the city has been growing continuously and there has also not been much variation in the growth rates over the past few decades except for the decade 1961-71. In this particular decade the growth rate of the city had fallen to 19.11 percent the reasons for which are unknown.

Table: 2.1
Decadal Growth of Population

Year	Allahabad	Growth Rate (%)
1951	332,295	--
1961	430,730	29.62
1971	513,036	19.11
1981	650,070	26.71
1991	844,546	29.92
2001	1042,229	23.41
2011	1,21,6719	16.74

Source: Census, 2011

There have been a total of 41,495 migrants residing in the city limits in the year 2001. One of the principal reasons for rural-urban migration is the quest for better education. This is followed by employment seekers and people who have moved with their households. 66 percent of the migrant population is from rural areas. Of these, a large chunk (43 percent) comes to the city for the purpose higher education. The other reason where the communities from the two areas differ is marriage: 16 percent and 8 percent of population in urban and rural areas is migrating for matrimony. The projected figures for the

project duration with an interval of five years have been worked out, as in Table 2.2 below.

Table: 2.2
Projected Population for Allahabad

Year	CGR	Projected Population
2001		1081622
2006	4.23	1336891
2011	4.23	1637269
2016	2.24	2023674
2021	2.24	2043735
2026	1.89	2526068
2031	1.89	2463893

Source: CDP, Allahabad.

Allahabad has traditionally been well known for its educational institutions, the University, High Court and centers of pilgrimage, intellectual and sociopolitical activity, the city's economy however, has for the past many years been thriving on the tertiary sector activities. The workforce classification as per census 2001 reveals a very grim picture. About 74 percent of the workforce is non-worker that reflects on the poor economic status of the city and lack of adequate employment opportunities. *Data* reveals that for the past many years the city's economy has been thriving on the tertiary sector activities. The workforce in the city has been increasing at a constant pace. The primary economy of the city is dependent on the services (tertiary) sector with major contributions from trade and commerce and other services.

The growth of Allahabad is clearly marked by the Master Plan. Land use is one of the most important components of any Master Plan which streamlines the pattern/ direction of city growth. The current Master Plan for Allahabad (2001-2021) covers 21689.13 ha of land

under different categories of land uses; maximum portion of land is utilized for residential purposes accounting for 35.14 percent of the total area. There is a high proportion of land under 'other' land uses (14.91 percent) which includes area under green belt, forest, cremation ground and dairy farm. The recreational land use covers a significant portion of land use (16.02 percent) which is due to inclusion of ground for Kumbha mela as part of recreational area. Area under transportation land use is 11.67 percent of the total.

Institutional Framework:

There are a large number of institutions in Allahabad responsible for urban development and service delivery. Urban development and service delivery in Allahabad is the combined responsibility of a set of state level and city level institutions. These institutions and their key functions are listed in Table 2.3 below segregated in terms of institutions functioning at the state level and city level.

Table: 2.3
Institutions and their Functions

Institution	Key Function
State Level	
UP Pollution Control Board (UPPCB)	Pollution control and monitoring especially river water quality and regulating industries.
Public Works Department (PWD)	Construction of roads main roads and transport infrastructure including construction and maintenance of Government houses and Institutions.
State Urban Development Authority (SUDA)	Apex policy-making and monitoring agency for the urban areas of the state. Responsible for providing overall guidance to the District Urban Development Authority (DUDA) for implementation of community development programs.
Town and Country Planning Department (TCPD)	Preparation of Master Plans including infrastructure for the state (rural and urban).

UP Jal Nigam (JN)	Water supply and sewerage including design of water supply and sewerage networks. In the last two decades 'pollution control of rivers' has become one of their primary focus areas.
UP Avas Vikas Parishad (AVP)	Nodal agency for housing in the state. Additionally involved in planning, designing, construction and development of almost all types of urban development projects in the state. Autonomous body generating its own resources through loans from financial institutions.
City Level	
Allahabad Jal Sansthan (JS)	Nodal agency for water supply in the city. Key functions include O&M of water supply and sewerage assets. AJS proposes tariffs and collects revenues – however, tariffs need to be approved by the UP Jal Nigam and the State Government).
Allahabad Municipal Corporation (MCA)	Nodal agency for municipal service delivery and O&M. Its key functions include:
	<ul style="list-style-type: none"> • Primary Collection of Solid Waste
	<ul style="list-style-type: none"> • Maintenance of Storm Water Drains
	<ul style="list-style-type: none"> • Maintenance of internal roads
	<ul style="list-style-type: none"> • Allotment of Trade Licenses under the Prevention of Food Adulteration Act
	<ul style="list-style-type: none"> • O&M of internal sewers and community toilets
	<ul style="list-style-type: none"> • Management of ghats
	<ul style="list-style-type: none"> • Construction of Community Toilets
Allahabad Development Authority (ADA)	Responsible for preparing spatial Master Plans for land use and development of new areas as well as provision of housing and necessary infrastructure.
District Urban Development Authority (DUDA)	Implementing agency for plans prepared by SUDA. Responsible for the field work relating to community development – focusing on the development of slum communities, construction of community toilets, assistance in construction of individual household latrines, awareness generation etc.

Source, CDP, Allahabad

The Allahabad Urban Agglomeration includes the CB Area, Phaphamau, Naini industrial area and Jhusi. There is a proposal for amalgamating the Jhusi Municipality with the Municipal Corporation through extending the boundaries of the latter by 2009. Allahabad hosts the *Kumbh mela* every 12 years on a site that falls within the CB limits and thus under the jurisdiction of the Ministry of Defence. This does not allow the Municipal Corporation or other institutions responsible for urban development to intervene in the provision of tourism infrastructure or river front development – this lack of access is a loss of potential revenue from the huge numbers of visitors to the place at these events (Table 2.4).

Table: 2.4

Key Departments at Municipal Corporation

Department	Key Functions
Tax Department	<ul style="list-style-type: none"> • Tax demand and collection
	<ul style="list-style-type: none"> • Information provision about taxes and fees
	<ul style="list-style-type: none"> • Tax collection from rickshaws, horse carts etc
	<ul style="list-style-type: none"> • Stamp Duty Collection
License Department	<ul style="list-style-type: none"> • Collection of License fee
	<ul style="list-style-type: none"> • Issue of Licenses
Public Health Department	<ul style="list-style-type: none"> • Cleaning of roads, sewerage lines, public toilets.
	<ul style="list-style-type: none"> • Waste collection and disposal
	<ul style="list-style-type: none"> • Registration and issue of death- birth certificate.
	<ul style="list-style-type: none"> • Public health and related works
	<ul style="list-style-type: none"> • Restriction on sale of unhygienic food and water
	<ul style="list-style-type: none"> • Restriction of activities and profession harming public health
	<ul style="list-style-type: none"> • Management for prevention of the epidemic
	<ul style="list-style-type: none"> • Tests to ensure potable drinking water
Accounts Department	<ul style="list-style-type: none"> • Record of municipal income and expenditure
	<ul style="list-style-type: none"> • Dissemination of information relating to finances

Street Lighting Department	<ul style="list-style-type: none"> • Maintenance and repair of lighting points
	<ul style="list-style-type: none"> • Establishment of new street lighting
	<ul style="list-style-type: none"> • Arrangement of light on public places and festival
	<ul style="list-style-type: none"> • Maintenance of electric crematoriums
	<ul style="list-style-type: none"> • Maintenance of municipal properties like-MCA buildings, ward offices, hospitals, nursery schools etc.
Workshop	<ul style="list-style-type: none"> • Maintenance of Municipal vehicles and machinery
Public Works Department	<ul style="list-style-type: none"> • Road and street maintenance
	<ul style="list-style-type: none"> • Construction of roads and drains.
	<ul style="list-style-type: none"> • Construction and maintenance of parking spaces
	<ul style="list-style-type: none"> • Maintenance of green spaces
	<ul style="list-style-type: none"> • Purchase of equipments for workshop and street light departments
	<ul style="list-style-type: none"> • Road widening and intersection designs
	<ul style="list-style-type: none"> • Construction & maintenance of municipal shops & buildings
	<ul style="list-style-type: none"> • Provision of street lights
	<ul style="list-style-type: none"> • Construction of community toilets and other utilities.
Establishments	<ul style="list-style-type: none"> • Appointments, promotion, transfers and enquiry of staff.
Audit Department	<ul style="list-style-type: none"> • Auditing of accounts
Animal Husbandry	<ul style="list-style-type: none"> • Maintenance & provision of Animal pensns & slaughter houses
	<ul style="list-style-type: none"> • Catching of street animals
	<ul style="list-style-type: none"> • Issue of licenses for commercial use of animals.

Source, CDP, Allahabad

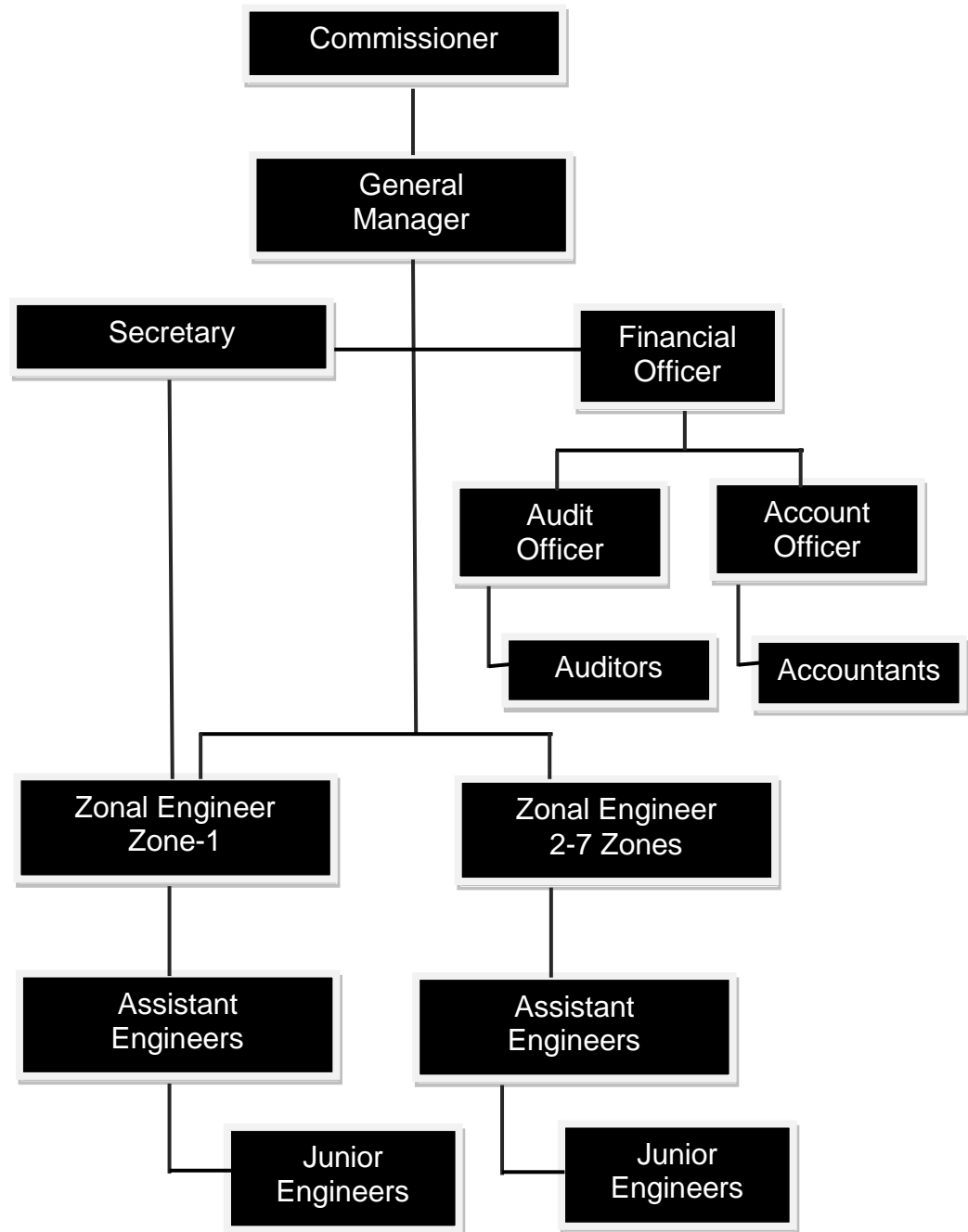
Jal Sansthan is responsible for operation and maintenance of water supply and sewerage systems installed and transferred to it by Jal Nigam and other state level organizations like DUDA, Allahabad Development Authority etc. Although the Jal Sansthan is legally a part of the Municipal Corporation since 2002, in practice, the two organizations (Municipal Corporation and Jal Sansthan) still operate

independently and are technically separate entities. It maintains independent accounts and has a separate revenue collection unit.

Allahabad Jal Sansthan as a parastatal agency is supporting Municipal Corporation for providing water and sewerage services in the city. The Jal Sansthan is shown in Chart 2.1.

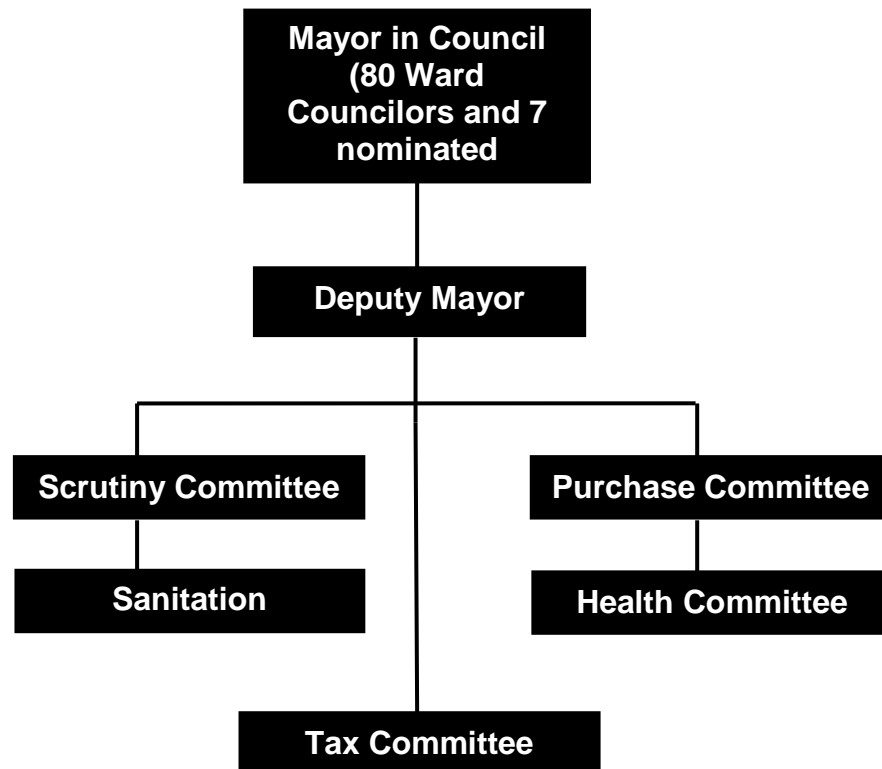
Chart: 2.1

Organizational Chart of Jal Sansthan



Municipal Corporation has the Municipal Board comprising of Mayor, 80 Ward Councilors and 7 nominated members. The organizational structure of elected wing of the Corporation is shown in Chart 2.2.

Chart: 2.2
Organizational Structure of Elected Wing of the Municipal Corporation



The organizational structure of Municipal Corporation is shown in Chart 2.3. The executive wing of the Corporation comprises of Municipal Commissioner as the head of the wing, Additional Municipal Commissioner, Deputy Municipal Commissioner and Assistant Municipal Commissioner are responsible for functioning of the Corporation. The Corporation is divided into several divisions such as Engineering Services, Public Health and Medical Services, Finance, Accounts, Audit and Revenue Services, Environmental Services, etc. The main division of the Corporation is Finance and Revenue Division which is responsible for recovery of taxes, user charges and other dues while public health and medical division has the major function of sanitation services such as drainage, solid waste management and

street sweeping. The Municipal Corporation is being supported by parastatal agencies such as Jal Sansthan for providing drinking water and sanitary services. Important divisions of the Corporation are shown in Chart 2.4.

Chart: 2.3

Organizational Structure of Municipal Corporation

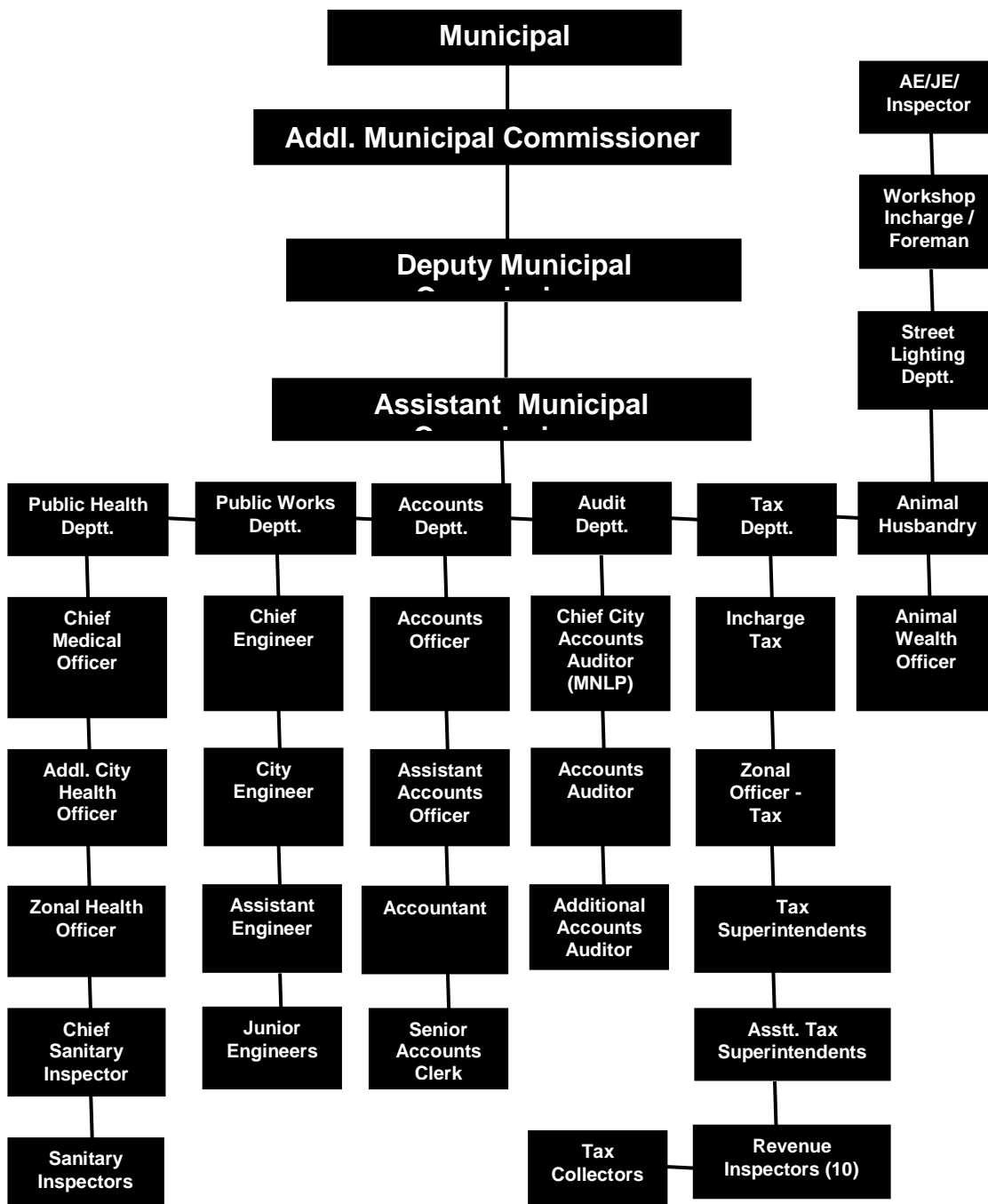
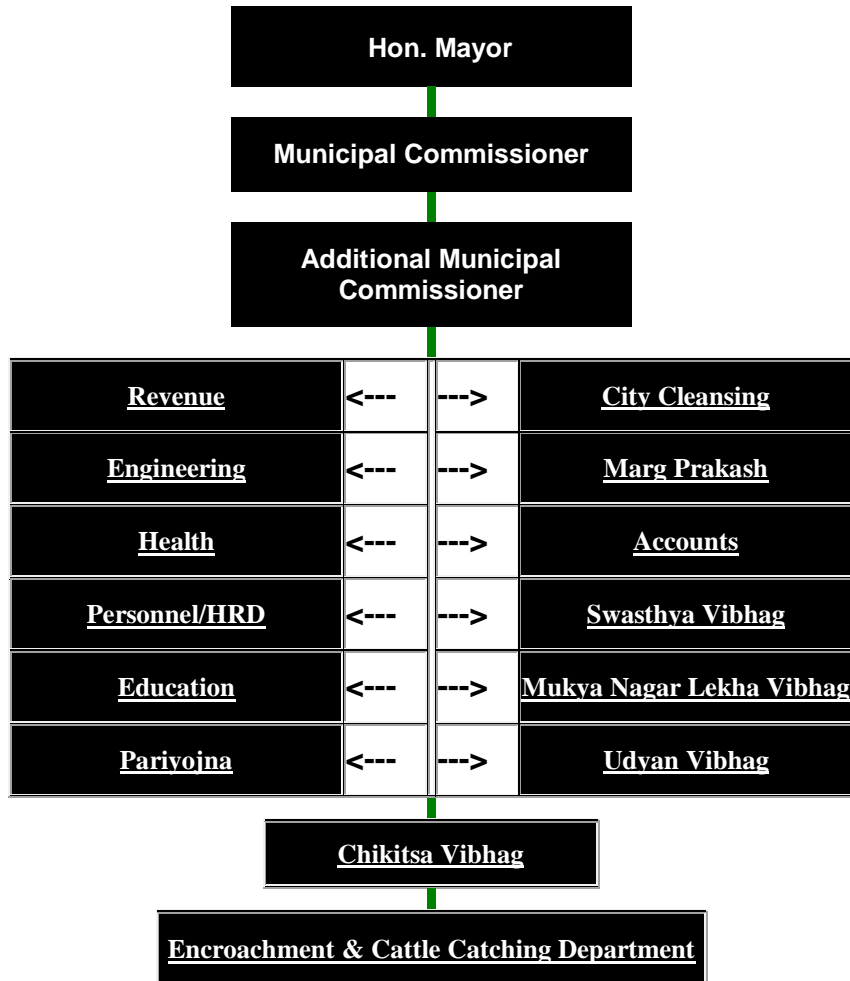


Chart: 2.4
Divisions of Municipal Corporation



Municipal Personnel:

A per information available from the Allahabad Municipal Corporation, the total strength of employees is 3475. Out of total human resources of the Corporation, 63 per cent employees were sanitary workers while 34.43 per cent employees were from the non-centralized services. Thus, only 2.24 per cent employees were from centralized services (Table 2.5).

Table: 2.5

Human Resources of Municipal Corporation

Particulars	Number	Percentage
Centralized Services	78	2.24
Non-Centralized Services	1196	34.43
Sanitary Workers	2200	63.33
Total	3474	100.00
Engineering Services	25	0.72
Public Health Services	20	0.58
Account and Audit Services	07	0.20
Tax/Revenue Services	25	0.72
Environmental Engineering	01	0.03
Office Superintendent/Garden Superintendent	02	0.06
Municipal Commissioner	01	0.03
Deputy Municipal Commissioner	01	0.03
Assistant Municipal Commissioner	03	0.09

Source: Field Survey.

The human resources of the Municipal Corporation have been classified into different categories or services. These are engineering services, public health services, account and audit services, tax/revenue services, environmental engineering, etc. Besides, there are senior officials such as Municipal Commissioner, Additional Municipal Commissioner, Deputy Municipal Commissioner, Assistant Municipal Commissioners, Office Superintendent, Garden Superintendent, Chief Engineer, etc. However, there has been large deficit of human resources both in centralized and non-centralized services. Even a large number of positions of sanitary workers are falling vacant (Table 2.6).

Table: 2.6

Position of Human Resources in Municipal Corporation

Particulars	Sanctioned Post	Actual
Centralized Services	108	78 (72.22%)
Non-Centralized Services	1237	1196 (96.68%)
Sanitary Workers	2575	2200 (85.44%)
Total	3920	3142

Source: Field Survey.

As per information available from Jal Sansthan, there are 654 employees. Out of total employees, only 5.38 per cent employees were from centralized services while 22 per cent employees were from non-centralized services. About 3/4th employees were from other categories of jobs. It is to be noted that most of the employees were found engaged in maintenance and operations of the Water Works (Table 2.6).

Table: 2.7

Human Resources in Jal Sansthan

Particulars	Number	Percentage
Centralized Services	26	5.38
Non-Centralized Services	45	22.17
Others	483	73.85
Total	654	100.00
Engineering Services	25	3.82
Finance, Accounts and Audit Services	15	2.29
Maintenance and Operations	491	75.08
Others	123	18.81

Source: Field Survey.

Allahabad Municipal Corporation has major responsibility of providing basic civic services not only to its residents but also to a large segment of floating population as city attracts a large number of tourists during the Kumbh Fair. Even due to the cultural and historical importance of the city, it has become a major tourist destination of the state. Thus, Corporation has to provide services both to its residents and tourists. The Municipal Corporation has a vast wing of employees, categorized into different categories that perform their roles and responsibilities. A large segment of the employees has been reported to be sanitary workers. In order to improve the efficiency and productivity of the employees, it is imperative to organize programmes for training and capacity building of them so that organizational effectiveness and efficiency may be improved for effective delivery of civic services and playing the roles and responsibilities of the Municipal Corporation.

Chapter-3

Capacity Building of Urban Governments

Human resource development in municipal organization assumes paramount importance as the effective delivery of basic civic services depends on the municipal personnel. Personnel in the municipal corporations and municipalities are expected to discharge different types of functions such as administrative, technical, financial, ministerial and general. Some have to discharge specialized functions like public health, engineering and town planning. Some are government employees, deputed to serve in the local governments. They belong to different classes of services and they are paid differently. Municipal administration needs various services and functions to be performed. The Municipal Commissioner and Additional Municipal Commissioner are generally from the All India Service and Provincial Civil Services. All top and middle level administrative, technical and even some of the supervisory positions are held by the officials from Provincial Civil Services. Engineering cadre positions including Chief Engineer, City Engineer, Superintendent Engineer, and Assistant Engineer are from engineering services. The classification of services in the state of Uttar Pradesh is based on U.P. Municipal Corporation Act of 1959 and U.P. Municipalities Act, 1916. U.P. Palika (Centralized Services) of the state includes 23 services, including both administrative and technical sides. The non-centralized services include the employees of Class-III and ministerial services. The recruitment of centralized services is done through State Public Service Commission while ministerial, clerical and Class-IV employees are generally recruited by the local governments. The employees from centralized services are being provided orientation and refresher training while the employees of non-centralized services do not get the training as there is no such institutional arrangement for

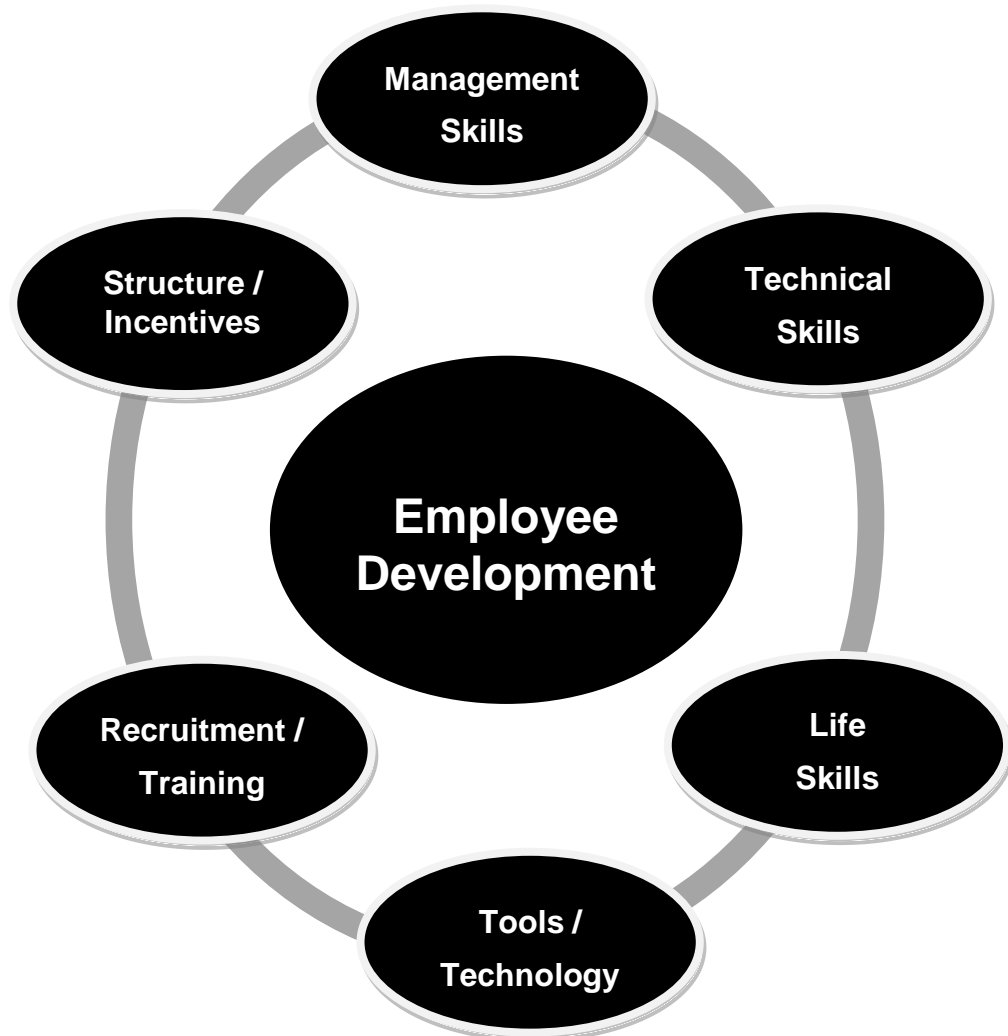
their training and capacity building. Even the institutional arrangement and the budgetary provision for the training and capacity building of municipal personnel including employees of non-centralized services is almost non-existence in the state however, a few institutes do organize programmes for orientation and other subject related training programmes for the senior level officials like Municipal Commissioners, Additional Municipal Commissioners, Assistant Municipal Commissioners, Executive Officers, Tax Inspectors, Engineers, etc. However, their participation in training programmes is depending on the nomination by the Directorate of Urban Local Government. Thus, only a small segment of employees and officials get a chance of participation in training and capacity building programmes.

Capacity Building for better cities is the effort to strengthen and improve the abilities of personnel and organizations to be able to perform their tasks in a more effective, efficient and sustainable manner. It needs to be appreciated that capacity building is a long term and ongoing effort which needs to be institutionalized in the planning and implementation process starting from the ULB to state to the central level programs. Capacity Building needs to be a continuous and ongoing initiative whose aim is to improve and facilitate the skill sets and processes involving human and other perceivable inputs.

Training constitutes an important part of the capacity development initiative. It enhances organizational skills requires to overcome gaps in performance and contributes to achievement of organizational goals. Accomplishment of organizational competence is brought about by developing competencies of individuals, groups and entire organization. Therefore organizations are increasingly adopting appropriate, targeted and structured training for enhancing knowledge and skills and for bringing a positive change in the attitudes of their employees and officials. Training need has to be driven by the demand

of the functionaries at different levels for up-gradation of knowledge and skills. Training presently is largely driven by supply mainly through the training institutions. The generic training courses are of little help in enhancing organizational performance. Training targeted for addressing performance discrepancies in municipal organizations have to be based on a formal and objective training needs assessment. Training need assessment helps in identification of the subject areas of training that are needed for developing the competencies of individuals, groups, and the organization as a whole. Employees' development is shown in Chart 3.1.

Chart: 3.1
Employees Development



Training need assessment helps in identifying realistic and demand driven subject areas of training. There are other important elements for a meaningful and effective training programme. These include (i) structure of training courses, (ii) competence of the training faculty, (iii) evaluation of the impact of the training courses both concurrent and post-evaluation, and (iv) feedback received from training impact evaluation. These constitute the primary elements of a demand driven training programme. After identification of the subject areas of training, the next step in the a demand driven training programme is the structuring of the capacity building learning that contains relevant training modules for up-grading knowledge and skills and inculcating a positive attitude amongst the functionaries. A meaningful training programme must be supported by training impact evaluation for assessing the extent to which the learning events are relevant for the needs of the trainees and the extent of actual transfer of learning in real work situation. The delivery of knowledge, learning and experience sharing through training programmes depends on the competent, experienced and qualified resource persons and academic inputs in form of reading materials and also commitments of the training institute or organization.

Some of the key areas where capacity gaps have been identified include urban management and administration, financial management including land and its monetization, accounting & revenue mobilization, service level benchmarking, development and implementation of PPP projects, information technology, performance management, urban planning, architecture, transport planning & heritage conservation, socio-economic development, public health engineering, operation and maintenance, project implementation & monitoring, contract management etc.

The major constraint in the area of capacity building is the lack of explicit demand for capacity building. Capacity building has been accorded very low priority and is largely limited to administrative training. Demand is limited, sporadic and event based with no evidence of systematic planning, resource allocation or execution of skill enhancement programmes. An Organizational development strategy at the state and ULB level is lacking. This is exemplified by the absence of formal structures, comprehensive cadre and cadre rules, staffing norms, procedures, job descriptions, pay scales and introduction of new technologies. Shared norms and values amongst staff, commitment to vision and mission, management styles and budgetary support are also low besides lacking constructive organizational climate and culture. Communication channels with the private sector and civil society are not very effective. Issues such as autonomy to plan and govern cities, professional skills needed for city management, skill development of cutting edge staff, capacity building of elected representatives have been paid scant attention. Lack of credible supply side institutions is also a critical issue. In the current context of rapid urbanization, the challenges in urban management require not only specialized knowledge but also experiential learning to tackle the challenges faced by urban managers in managing the city. The lack of supply side capacity is particularly acute in certain regions and in certain areas of specialization. At the state or city level, very few Institutions are capable of meeting the capacity building needs of the urban local bodies on all the aspects.

Specific Capacity Gaps

The capacity of the local urban bodies in India varies widely across states and cities. Broadly, the capacity needs can be categorized into the following:

Lack of Personnel with Appropriate Skill Sets:

Professionalization of urban management requires immediate attention. At present, urban management is not identified as one of the regular streams of training in any of the academic and professional institutions. The personnel engaged in management of urban affairs and municipal services are usually not trained. The specific areas identified for attention are socio-economic planning, environmental management, urban planning, citizen participation, public relations, urban reforms, municipal accounting and financial management, e-Governance, municipal service delivery including water supply, solid waste management, sewerage and sanitation. At another level, there is an acute shortage of trained manpower at the cutting edge level like masons and plumbers.

Inadequate Skill Sets of Personnel Already Deployed:

Experience of training and capacity building programmes show that many of the functionaries of the ULBs have never received any training in their career. There are no programmes for facilitating cross learning and exposure to best practices in innovative technologies etc. Some of these concerns are addressed currently through JNNURM and initiatives taken by some of the States. However, this addresses only the need of a small number of ULBs and within them only a meager number of people.

Lack of Appropriate Institutional Framework:

The institutional arrangements currently comprise of the Regional Centres for Urban And Environmental Studies, All India Institute of Local Self-Government and various administrative training institutes across the country. Given the lack of overall capacity, the smaller ULBs are not in a position to even articulate their demand for training.

Capacity Gaps at the Apex Level:

The Ministry of Urban development comprises technical organizations such as CPHEEO, TCPO etc which regularly provide handholding support on technical matters. Besides this, there are capacity gaps in the core units of the Ministry also which need to be addressed. In view of the gaps identified, the Ministry proposes to strengthen and consolidate different capacity building activities.

Capacity Building of ULBs

Capacity building and training of municipal personnel is imperative for improving organizational effectiveness, efficiency and effective delivery of municipal services to urban dwellers. Government of India has created Centers, Institutions and organizations for training and capacity building of ULBs however, there is mismatch in demand and supply due to lack of institutional arrangements, resources and political will.

The High Powered Expert Committee (HPEC) Report on Urban Infrastructure and Services (2011) has pointed out that “JNNURM provided for capacity building on demand and found few takers. The time available before the launch of the successor to the JNNURM should be used by the Government of India to help the states and ULBs to rebuild the basic structures of local government institutions by putting staff in place and by preparing the ground work for training. The committee has made the following recommendations:

- To start a campaign of capacity building for the ULB's and State Governments.
- Set up five Indian Institutes of Urban Management through partnership between the Government of India, state

governments and the private sector, either anchored in existing IIMs or as standalone institutions of excellence.

- Lateral hiring of professionals into the municipal cadre for fostering professionalism.
- Infuse funds and new talent into existing Schools of Urban Planning.
- Promote think tank initiatives in urban policy through Centers of Excellence/Innovation in existing institutions.
- Create a Reform and Performance Management Cell in the Government of India with a multidisciplinary team undertaking activities such as providing technical assistance to state governments, and ULBs
- Train officers from the Indian Administrative Services and other central services annually as urban specialists and place them systematically through deputation in cities and towns.
- Build/Reform Municipal cadres in all states with recruitment into the cadre at entry level through a competitive examination.
- Provide flexibility in lateral hiring of professionals with special skills into the cadre.
- Develop dedicated IT cadre with a Chief Information Officer for the larger cities.

The Second Administrative Reform Commission in its report Local Governance has made the following recommendations on Capacity Building.

- State Governments should encourage local bodies to outsource specific functions to public or private agencies, as may be appropriate, through enabling guidelines and support. Outsourcing of activities should be backed by development of in-house capacity for monitoring and oversight of outsourced activities.
- Comprehensive and holistic training requires expertise and resources from various subject matter specific training institutes.
- A pool of experts and specialists could be maintained by a federation/consortium of local bodies. This common pool could be then accessed by the local bodies whenever required for specific tasks.

There is a need to appreciate Issues related to the economic and social realities of cities, their likely growth trajectory so that implementation of major policy prescriptions can be carried out with a focus on long term benefits. A special focus on management aspects is necessary. In view of the financial sustainability of cities in terms of better revenue collections, sustainable service delivery through better management of user charges and improvement of overall financial administration, every city needs to develop a dedicated pool of manpower resources which is well versed with the latest accounting standards and processes, management of sources and application of funds, efficiency and transparency in public spending. The importance of Information technology in identification of assets and properties under the geographical coverage of ULBs and tracking the infrastructure service delivery assets, their performance and for seamless flow of information within and outside the organization is well recognized. ULBs require specific skills in performance management and monitoring. This

should also include people specialized in monitoring performance improvement in various sectors like water supply, sewerage, solid waste management, urban transportation, finance and budgeting . Besides providing the basic services to the citizens, cities should also plan for the orderly, efficient and sustainable development. The concerns of a city need to be incorporated in the City Development Plan and in the overall spatial planning process. This can be addressed only by developing a strong team of qualified professionals in urban planning, architecture, and transport planning and heritage conservation. In order to protect the city from environmental degradation and from the ill-effects of rampant development, capacity in environmental planning and environmental impact assessment are also necessary. Developing a stronger framework for aggregation of data on the local economic activity and actors and tracing the trends of socioeconomic development is essential. Provision of standard service level in water supply, sewerage, solid waste management and storm water drainage requires a team of well qualified, trained and operationally effective staff with high morale and commitment. Capacity in this area needs to be ramped up and the ULBs facilitated for improving the service levels through the preparation and implementation of information systems improvement plans and service improvement plans. The capacity gap in cities in terms of service infrastructure availability and the need to build critical infrastructure to improve the service delivery requires a major shift in the way by which the projects are implemented in the ULBs. There is a need for bringing scale, technology, skills and modern project management techniques which would help the city managers in ramping up the service provision to cater to demand within the quickest possible time .Cities/ULBs lack the skills required for initial structuring of PPP projects. They lack capacities to prepare detailed project report. PPP requires a totally different procurement process. However, ULBs

are used to traditional procurement process. PPP projects require constant dialogue with private operators with regard to grant, tariff revision, compliance of various clauses of the concession agreement, the absence of which creates a problem during the implementation phase. Elected representatives of ULBs have to play a major role in ensuring proper service delivery to citizens. Performing the responsibilities of an elected representative needs considerable expertise and knowledge. Hence, they require systematic training pertaining which would enable them to discharge their duties and responsibilities effectively without losing time. For this purpose Ministry of Urban Development, Government of India provides financial assistance under its plan budget to State Governments, specifically for training of elected representatives in the urban local bodies.

The Regional Centers for Urban and Environmental Studies at Lucknow, Hyderabad, Mumbai and the Centre for Urban Studies, New Delhi were established in 1968 with the purpose of meeting the training and research needs in the urban sector in various States. These centers assist the State Governments in disseminating information about the various policies and programmes of Ministry in the field of urban governance and also undertake research activities and organize training courses, seminars, workshops and conference, etc. on topics relating to Local Self Government, Urban Development, Urban Management, Water Supply & Sanitation, Property Tax, Municipal Audit and Accounting, Public Housing and Low Cost Sanitation and Urban Poverty Alleviation programmes etc. National Institute of Urban Affairs, New Delhi is a premier institute for research, training and information dissemination in urban development and management established in 1976 as a registered society. The establishment expenditure of the institute is met by the Ministry of Urban Development from its non plan budget. The CPHEEO is the technical arm of the Ministry of Urban

Development responsible for overall support for the urban water supply and sanitation sector which includes formulation of manuals and standards, appraisal of projects, formulation of schemes, monitoring of schemes etc. With the increasing importance of this sector from the perspectives of service delivery as well as sustainability and given the overall growth of urban population, the available manpower is far too little to be able to make a meaningful difference. There is a need for strengthening the organization. The Town and Country Planning organization is a subordinate office of the Ministry and is responsible for policy in the area of formulating Master Plans, urban design projects, tourism development plans, regional plans, empirical research studies in topical areas, manuals and guides on various aspects of planning and development, monitoring and evaluation of central sector schemes, information system, urban mapping, urban and regional development policies, development law etc. Given the vast challenge in the area of urban planning and acute shortage of capacity, there is a need to strengthen the organization.

Ministry of Urban Development has undertaken several initiatives under JNNURM and other schemes to augment the capacity of urban local bodies to implement projects and reforms. Some of these are:

Hubs and Networks: Expanding and energizing the supply side with schematic arrangement of six empanelled Region Hub Institutions, and a range of Network institutions aligned to the Hub Institutions, to meet the demands for training on the ground.

Rapid Training Program: In order to prioritizing slow performing cities that have lagged behind in accessing JNNURM funds, on three prioritized modules, Governance & Reforms, Supervision/Preparation of Detailed Project Reports (DPRs) and Project Management and Implementation has been launched.

Peer Experience and Reflective Learning: Program has been launched to foster cross learning among cities and institutions, clustered into five groups based on similar socio-economic profiles. For each Group a Knowledge Manager (selected institution) coordinates and provides technical support to organize activities of common interest and value, with Ministry of Urban Development support.

UNDP- Government of India Initiative: The UNDP- Government of India initiative has been launched in November 2006. This is a time-bound programme of 14 months spread over 4 states and 16 ULBs to handhold the ULBs in the areas of Accounting Reforms, Property Tax Reforms and City Development Plan. This programme has been aligned to JNNURM in select locations which will have demonstrative effect on other cities.

Programme Management Unit: In order to strengthen the capacity of SLNA to effectively co-ordinate implementation of projects and reforms under JNNURM, Ministry of Urban Development is supporting a Programme Management Unit (PMU) at the State levels. A typical PMU is proposed to comprise a team of professionals recruited from the open market on contractual basis.

Project Implementation Unit: Support is being extended to establish Project Implementation Units (PIUs) at ULBs to enhance their capability to effectively implement projects and reforms under JNNURM.

World Bank Assisted Capacity Building: The Capacity Building for Urban Development (CBUD) Project is proposed as a Central Scheme to enhance capacity building and institutional strengthening of selected Urban Local Bodies to implement urban reforms mandated under JNNURM and Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT), with World Bank credit on IDA terms. CBUD Project would meet the institutional strengthening

requirements of cities covered under UIDSSMT to undertake the mandatory urban reforms since the Scheme presently does not provide adequate capacity building support to the cities.

PHE Training Programme: The P.H.E training programme has been started by the Ministry in 1956 with the objective of providing training to in-service Engineers and Para Engineering Staff of the various State Public Health Engineering Departments, Water Supply and Sewerage Boards, Urban Local Bodies etc.

Training is essential for enhancing individual productivity, ensuring job responsibility, accountability and effective management of urban services. The present system of training and development of municipal personnel simply demonstrates that there is lack of political and bureaucratic commitment towards the capacity building of municipal personnel. The institutional arrangement for training and capacity building of municipal personnel are grossly inadequate. The training needs of municipal personnel are also based on supply from the training institutions rather than demand from the municipal personnel. In order to improve the efficiency of personnel and organizational effectiveness, it is imperative to provide a suitable mechanism for training and development of municipal personnel so that the local governments are strengthened to perform their role and responsibilities in the dynamic environment.

Chapter-4

Profile of Employees

Development of human resources is essential for any organization. Human resources development system aims at creating a climate that can continuously identify, bring to surface, nurture and use the capabilities of the people. Increasingly, more importance is being given to people in organization. This is because of the fact that organizations are realizing that human assets are the most important for overall development of the organization. The concept of human resource system assumes that human beings are the great assets to an organization. In view of the human resource development of the Allahabad Municipal Corporation, the understanding of the profile of employees and organizational culture and climate is important. In this part of the report, an attempt has been made to examine the socio-economic profile of the employees and organizational culture and climate.

Religion of the surveyed employees is shown in Table 4.1. Most of the employees were Hindus (96.18 per cent). The proportion of Muslim respondents was reported significant in case of Sanitary Inspectors/Nayak and Engineers/Technicians.

Table: 4.1
Religion of Respondents

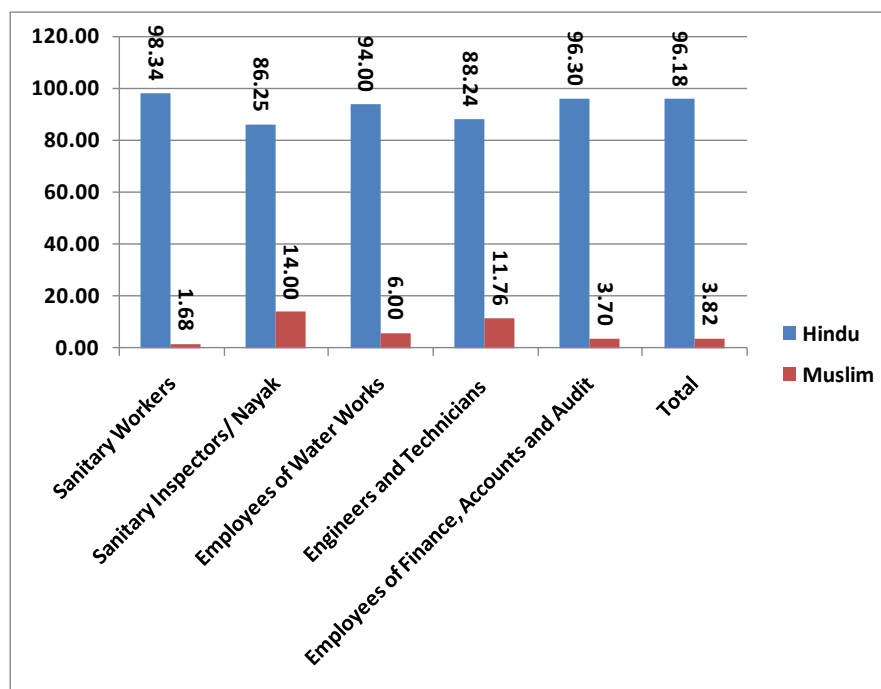
Employees	Hindu	Muslim
Sanitary Workers	526 (98.34)	9 (1.68)
Sanitary Inspectors/ Nayak	69 (86.25)	11 (14.00)
Employees of Water Works	94 (94.00)	6 (6.00)
Engineers and Technicians	15 (88.24)	2 (11.76)

Employees of Finance, Accounts and Audit	26 (96.30)	1 (3.70)
Total	730 (96.18)	29 (3.82)

Source: Field Survey.

Chart: 4.1

Religion of Respondents



Social group of employees is shown in Table 4.2. Most of the respondents were from Scheduled Caste and Scheduled Tribes category (62.06 per cent). This was found more pronouncing in case of sanitary workers (78.88 per cent). About 22 per cent respondents were from OBC categories. This was found more pronouncing in case of employees of Finance, Accounts and Audit Department as well as Sanitary Inspectors/Nayaks. The proportion of respondents from minority communities was reported significant in case of Sanitary Inspectors/ Nayaks and Engineers and Technicians. Only 12 per cent respondents were from General Categories and this was found more pronouncing in case of Engineers and Technicians (52.94 per cent).

Table: 4.2

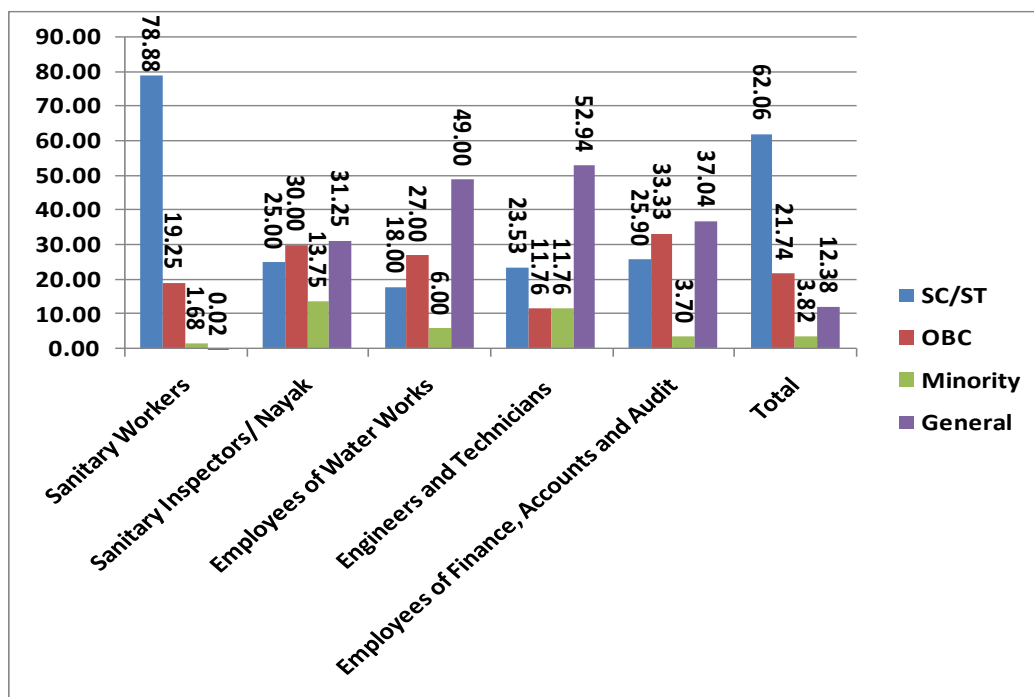
Social Group of Employees

Employees	SC/ST	OBC	Minority	General
Sanitary Workers	422 (78.88)	103 (19.25)	9 (1.68)	1 (0.02)
Sanitary Inspectors/ Nayak	20 (25.00)	24 (30.00)	11 (13.75)	25 (31.25)
Employees of Water Works	18 (18.00)	27 (27.00)	6 (6.00)	49 (49.00)
Engineers and Technicians	4 (23.53)	2 (11.76)	2 (11.76)	9 (52.94)
Employees of Finance, Accounts and Audit	7 (25.90)	9 (33.33)	1 (3.70)	10 (37.04)
Total	471 (62.06)	165 (21.74)	29 (3.82)	94 (12.38)

Source: Field Survey.

Chart: 4.2

Social Group of Employees



Age of employees is shown in Table 4.3. Most of the sanitary workers were from the middle age group while employees of the Water Works and Engineers and Technicians were from the higher age group. Similarly, most of the employees of Finance, Accounts and Audit Departments were from the age group of 35 to 50 years.

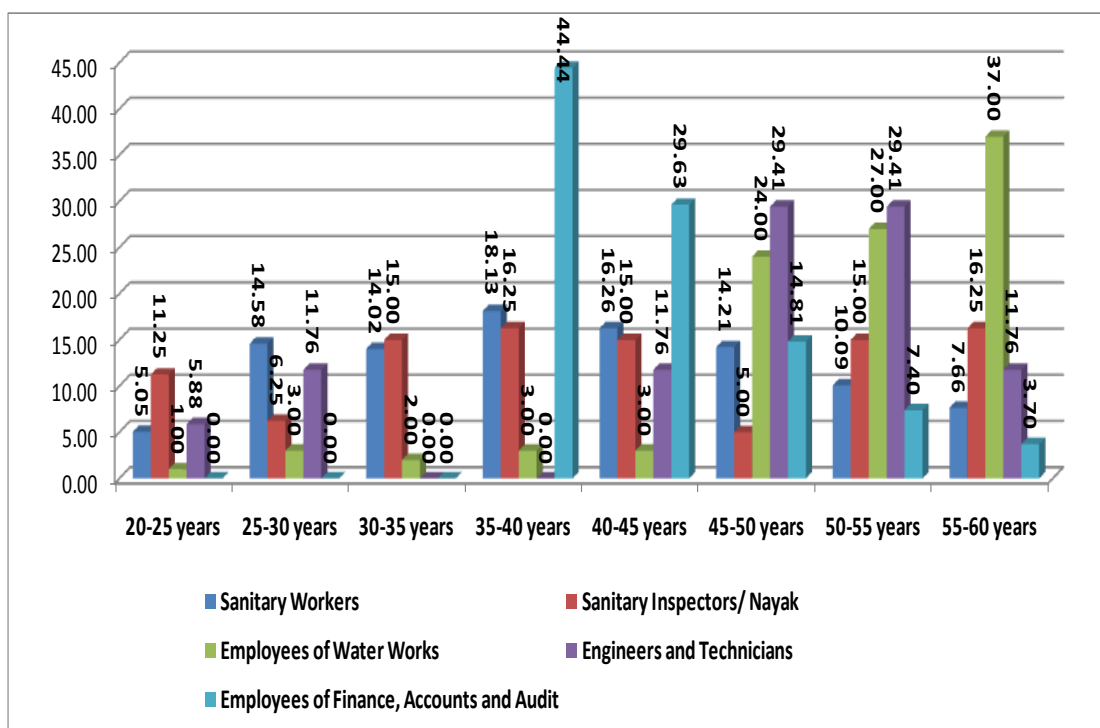
Table: 4.3

Age of Employees

Age	Sanitary Workers	Sanitary Inspectors/ Nayak	Employees of Water Works	Engineers and Technicians	Employees of Finance, Accounts and Audit
20-25 years	27 (5.05)	9 (11.25)	1 (1.00)	1 (5.88)	-
25-30 years	78 (14.58)	5 (6.25)	3 (3.00)	2 (11.76)	--
30-35 years	75 (14.02)	12 (15.00)	2 (2.00)	--	--
35-40 years	97 (18.13)	13 (16.25)	3 (3.00)	--	12 (44.44)
40-45 years	87 (16.26)	12 (15.00)	3 (3.00)	2 (11.76)	8 (29.63)
45-50 years	76 (14.21)	4 (5.00)	24 (24.00)	5 (29.41)	4 (14.81)
50-55 years	54 (10.09)	12 (15.00)	27 (27.00)	5 (29.41)	2 (7.40)
55-60 years	41 (7.66)	13 (16.25)	37 (37.00)	2 (11.76)	1 (3.70)

Source: Field Survey.

Chart: 4.3
Age of Employees



Tenure of employment is shown in Table 4.4. About 2/5th respondents reported that the tenure of their employment is more than 20 years. This was found significantly high in case of employees of Finance, Accounts and Audit Departments as well as employees of Water Works. About 15 per cent respondents reported that their job tenure is about 15 to 20 years. About 21 per cent respondents reported that their job tenure is about 2 to 5 years. This was found significant in case of sanitary workers (26.73 per cent).

Table: 4.4
Tenure of Employment

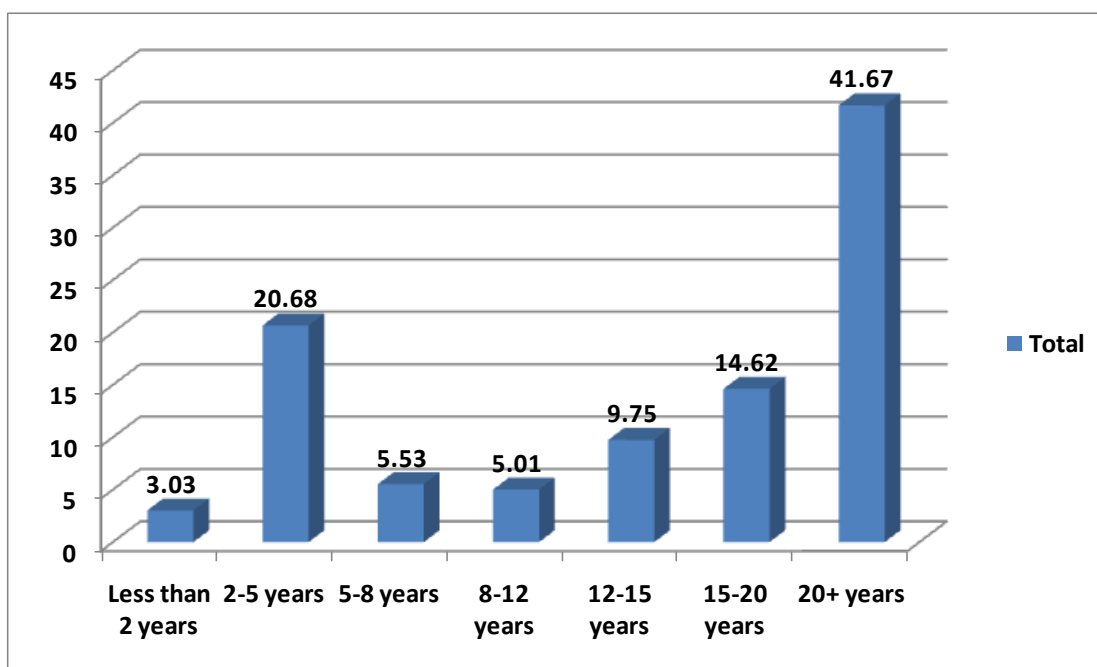
Employees	Less than 2 years	2-5 years	5-8 years	8-12 years	12-15 years	15-20 years	20+ years
Sanitary Workers	10 (1.87)	143 (26.73)	35 (6.54)	22 (4.11)	51 (9.53)	93 (17.36)	181 (33.63)
Sanitary Inspectors/Nayak	10 (12.50)	9 (11.25)	5 (6.25)	10 (12.50)	11 (13.75)	6 (7.50)	29 (36.25)

Employees of Water Works	--	5 (5.00)	1 (1.00)	1 (1.00)	9 (9.00)	10 (10.00)	74 (74.00)
Engineers and Technicians	3 (17.65)	--	1 (5.88)	5 (29.41)	3 (11.65)	2 (11.76)	3 (17.65)
Employees of Finance, Accounts and Audit	--	--	--	--	--	--	27 (100.00)
Total	23 (3.03)	157 (20.68)	42 (5.53)	38 (5.01)	74 (9.75)	111 (14.62)	314 (41.67)

Source: Field Survey.

Chart: 4.4

Tenure of Employment



Profile of Sanitary Workers

Most of the sanitary workers were Hindus (98.34 per cent). Only 1.68 per cent employees were Muslims (Table 4.5).

Table: 4.5

Religion of Employees

Particulars	Number	Percentage
Hindu	526	98.34
Muslim	9	1.68
Sikh	0	0.00
Christian	0	0.00
Jain	0	0.00
Buddhist	0	0.00
Total	535	100.00

Source: Field Survey

About 3/4th sanitary workers were from Scheduled Caste while 3.74 per cent respondents were from Scheduled Tribe categories. Slightly less than 20 per cent respondents were from OBC category and only 1.68 per cent respondents were from minority community (Table 4.6).

Table: 4.6

Caste of Employees

Particulars	Number	Percentage
Scheduled Caste	402	75.14
Scheduled Tribe	20	3.74
OBC	103	19.25
Minority	9	1.68
General	1	0.02
Total	535	100.00

Source: Field Survey

Family occupation of sanitary workers is shown in Table 4.7. The overwhelming majority of the respondents reported that the main occupation of their family is service (83.55 per cent). About 7.48 per cent respondents reported that the main occupation of their family is labour. About 5.6 per cent respondents reported that self employment is the main occupation of their family.

Table: 4.7

Family Occupation of Employees

Particulars	Number	Percentage
Service	447	83.55
Business	8	1.50
Self-Employed	30	5.60
Labour	40	7.48
Agriculture	5	0.93
Others	5	0.93
Total	535	100.00

Source: Field Survey

Economic class of the employees is shown in Table 4.8. All the surveyed sanitary workers were found belonging to APL families.

Table: 4.8

Economic Class of Employees

Particulars	Number	Percentage
Above Poverty Line (APL)	535	100.00
Below Poverty Line (BPL)	0	0.00
Total	535	100.00

Source: Field Survey

All the respondents reported that their annual family income is in between Rs. 1 lakh to Rs. 1.5 lakh (Table 4.9).

Table: 4.9
Annual Family Income of Employees

(Rs.)

Particulars	Number	Percentage
Less than 1.0 Lakh	0	0.00
1 Lakh to 1.5 Lakh	535	100.00
2.0 Lakh to 2.5 Lakh	0	0.00
2.5 Lakh to 3 Lakh	0	0.00
3 Lakhs +	0	0.00
Total	535	100.00

Source: Field Survey

Age of sanitary workers is shown in Table 4.10. Most of the respondents were from the age group of 35 to 55 years. Only 5 per cent respondents were from the low age group i.e. less than 25 years while 7.66 per cent respondents were from the age group of 55 and above years.

Table: 4.10
Age of Employees

Particulars	Number	Percentage
Less than 20 years	0	0.00
20-25 years	27	5.05
25-30 years	78	14.58
30-35 years	75	14.02
35-40 years	97	18.13
40-45 years	87	16.26

45-50 years	76	14.21
50-55 years	54	10.09
55-60 years	41	7.66
60 + years	0	0.00
Total	535	100.00

Source: Field Survey

Educational qualification of employees is shown in Table 4.11. More than half of the respondents were found illiterate while 11.22 per cent employees were literate only. Thus, less than 20 per cent employees were educated high school and above. Thus, capacity building of sanitary workers is very tough due to low level of education.

Table: 4.11

Educational Qualification of Employees

Particulars	Number	Percentage
Illiterate	280	52.34
Literate	60	11.22
Primary	35	6.54
Junior High School	59	11.03
High School	41	7.66
Intermediate	45	8.41
Graduate	15	2.80
Post Graduate	0	0.00
Total	535	100.00

Source: Field Survey

Technical education of employees is shown in Table 4.12. All the respondents reported that they have not received any technical education.

Table: 4.12

Technical Education of Employees

Particulars	Number	Percentage
Yes	0	0.00
No	535	100.00
Total	535	100.00

Source: Field Survey

Gross monthly income of employees is shown in Table 4.13. All the respondents reported that they are getting gross monthly salary in between Rs. 10000 to 15000.

Table: 4.13

Gross Monthly Income of Employees

(Rs.)

Particulars	Number	Percentage
Less than Rs. 5000	0	0.00
Rs. 5000-10000	0	0.00
Rs. 10000-15000	535	100.00
Rs. 15000-20000	0	0.00
Rs. 20000-25000	0	0.00
Rs. 25000-30000	0	0.00
Rs. 30000 +	0	0.00
Total	535	100.00

Source: Field Survey

Nature of job of employees is shown in Table 4.14. All the respondents reported that they are regular employees of the Corporation.

Table: 4.14

Nature of Job of Employees

Particulars	Number	Percentage
Contractual	0	0.00
Ad-hoc	0	0.00
Regular	535	100.00
Total	535	100.00

Source: Field Survey

Job tenure of employees is shown in Table 4.15. More than 1/3rd respondents reported that their job tenure is more than 20 years. More than 1/4th respondents further reported that their job tenure is 2 to 5 years.

Table: 4.15

Job Tenure of Employees

Particulars	Number	Percentage
Less than 2 years	10	1.87
2-5 years	143	26.73
5-8 years	35	6.54
8-12 years	22	4.11
12-15 years	51	9.53
15-20 years	93	17.38
20+ years	181	33.83
Total	535	100.00

Source: Field Survey

Frequency in promotion of employees is shown in Table 4.16. All the respondents reported that they have not been promoted. This is one of the major causes of job dissatisfaction and unrest among sanitary workers.

Table: 4.16

Frequency in Promotion of Employees

Particulars	Number	Percentage
None	535	100.00
Once	0	0.00
Twice	0	0.00
Thrice	0	0.00
More than thrice	0	0.00
Total	535	100.00

Source: Field Survey

All the employees reported that they are working in group (Table 4.17).

Table: 4.17

Employees Working in Group

Particulars	Number	Percentage
Yes	535	100.00
No	0	0.00
Total	535	100.00

Source: Field Survey

Cooperation received from colleagues and superiors is shown in Table 4.18. All the respondents reported that they are receiving desired cooperation from their colleagues and superiors always.

Table: 4.18

Cooperation Received by Employees from Colleagues and Superiors

Particulars	Colleagues	Superiors
Always	535 (100.00)	535 (100.00)
Sometimes	0 (0.00)	0 (0.00)
Occasionally	0 (0.00)	0 (0.00)
Never	0 (0.00)	0 (0.00)
Total	535 (100.00)	535 (100.00)

Source: Field Survey

The satisfaction of employees from their job is shown in Table 4.19. Only 16 per cent respondents were found satisfied with their job while majority of the respondents i.e. 84.11 per cent respondents were dissatisfied with their job.

Table: 4.19

Satisfaction of Employees from their Job

Particulars	Number	Percentage
Very Satisfied	0	0.00
Satisfied	85	15.89
Somewhat Satisfied	0	0.00
Do Not Satisfied	450	84.11
Total	535	100.00

Source: Field Survey

The factors affecting job performance of employees are shown in Table 4.20. Lack of improved equipments, materials, tools is the most

important factor affecting job performance of sanitary workers. Adverse working conditions, public pressure and above all, lack of promotional opportunities are other factors affecting job performance and job satisfaction.

Table: 4.20

Factors Affecting Job Performance of Employees

Particulars	Number	Percentage
Low Salary	0	0.00
Long Working Hours	0	0.00
Non-Cooperation from Superiors	0	0.00
Non-Cooperation from Colleagues	0	0.00
Public Pressure	37	8.22
Lack of improved equipments, materials, tools	450	100.00
Adverse working conditions	48	10.67
Total	450	100.00

Source: Field Survey

All the respondents reported that they are facing challenges in performing their job (Table 4.21).

Table: 4.21

Challenges of Job

Particulars	Number	Percentage
Yes	535	100.00
No	0	0.00
Total	535	100.00

Source: Field Survey

Most of the respondents reported that filling of vacancies has been from within the Corporation while about 18 per cent respondents reported that vacancies were filled from the outside. It is to be noted here that a large number of positions of sanitary workers are falling vacant (Table 4.22).

Table: 4.22

Filling of Vacancies from Inside/Outside

Particulars	Number	Percentage
From Inside	439	82.06
From Outside	96	17.94
Total	535	100.00

Source: Field Survey

Fairness in distribution of work to employees is shown in Table 4.23. All the respondents reported that fairness in distribution of work to employees is always maintained.

Table: 4.23

Fairness in Distribution of Work to Employees

Particulars	Number	Percentage
Always	535	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	535	100.00

Source: Field Survey

Safai Nayak & Sanitary Inspectors

Most of the respondents were Hindus (86.25 per cent) while 14 per cent respondents were reported to be Muslims (Table 4.24).

Table: 4.24

Religion of Employees

Particulars	Number	Percentage
Hindu	69	86.25
Muslim	11	14.00
Sikh	0	0.00
Christian	0	0.00
Jain	0	0.00
Buddhist	0	0.00
Total	80	100.00

Source: Field Survey

Caste of the employees is shown in Table 4.25. Slightly less than 1/3rd respondents were from General Caste while 30 per cent respondents were from OBC categories. Only 1/4th respondents were from Scheduled Castes.

Table: 4.25

Caste of Employees

Particulars	Number	Percentage
Scheduled Caste	20	25.00
Scheduled Tribe	0	0.00
OBC	24	30.00
Minority	11	13.75
General	25	31.25
Total	80	100.00

Source: Field Survey

Family occupation of the employees is shown in Table 4.26. Majority of the respondents reported that the main occupation of their

family is service (95 per cent). Only small proportion of respondents reported that the main occupation of their family is self employment and business.

Table: 4.26

Family Occupation of Employees

Particulars	Number	Percentage
Service	76	95.00
Business	1	1.25
Self-Employed	3	3.75
Labour	0	0.00
Agriculture	0	0.00
Others	0	0.00
Total	80	100.00

Source: Field Survey

All the respondents reported that they are from the Above Poverty Line (Table 4.27).

Table: 4.27

Economic Class of Employees

Particulars	Number	Percentage
Above Poverty Line (APL)	80	100.00
Below Poverty Line (BPL)	0	0.00
Total	80	100.00

Source: Field Survey

Annual family income of employees is shown in Table 4.28. More than 3/4th respondents reported that the annual family income is in between Rs. 1 lakh to Rs. 1.5 lakhs while 20 per cent respondents reported that their family income is above Rs. 3 lakhs.

Table: 4.28

Annual Family Income of Employees

(Rs.)

Particulars	Number	Percentage
Less than 1.0 Lakh	0	0.00
1 Lakh to 1.5 Lakh	61	76,25
2.0 Lakh to 2.5 Lakh	3	3,75
2.5 Lakh to 3 Lakh	0	0.00
3 Lakhs +	16	20.00
Total	80	100.00

Source: Field Survey

Age of employees is shown in Table 4.29. Most of the employees were found belonging to the middle age group. However, about 17 per cent respondents were from the low age group i.e. less than 30 years. Less than 1/3rd respondents were from the higher age group i.e. 50 years above.

Table: 4.29

Age of Employees

Particulars	Number	Percentage
Less than 20 years	0	0.00
20-25 years	9	11.25
25-30 years	5	6.25
30-35 years	12	15.00
35-40 years	13	16.25
40-45 years	12	15.00
45-50 years	4	5.00
50-55 years	12	15.00
55-60 years	13	16.25
60 + years	0	0.00
Total	80	100.00

Source: Field Survey

Educational qualifications of employees are shown in Table 4.30. Slightly less than 1/3rd respondents were graduates while 10 per cent respondents were postgraduates. A large proportion of respondents revealed that their educational level is high school and intermediate (35 per cent). About 19 per cent respondents reported that they are junior high school pass.

Table: 4.30

Educational Qualifications of Employees

Particulars	Number	Percentage
Illiterate	0	0.00
Literate	1	1.25
Primary	3	3.75
Junior High School	15	18.75
High School	12	15.00
Intermediate	16	20.00
Graduate	25	31.25
Post Graduate	8	10.00
Total	80	100.00

Source: Field Survey

Technical education of employees is shown in Table 4.31. About 17 per cent respondents reported that they have received technical education. However, majority of the respondents reported that they have not received any technical education.

Table: 4.31

Technical Education of Employees

Particulars	Number	Percentage
Yes	14	17.50
No	66	82.50
Total	80	100.00

Source: Field Survey

Gross monthly income of employees is shown in Table 4.32. More than 3/4th respondents reported that their monthly income is in between Rs. 10000 to 15000. About 20 per cent respondents reported that their gross monthly salary is above Rs. 20000.

Table: 4.32

Gross Monthly Income of Employees

(Rs.)

Particulars	Number	Percentage
Less than Rs. 5000	0	0.00
Rs. 5000-10000	0	0.00
Rs. 10000-15000	61	76.25
Rs. 15000-20000	2	2.50
Rs. 20000-25000	10	12.50
Rs. 25000-30000	4	5.00
Rs. 30000 +	3	3.75
Total	80	100.00

Source: Field Survey

Nature of job of employees is shown in Table 4.33. All the respondents reported that they are regular employees of the Corporation.

Table: 4.33

Nature of Job of Employees

Particulars	Number	Percentage
Contractual	0	0.00
Ad-hoc	0	0.00
Regular	80	100.00
Total	80	100.00

Source: Field Survey

Job tenure of employees is shown in Table 4.34. About 36 per cent respondents reported that their job tenure is more than 20 years. About 1/4th respondents reported that the job tenure is less than 5 years.

Table: 4.34

Job Tenure of Employees

Particulars	Number	Percentage
Less than 2 years	10	12.50
2-5 years	9	11.25
5-8 years	5	6.25
8-12 years	10	12.50
12-15 years	11	13.75
15-20 years	6	7.50
20+ years	29	36.25
Total	80	100.00

Source: Field Survey

Frequency in promotion of employees is shown in Table 4.35. Most of the respondents reported that they have not received any

promotion (96.25 per cent). Only a negligible proportion of respondents reported that they have been promoted once (3.75 per cent).

Table: 4.35

Frequency in Promotion of Employees

Particulars	Number	Percentage
None	77	96.25
Once	3	3.75
Twice	0	0.00
Thrice	0	0.00
More than thrice	0	0.00
Total	80	100.00

Source: Field Survey

All most all the respondents reported that they are working in groups. However, 5 per cent respondents reported that they are working independently (Table 4.36).

Table: 4.36

Employees Working in Group

Particulars	Number	Percentage
Yes	76	95.00
No	4	5.00
Total	80	100.00

Source: Field Survey

All the respondents reported that they are receiving cooperation from their colleagues and superiors always (Table 4.37).

Table: 4.37

Cooperation Received by Employees from Colleagues and Superiors

Particulars	Colleagues	Superiors
Always	80 (100.00)	80 (100.00)
Sometimes	0 (0.00)	0 (0.00)
Occasionally	0 (0.00)	0 (0.00)
Never	0 (0.00)	0 (0.00)
Total	80 (100.00)	80 (100.00)

Source: Field Survey

Satisfaction of employees from their job is shown in Table 4.38. Most of the respondents were found dissatisfied with their job (83.75 per cent). Thus, only 16.25 per cent respondents were found satisfied with their jobs.

Table: 4.38

Satisfaction of Employees from their Job

Particulars	Number	Percentage
Very Satisfied	0	0.00
Satisfied	13	16.25
Somewhat Satisfied	0	0.00
Do Not Satisfied	67	83.75
Total	80	100.00

Source: Field Survey

Lack of improved instruments, materials, tools, public pressure and adverse working conditions, low salary, long working hours, etc. are

the important factors which affect job performance of employees (Table 4.39).

Table: 4.39

Factors Affecting Job Performance of Employees

Particulars	Number	Percentage
Low Salary	1	1.49
Long Working Hours	1	1.49
Non-Cooperation from Superiors	0	0.00
Non-Cooperation from Colleagues	0	0.00
Public Pressure	7	10.45
Lack of improved equipments, materials, tools	67	100.00
Adverse working conditions	1	1.49
Others	3	4.48
Total	80	100.00

Source: Field Survey

Challenges of job are shown in Table 4.40. All the respondents reported that they are facing challenges in performance of their job.

Table: 4.40

Challenges of Job

Particulars	Number	Percentage
Yes	80	100.00
No	0	0.00
Total	535	100.00

Source: Field Survey

All the respondents reported that the vacancies are being filled within the Corporation (Table 4.41).

Table: 4.41

Filling of Vacancies from Inside/Outside

Particulars	Number	Percentage
From Inside	80	100.00
From Outside	0	0.00
Total	80	100.00

Source: Field Survey

Those who were promoted further reported that the basis of promotion has been merit, experience and job performance (Table 4.42).

Table: 4.42

Basis of Promotion - Merit, Experience & Job Performance Considered

Particulars	Number	Percentage
Always	3	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	3	100.00

Source: Field Survey

All the respondents reported that fairness in distribution of work to employees is always maintained in the Corporation (Table 4.43).

Table: 4.43

Fairness in Distribution of Work to Employees

Particulars	Number	Percentage
Always	80	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	80	100.00

Source: Field Survey

Jal Kal Employees

Religion of employees is shown in Table 4.44. Most of the respondents were Hindus (94 per cent). Only 6 per cent respondents were Muslims.

Table: 4.44

Religion of Employees

Particulars	Number	Percentage
Hindu	94	94.00
Muslim	6	6.00
Sikh	0	0.00
Christian	0	0.00
Jain	0	0.00
Buddhist	0	0.00
Total	100	100.00

Source: Field Survey

Caste of employees is shown in Table 4.45. About half of the respondents were from General Castes while more than 1/4th respondents were from OBC categories. Only 18 per cent respondents were from Scheduled Castes.

Table: 4.45

Caste of Employees

Particulars	Number	Percentage
Scheduled Caste	18	18.00
Scheduled Tribe	0	0.00
OBC	27	27.00
Minority	6	6.00
General	49	49.00
Total	100	100.00

Source: Field Survey

Family occupation of employees is shown in Table 4.46. Majority of the respondents reported that the main occupation of their family is service (90 per cent). Only 10 per cent respondents reported that business and self employment is the main occupation of their family.

Table: 4.46

Family Occupation of Employees

Particulars	Number	Percentage
Service	90	90.00
Business	5	5.00
Self-Employed	5	5.00
Labour	0	0.00
Agriculture	0	0.00
Others	0	0.00
Total	100	100.00

Source: Field Survey

All the respondents were from the APL families (Table 4.47).

Table: 4.47

Economic Class of Employees

Particulars	Number	Percentage
Above Poverty Line (APL)	100	100.00
Below Poverty Line (BPL)	0	0.00
Total	100	100.00

Source: Field Survey

All the respondents reported that their annual family income is above Rs. 3 lakhs (Table 4.48).

Table: 4.48**Annual Family Income of Employees****(Rs.)**

Particulars	Number	Percentage
Less than 1.0 Lakh	0	0.00
1 Lakh to 1.5 Lakh	0	0.00
2.0 Lakh to 2.5 Lakh	0	0.00
2.5 Lakh to 3 Lakh	0	0.00
3 Lakhs +	100	100.00
Total	100	100.00

Source: Field Survey

Age of Employees is shown in Table 4.49. About 2/3rd respondents were found belonging to the age group of 50 years and above while 24 per cent respondents were from the age group of 45-50 years. Thus, the proportion of employees representing low age group was reported very low.

Table: 4.49**Age of Employees**

Particulars	Number	Percentage
Less than 20 years	0	0.00
20-25 years	1	1.00
25-30 years	3	3.00
30-35 years	2	2.00
35-40 years	3	3.00
40-45 years	3	3.00
45-50 years	24	24.00
50-55 years	27	27.00
55-60 years	37	37.00
60 + years	0	0.00
Total	100	100.00

Source: Field Survey

Educational qualifications of employees are shown in Table 4.50. More than 1/4th respondents were graduates while 18 per cent respondents were postgraduates. 44 per cent respondents reported that they are intermediates. Thus, the educational levels of the Jal Kal employees were reported to be significant. The orientation, capacity building and training of such employees is easy as compared to the other categories of employees.

Table: 4.50

Educational Qualification of Employees

Particulars	Number	Percentage
Illiterate	0	0.00
Literate	0	0.00
Primary	0	0.00
Junior High School	3	3.00
High School	9	9.00
Intermediate	44	44.00
Graduate	26	26.00
Post Graduate	18	18.00
Total	100	100.00

Source: Field Survey

Majority of the respondents revealed that they have received technical education (56 per cent). However, 44 per cent respondents reported that they have not received any technical education (Table 5.51).

Table: 4.51

Technical Education of Employees

Particulars	Number	Percentage
Yes	56	56.00
No	44	44.00
Total	100	100.00

Source: Field Survey

Gross monthly income of employees is shown in Table 4.52. About 3/4th respondents reported that their monthly income is above Rs. 30000. More than 1/4th respondents revealed that their monthly income is in between Rs. 25000 to 30000.

Table: 4.52

Gross Monthly Income of Employees

(Rs.)

Particulars	Number	Percentage
Less than Rs. 5000	0	0.00
Rs. 5000-10000	0	0.00
Rs. 10000-15000	0	0.00
Rs. 15000-20000	0	0.00
Rs. 20000-25000	0	0.00
Rs. 25000-30000	26	26.00
Rs. 30000 +	74	74.00
Total	100	100.00

Source: Field Survey

Nature of job of employees is shown in Table 4.53. All the respondents reported that they are regular in the Corporation.

Table: 4.53

Nature of Job Employees

Particulars	Number	Percentage
Contractual	0	0.00
Ad-hoc	0	0.00
Regular	100	100.00
Total	100	100.00

Source: Field Survey

Job tenure of employees is shown in Table 4.54. About 3/4th respondents reported that the job tenure is more than 20 years. Only 7 per cent respondents reported that their job tenure is less than 12 years. About 19 per cent respondents reported that their job tenure is in between 12 to 20 years.

Table: 4.54

Job Tenure of Employees

Particulars	Number	Percentage
Less than 2 years	0	0.00
2-5 years	5	5.00
5-8 years	1	1.00
8-12 years	1	1.00
12-15 years	9	9.00
15-20 years	10	10.00
20+ years	74	74.00
Total	100	100.00

Source: Field Survey

Frequency in promotion of employees is shown in Table 4.55. Most of the respondents reported that they have received promotion for

one time. However, 46 per cent respondents revealed that they have not received any promotion.

Table: 4.55

Frequency in Promotion of Employees

Particulars	Number	Percentage
None	46	46.00
Once	54	54.00
Twice	0	0.00
Thrice	0	0.00
More than thrice	0	0.00
Total	100	100.00

Source: Field Survey

More than 3/4th respondents reported that they are working in groups. However, 1/4th respondents reported that they are working independently (Table 4.56).

Table: 4.56

Employees Working in Group

Particulars	Number	Percentage
Yes	76	76.00
No	24	24.00
Total	100	100.00

Source: Field Survey

All the respondents reported that they getting cooperation from their colleagues and superiors always in performance of their job (Table 4.57).

Table: 4.57

Cooperation Received by Employees from Colleagues and Superiors

Particulars	Colleagues	Superiors
Always	100 (100.00)	100 (100.00)
Sometimes	0 (0.00)	0 (0.00)
Occasionally	0 (0.00)	0 (0.00)
Never	0 (0.00)	0 (0.00)
Total	100 (100.00)	100 (100.00)

Source: Field Survey

All the respondents were found satisfied from their job (Table 4.58).

Table: 4.58

Satisfaction of Employees from their Job

Particulars	Number	Percentage
Very Satisfied	0	0.00
Satisfied	100	100.00
Somewhat Satisfied	0	0.00
Do Not Satisfied	0	0.00
Total	100	100.00

Source: Field Survey

All the respondents reported that they are facing challenges in their job performance (Table 4.59).

Table: 4.59

Challenges of Job

Particulars	Number	Percentage
Yes	100	100.00
No	0	0.00
Total	100	100.00

Source: Field Survey

Majority of the respondents reported that the vacancies are being filled from outside as they are from centralized and non-centralized services. However, 20 percent respondents reported that vacancies are being filled from inside (Table 4.60).

Table: 4.60

Filling of Vacancies from Inside/Outside

Particulars	Number	Percentage
From Inside	20	20.00
From Outside	80	80.00
Total	100	100.00

Source: Field Survey

All the respondents who received promotion reported that the basis of their promotion has been merit, experience and job performance (Table 4.61).

Table: 4.61

Basis of Promotion - Merit, Experience & Job Performance Considered

Particulars	Number	Percentage
Always	54	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	54	100.00

Source: Field Survey

All the respondents reported that there has been fairness in distribution of work to employees always (Table 4.62).

Table: 4.62

Fairness in Distribution of Work to Employees

Particulars	Number	Percentage
Always	100	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	100	100.00

Source: Field Survey

Engineers & Technicians

More than half of the respondents were from the Civil Engineering Department while 35 per cent respondents were from Electrical and Mechanical Engineering Department. Only 12 per cent respondents were from Traffic Department (Table 4.63).

Table: 4.63

Sections/Departments-wise Distribution of Respondents

Particulars	Number	Percentage
Civil Engineering	9	52.94
Electrical & Mechanical Engineering	6	35.29
Traffic	2	11.76
Total	17	100.00

Source: Field Survey

More than half of the respondents were Junior Engineers while 18 per cent respondents were Assistant Engineers. About 12 per cent respondents were Executive Engineers (Table 4.64).

Table: 4.64

Designation of Respondents

Particulars	Number	Percentage
Executive Engineers	2	11.76
Assistant Engineers	3	17.65
Junior Engineers	9	52.94
Others	3	17.65
Total	17	100.00

Source: Field Survey

Majority of the respondents were Hindus (88.24 per cent). Only 11.76 per cent respondents were Muslims (Table 4.65).

Table: 4.65

Religion of Employees

Particulars	Number	Percentage
Hindu	15	88.24
Muslim	2	11.76
Sikh	0	0.00
Christian	0	0.00
Jain	0	0.00
Buddhist	0	0.00
Total	17	100.00

Source: Field Survey

About 53 per cent respondents were from General Castes while about 1/4th respondents were from Scheduled Castes. 12 per cent respondents were from OBCs and similar proportion of respondents was found belonging to minority communities (Table 4.66).

Table: 4.66**Caste of Employees**

Particulars	Number	Percentage
Scheduled Caste	4	23.53
Scheduled Tribe	0	0.00
OBC	2	11.76
Minority	2	11.76
General	9	52.94
Total	17	100.00

Source: Field Survey

Age of employees is shown in Table 4.67. Majority of the respondents were found belonging to the age group of 45 and above years. Only 18 per cent respondents were found belonging to the age group of less than 30 years.

Table: 4.67**Age of Employees**

Particulars	Number	Percentage
Less than 20 years	0	0.00
20-25 years	1	5.88
25-30 years	2	11.76
30-35 years	0	0.00
35-40 years	0	0.00
40-45 years	2	11.76
45-50 years	5	29.41
50-55 years	5	29.41
55-60 years	2	11.76
60 + years	0	0.00
Total	17	100.00

Source: Field Survey

Educational qualifications of employees are shown in Table 4.68. About 1/4th respondents were below graduates while about 29 per cent respondents were graduates and postgraduates. More than half of the respondents had other qualifications, mainly diploma and certificates.

Table: 4.68

Educational Qualification of Employees

Particulars	Number	Percentage
Below Graduate	4	23.53
Graduate	3	17.65
Post Graduate	2	11.76
Others	9	52.94
Total	17	100.00

Source: Field Survey

Technical education of employees is shown in Table 4.69. Majority of the respondents revealed that they have received technical education (82.35 per cent). Thus, only 17.65 per cent respondents reported that they have not received any technical education.

Table: 4.69

Technical Education of Employees

Particulars	Number	Percentage
Yes	14	82.35
No	3	17.65
Total	17	100.00

Source: Field Survey

Nature of job of employees is shown in Table 4.70. All the respondents reported that they are permanent employees.

Table: 4.70

Nature of Job of Employees

Particulars	Number	Percentage
Permanent	17	100.00
Temporary	0	0.00
Total	17	100.00

Source: Field Survey

Job tenure of employees is shown in Table 4.71. About 18 per cent respondents reported that their job tenure is 30 years and above. About 1/4th respondents reported that the job tenure is less than 15 years. About 30 per cent respondents further reported that their job tenure is in between 15 to 20 years while similar proportion of respondents reported that their job tenure is in between 20 to 30 years.

Table: 4.71

Job Tenure of Employees

Particulars	Number	Percentage
Less than 5 years	3	17.65
5-10 years	0	0.00
10-15 years	1	5.88
15-20 years	5	29.41
20-25 years	3	17.65
25-30 years	2	11.76
30+ years	3	17.65
Total	17	100.00

Source: Field Survey

Frequency in promotion of employees is shown in Table 4.72. Majority of the respondents reported that they have not been promoted (64.71 per cent). Only 35 per cent respondents accepted that they have been promoted once.

Table: 4.72

Frequency in Promotion of Employees

Particulars	Number	Percentage
None	11	64.71
Once	6	35.29
Twice	0	0.00
Thrice	0	0.00
More than thrice	0	0.00
Total	17	100.00

Source: Field Survey

Majority of the respondents reported that they are receiving cooperation from their colleagues and superiors for job performance. However, a few respondents reported that they are not getting cooperation from their colleagues always (Table 4.73).

Table: 4.73

Cooperation Received by Employees from Colleagues and Superiors

Particulars	Colleagues	Superiors
Always	14 (82.35)	16 (94.12)
Sometimes	1 (5.88)	1 (5.88)
Occasionally	2 (11.76)	0 (0.00)
Never	0 (0.00)	0 (0.00)
Total	17 (100.00)	17 (100.00)

Source: Field Survey

Satisfaction of employees from their job is shown in Table 4.74. Most of the respondents were found satisfied with their job. However, about 6 per cent respondents were found dissatisfied.

Table: 4.74

Satisfaction of Employees from their Job

Particulars	Number	Percentage
Very Satisfied	2	11.76
Satisfied	13	76.47
Somewhat Satisfied	1	5.88
Do Not Satisfied	1	5.88
Total	17	100.00

Source: Field Survey

Political interference, lack of conducive environment, long working hours and various other factors are affecting the job performance of employees (4.75).

Table: 4.75

Factors Affecting Job Performance

Particulars	Number	Percentage
Low Salary	0	0.00
Long Working Hours	4	23.53
Non Cooperation from Juniors	0	0.00
Non Cooperation from Colleagues	0	0.00
Political Interference	5	29.41
Lack of Conducive Environment	4	23.53
Others	11	64.70
Total	17	100.00

Source: Field Survey

All the respondents reported that they are facing challenges in performance of job (Table 4.76).

Table: 4.76
Challenges of Job

Particulars	Number	Percentage
Yes	17	100.00
No	0	0.00
Can Not Say	0	0.00
Total	17	100.00

Source: Field Survey

Those who got the promotion reported that the basis of their promotion has been merit, experience and job performance (Table 4.77).

Table: 4.77
Basis of Promotion - Merit, Experience & Job Performance Considered

Particulars	Number	Percentage
Always	6	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	6	100.00

Source: Field Survey

Majority of the respondents reported that fairness in distribution of work is always maintained in the Corporation. However, 17.65 per cent respondents reported that fairness in distribution of work to employees is maintained sometimes in the Corporation (Table 4.78).

Table: 4.78

Fairness in Distribution of Work to Employees

Particulars	Number	Percentage
Always	14	82.35
Sometimes	3	17.65
Occasionally	0	0.00
Never	0	0.00
Total	17	100.00

Source: Field Survey

Finance & Audit Employee

Most of the respondents were from the Finance, Revenue and Tax Departments (74.09 per cent). About 15 per cent respondents were from Audit Department while 11 per cent respondents were from Account Section (Table 4.79).

Table: 4.79

Sections/Departments-wise Distribution of Respondents

Particulars	Number	Percentage
Finance/Tax	20	74.09
Accounts	3	11.11
Audit	4	14.82
Total	27	100.00

Source: Field Survey

Almost all the respondents were Hindus. Only 1 respondent was found belong to Muslim community (Table 4.80).

Table: 4.80**Religion of Employees**

Particulars	Number	Percentage
Hindu	26	96.30
Muslim	1	3.70
Sikh	0	0.00
Christian	0	0.00
Jain	0	0.00
Buddhist	0	0.00
Total	27	100.00

Source: Field Survey

About 60 per cent respondents were from lower communities i.e. Scheduled Castes and OBCs while 37 per cent respondents were from General Castes (Table 4.81).

Table: 4.81**Caste of Employees**

Particulars	Number	Percentage
Scheduled Caste	7	25.93
Scheduled Tribe	0	0.00
OBC	9	33.33
Minority	1	3.70
General	10	37.04
Total	27	100.00

Source: Field Survey

Age of respondents is shown in Table 4.82. About 2/5th respondents were from the age group of 35-40 years while same proportion of respondents was found belonging to the age group of 40-50 years.

Table: 4.82
Age of Employees

Particulars	Number	Percentage
Less than 20 years	0	0.00
20-25 years	0	0.00
25-30 years	0	0.00
30-35 years	0	0.00
35-40 years	12	44.44
40-45 years	8	29.63
45-50 years	4	14.81
50-55 years	2	7.40
55-60 years	1	3.70
60 + years	0	0.00
Total	27	100.00

Source: Field Survey

Majority of the respondents were found postgraduates (59.26 per cent) while 37 per cent respondents were graduates (Table 4.83).

Table: 4.83
Educational Qualification of Employees

Particulars	Number	Percentage
Below Graduate	1	3.70
Graduate	10	37.04
Post Graduate	16	59.26
Others	0	0.00
Total	27	100.00

Source: Field Survey

Professional qualification of employees is shown in Table 4.84. About 22 per cent respondents reported that they have received professional education.

Table: 4.84

Professional Qualification of Employees

Particulars	Number	Percentage
Yes	6	22.22
No	21	77.78
Total	27	100.00

Source: Field Survey

All the respondents reported that they are permanent in the organization (Table 4.85).

Table: 4.85

Nature of Job Employees

Particulars	Number	Percentage
Permanent	27	100.00
Temporary	0	0.00
Total	27	100.00

Source: Field Survey

Job tenure of employees is shown in Table 4.86. Majority of the respondents reported that their job tenure is less than 15 years. About 15 per cent respondents reported that the job tenure is more than 25 years.

Table: 4.86

Job Tenure of Employees

Particulars	Number	Percentage
Less than 5 years	2	7.40
5-10 years	6	22.22
10-15 years	10	37.04
15-20 years	3	11.11
20-25 years	2	7.40
25-30 years	3	11.11
30+ years	1	3.70
Total	27	100.00

Source: Field Survey

Frequency in promotion of employees is shown in Table 4.87. All the respondents reported that they have not received any promotion. This is one of the major factor affecting the job performance and job dissatisfaction.

Table: 4.87

Frequency in Promotion of Employees

Particulars	Number	Percentage
None	27	100.00
Once	0	0.00
Twice	0	0.00
Thrice	0	0.00
More than thrice	0	0.00
Total	27	100.00

Source: Field Survey

Employees working in group are shown in Table 4.88. Most of the respondents reported that they are working independently (62.96 per cent). Only 37 per cent respondents revealed that they are working in groups.

Table: 4.88

Employees Working in Group

Particulars	Number	Percentage
Yes	10	37.04
No	17	62.96
Total	27	100.00

Source: Field Survey

All the respondents reported that they received cooperation from their colleagues and superiors always (Table 4.89).

Table: 4.89

Cooperation Received by Employees from Colleagues and Superiors

Particulars	Colleagues	Juniors
Always	27 (100.00)	27 (100.00)
Sometimes	0 (0.00)	0 (0.00)
Occasionally	0 (0.00)	0 (0.00)
Never	0 (0.00)	0 (0.00)
Total	27 (100.00)	27 (100.00)

Source: Field Survey

All the respondents were found satisfied with their job, however, the level of satisfaction from job was found low as majority of the respondents revealed that they are somewhat satisfied with their job (Table 4.90).

Table: 4.90

Satisfaction of Employees from their Job

Particulars	Number	Percentage
Very Satisfied	0	0.00
Satisfied	10	37.04
Somewhat Satisfied	17	62.96
Do Not Satisfied	0	0.00
Total	27	100.00

Source: Field Survey

Political inference and lack of conducive environment are the two important factors affecting the job performance (Table 4.91).

Table: 4.91

Factors Affecting Job Performance

Particulars	Number	Percentage
Low Salary	0	0.00
Long Working Hours	0	0.00
Non Cooperation from Juniors	0	0.00
Non Cooperation from Colleagues	0	0.00
Political Interference	17	62.96
Lack of Conducive Environment	10	37.04
Others	0	0.00
Total	27	100.00

Source: Field Survey

All the respondents reported that they are facing challenges in performance of job (Table 4.92).

Table: 4.92

Challenges of Job

Particulars	Number	Percentage
Yes	27	100.00
No	0	0.00
Can Not Say	0	0.00
Total	27	100.00

Source: Field Survey

All the respondents reported that fairness in distribution of work to employees is always maintained in the organization (Table 4.93).

Table: 4.93

Fairness in Distribution of Work to Employees

Particulars	Number	Percentage
Always	27	100.00
Sometimes	0	0.00
Occasionally	0	0.00
Never	0	0.00
Total	27	100.00

Source: Field Survey

The profile of employees simply demonstrates that majority of the respondents are Hindus and belonging to weaker sections of the society, mainly sanitary workers and sanitary inspectors. The educational levels among sanitary workers and sanitary inspectors have been reported to be very low and thus, it is very challenging to impart education and provide orientation to them for the capacity building. The other employees have educational qualifications including the technical and professional qualifications and thus they may be provided orientation and training for enhancing their skills. The promotional opportunities in the Corporation have been reported to be very low and this is one of the major factors for dissatisfaction and unrest among the employees particularly among the sanitary workers and sanitary inspectors. Most of the employees reported that they are regular and permanent and their job tenure is more than 10 years and thus, they are deserving for due promotion. Most of the respondents reported that they are receiving desired cooperation from their colleagues and superiors for job performance however; political inference, non-conducive environment, public pressure, etc. affect their job performance.

Chapter-5

Training Needs Assessment

Capacity building of municipal personnel is imperative to strengthen and improve the abilities of personnel and organizations to perform their tasks in effective, efficient and sustainable management. Capacity building needs assessment is of paramount importance for developing a roadmap for training and capacity building of the municipal personnel. In this part of the report, an attempt has been made to examine the training needs assessment of the municipal personnel in Allahabad Municipal Corporation.

Out of 759 employees who were surveyed, only 97 employees accepted that they have received any training. Thus, less than 13 per cent employees have received any kind of training. This was found more pronouncing in case of employees of Water Works (56 per cent) followed by employees of Finance, Accounts and Audit (40.74 per cent). Interestingly, no sanitary worker has received any kind of training. Even more than 70 per cent Engineers and Technicians have not received any kind of training. Similarly, less than 70 per cent Sanitary Inspectors and Nayaks have not received any kind of training. Thus, there is wider scope of training and capacity building for the municipal personnel (Table 5.1).

Table: 5.1

Receiving of Training by Respondents

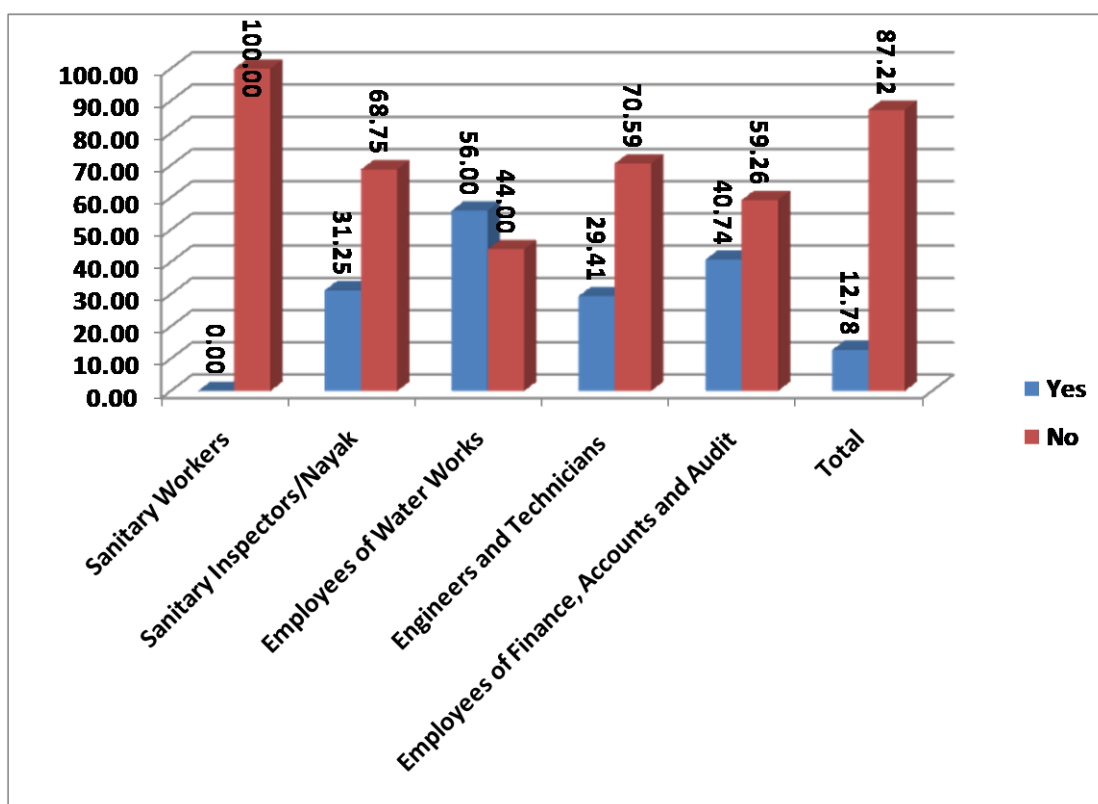
Employees	Yes	No	Total
Sanitary Workers	--	535 (100.00)	535 (100.00)
Sanitary Inspectors/Nayak	25 (31.25)	55 (68.75)	80 (100.00)
Employees of Water Works	56 (56.00)	44 (44.00)	100 (100.00)

Engineers and Technicians	5 (29.41)	12 (70.59)	17 (100.00)
Employees of Finance, Accounts and Audit	11 (40.74)	16 (59.26)	27 (100.00)
Total	97 (12.78)	662 (87.22)	759 (100.00)

Source: Field Survey.

Chart: 5.1

Receiving of Training by Respondents



Preference of training is shown in Table 5.2. Most of the respondents have preferred technical skills training except the employees of Finance, Accounts and Audit Departments who have preferred managerial skill training. The second preference of training has been reported to be behavioral skills and the third preference of training was reported to be managerial skills.

Table: 5.2

Preference of Training

Employees	Managerial Skills	Behavioural Skills	Technical Skills
Sanitary Workers	3	2	1
Sanitary Inspectors/Nayak	3	2	1
Employees of Water Works	3	2	1
Engineers and Technicians	3	2	1
Employees of Finance, Accounts and Audit	1	2	3

Source: Field Survey.

Preference of managerial skill training is shown in Table 5.3. Motivation, leadership development, organizational climate and culture, performance appraisal and organizational behavior are the preference areas of managerial skill training of the employees. However, preference of managerial skill training varies depending upon the categories of employees.

Table: 5.3

Preference of Managerial Skills Training

Employees	Leadership Development	Motivation	Organizational Culture and Climate	Performance Appraisal	Organizational Behavior
Sanitary Workers	2	1	3	4	5
Sanitary Inspectors/Nayak	3	2	1	4	5
Employees of Water Works	2	1	5	3	4
Engineers and Technicians	5	1	2	4	3
Employees of Finance, Accounts and Audit	1	2	3	5	4

Source: Field Survey.

Preference of behavioral skill training is shown in Table 5.4. Attitudinal change, communication, job roles, responsibility and satisfaction, personality development, time management and ethics and social accountability are important areas of behavioral skill training for the employees. However order of preference of behavioral skill training varies depending upon the categories of employees.

Table: 5.4

Preference of Behavioral Skills Training

Employees	Attitudinal Change	Communication	Job Roles, Responsibility and Satisfaction	Personality Development	Time Management	Ethics and Social Accountability
Sanitary Workers	1	2	3	4	5	6
Sanitary Inspectors/ Nayak	1	2	3	4	5	6
Employees of Water Works	1	2	3	5	4	6
Engineers and Technicians	1	2	3	4	5	6
Employees of Finance, Accounts and Audit	4	1	5	3	6	2

Source: Field Survey.

Preference of technical skill training is shown in Table 5.5. Use of machines, instruments, tools and materials has been the first preference of sanitary workers, sanitary inspectors/nayaks while occupational health hazards has been the second priority of technical skill training to them. New technology, computer application and

e-governance are the other priority areas of technical skill training for the municipal personnel.

Table: 5.5

Preference of Technical Skills Training

Employees	Computer Application	E-Governance	New Technology	Occupational Health Hazards	Use of Machines, Instruments, Tools and Materials
Sanitary Workers	4	5	3	2	1
Sanitary Inspectors/ Nayak	4	5	3	2	1
Employees of Water Works	5	6	3	--	--
Engineers and Technicians	1	4	2	5	--
Employees of Finance, Accounts and Audit	3	4	5	--	--

Source: Field Survey.

Preference of training institutions is shown in Table 5.6. Most of the respondents were found in favour of private institutions for providing training to municipal personnel (85.90 per cent). This was found more pronouncing in case of sanitary workers and sanitary inspectors/nayaks. Only 6 per cent respondents were in favour of academic institutions while 4 per cent respondents were in favour of NGOs. Thus, less than 4 per cent respondents were in favour of government institutions for providing training to them. This was found more pronouncing in case of Engineers and Technicians (41 per cent).

Table: 5.6

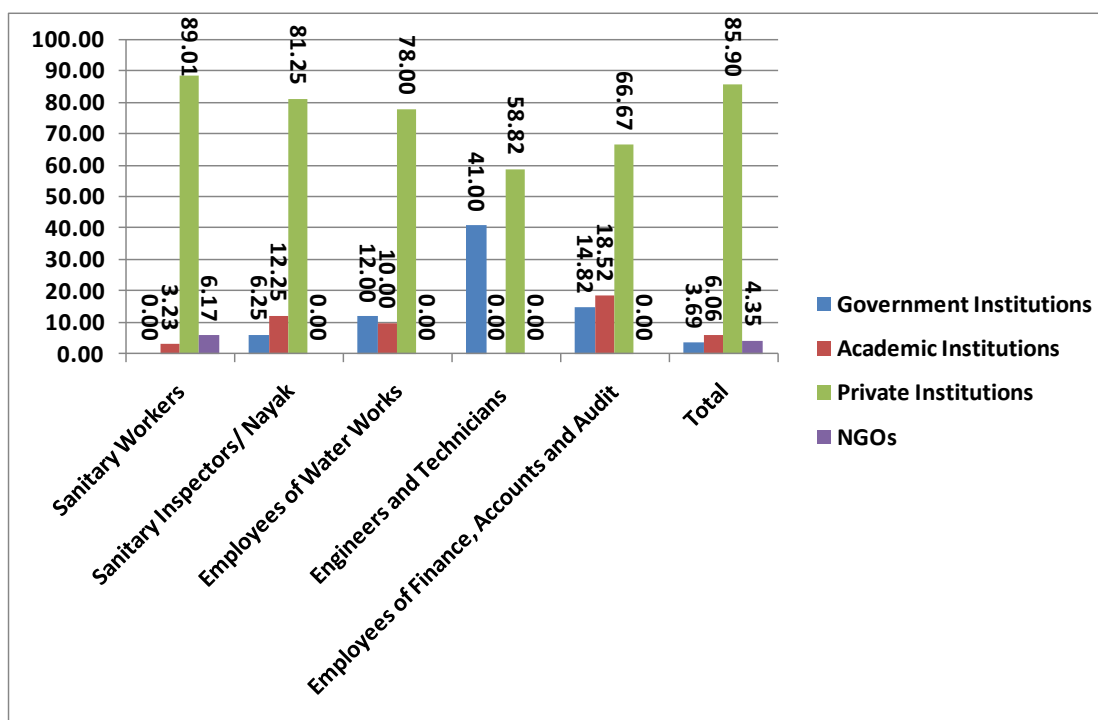
Preference of Training Institutions

Employees	Government Institutions	Academic Institutions	Private Institutions	NGOs	Total
Sanitary Workers	--	21 (3.23)	481 (89.01)	33 (6.17)	535 (100.00)
Sanitary Inspectors/ Nayak	5 (6.25)	10 (12.25)	65 (81.25)	--	80 (100.00)
Employees of Water Works	12 (12.00)	10 (10.00)	78 (78.00)	--	100 (100.00)
Engineers and Technicians	7 (41.00)	--	10 (58.82)	--	17 (100.00)
Employees of Finance, Accounts and Audit	4 (14.82)	5 (18.52)	18 (66.67)	--	27 (100.00)
Total	28 (3.69)	46 (6.06)	652 (85.90)	33 (4.35)	759 (100.00)

Source: Field Survey.

Chart: 5.2

Preference of Training Institutions



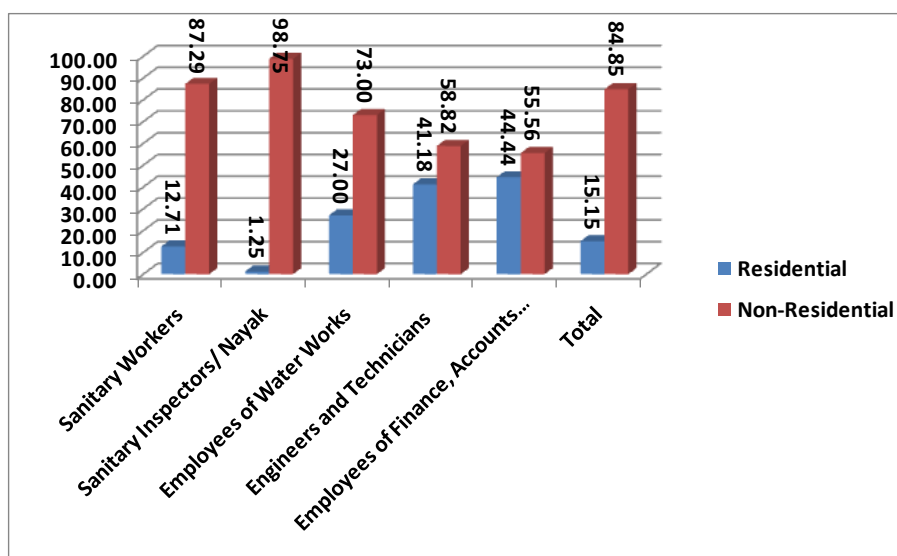
Preference of type of training is shown in Table 5.7. Majority of the respondents were in favour of non-residential training (84.85 per cent). This was found more pronouncing in case of sanitary inspectors/ nayaks (98.75 per cent) and sanitary workers (87.29 per cent). Thus, only 15 per cent respondents were in favour of residential training. This was found more pronouncing in case of employees of Finance, Accounts and Audit Departments (44.44 per cent) and Engineers and Technicians (41.18 per cent).

Table: 5.7
Preference of Type of Training

Employees	Residential	Non-Residential	Total
Sanitary Workers	68 (12.71)	467 (87.29)	535 (100.00)
Sanitary Inspectors/ Nayak	1 (1.25)	79 (98.75)	80 (100.00)
Employees of Water Works	27 (27.00)	73 (73.00)	100 (100.00)
Engineers and Technicians	7 (41.18)	10 (58.82)	17 (100.00)
Employees of Finance, Accounts and Audit	12 (44.44)	15 (55.56)	27 (100.00)
Total	115 (15.15)	644 (84.85)	759 (100.00)

Source: Field Survey.

Chart: 5.3
Preference of Type of Training



Preference of venue of training is shown in Table 5.8. More than 3/4th respondents were in favour of within the city while only 1/4th respondents preferred training outside of the city. The senior officials and particularly technical officials preferred training outside of the city while sanitary workers and sanitary inspectors preferred training within the city.

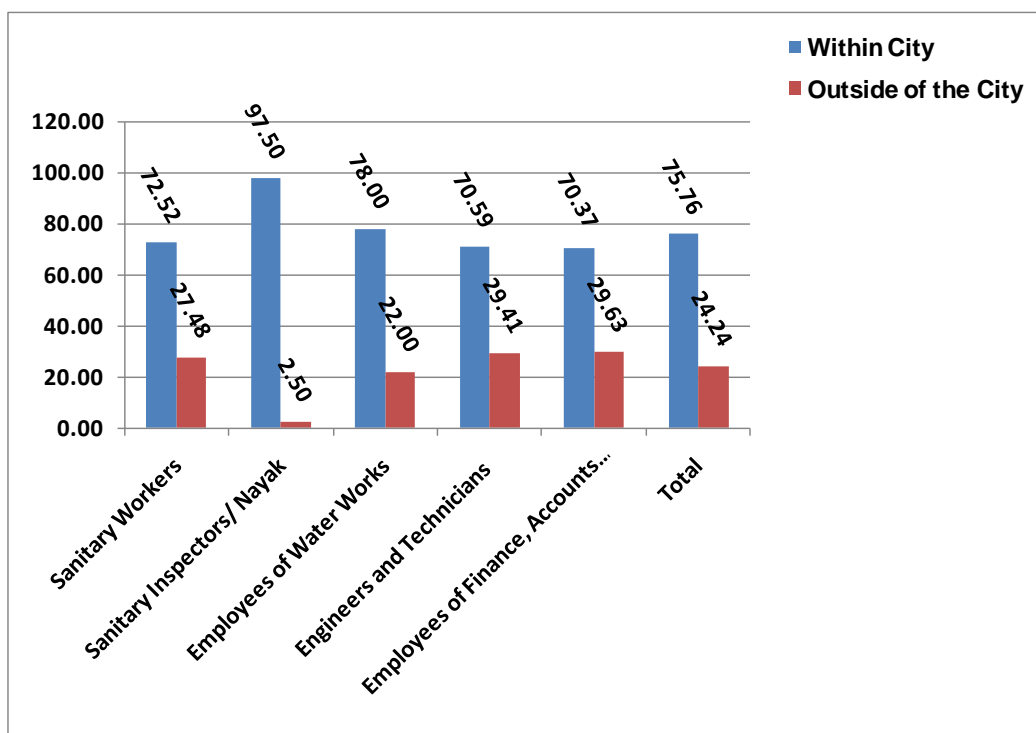
Table: 5.8
Preference of Venue of Training

Employees	Within City	Outside of the City	Total
Sanitary Workers	388 (72.52)	147 (27.48)	535 (100.00)
Sanitary Inspectors/ Nayak	78 (97.50)	2 (2.50)	80 (100.00)
Employees of Water Works	78 (78.00)	22 (22.00)	100 (100.00)
Engineers and Technicians	12 (70.59)	5 (29.41)	17 (100.00)
Employees of Finance, Accounts and Audit	19 (70.37)	8 (29.63)	27 (100.00)
Total	575 (75.76)	184 (24.24)	759 (100.00)

Source: Field Survey.

Chart: 5.4

Preference of Venue of Training



Preference of exposure visit is shown in Table 5.9. Majority of the respondents were in favour of exposure visit (71.28 per cent). This was found more pronouncing in case of Engineers and Technicians followed by Sanitary Inspectors/Nayaks and employees of Water Works. About 17 per cent respondents were not in favour of exposure visit. This was found more pronouncing in case of employees of Finance, Accounts and Audit Departments.

Table: 5.9

Preference of Exposure Visit

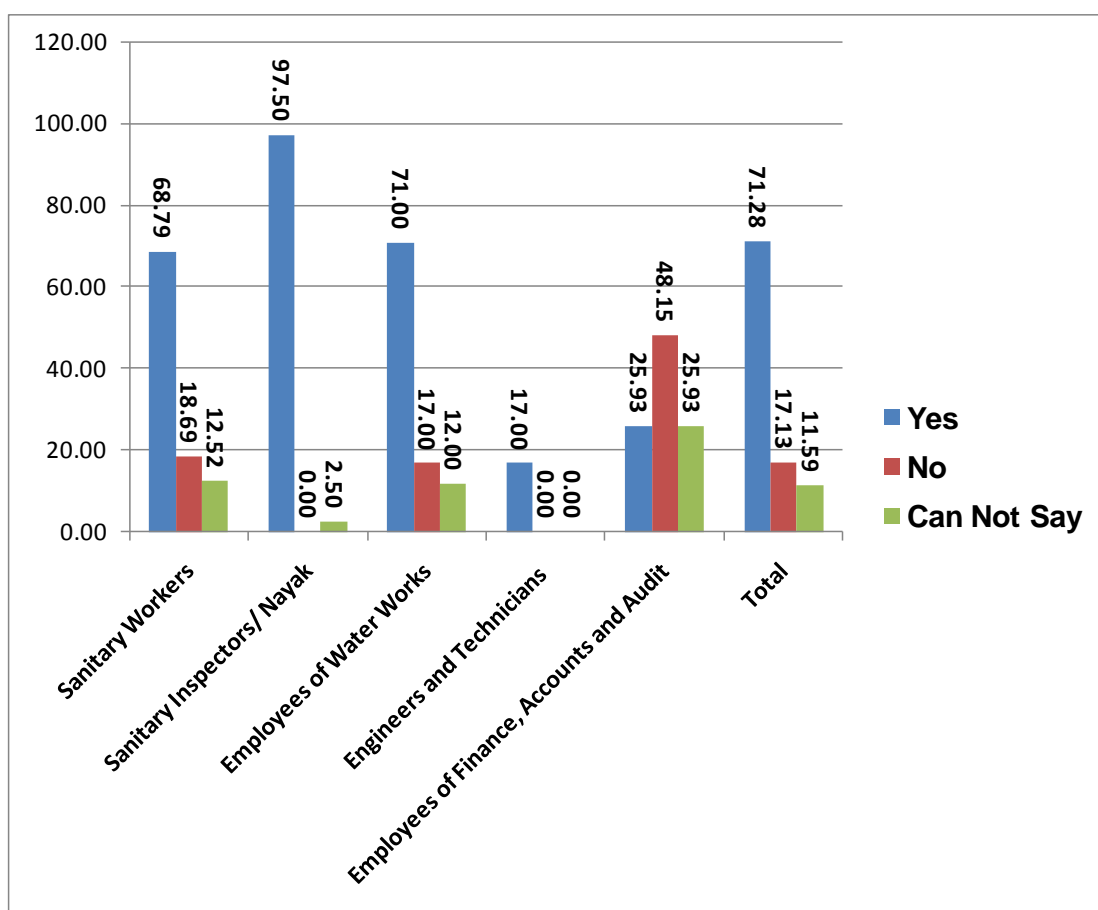
Employees	Yes	No	Can Not Say	Total
Sanitary Workers	368 (68.79)	100 (18.69)	67 (12.52)	535 (100.00)
Sanitary Inspectors/ Nayak	78 (97.50)	--	2 (2.50)	80 (100.00)
Employees of Water Works	71 (71.00)	17 (17.00)	12 (12.00)	100 (100.00)

Engineers and Technicians	17 (100.00)	--	--	17 (100.00)
Employees of Finance, Accounts and Audit	7 (25.93)	13 (48.15)	7 (25.93)	27 (100.00)
Total	541 (71.28)	130 (17.13)	84 (11.59)	759 (100.00)

Source: Field Survey.

Chart: 5.5

Preference of Exposure Visit



Sanitary Workers

All the sanitary workers reported that they have not received any kind of training in the past. Thus, there is wider scope for training and capacity building of sanitary workers as sanitation is the prime agenda of Municipal Corporation (Table 5.10).

Table: 5.10

Training Received by Employees in Past

Particulars	Number	Percentage
Yes	0	0.00
No	535	100.00
Total	535	100.00

Source: Field Survey

Preference of trainee needs is shown in Table 5.11. Sanitation, health and hygiene, solid waste management, occupational health hazards, community mobilization and participation in sanitation, water supply, sewerage and drainage, waste water generation, treatment and recycling, seepage management and application of solid waste management rules are some of the priority areas of training for sanitary workers. The least priority issues were reported to be urban management, low cost sanitation, privatization of sanitary works, convergence of dry toilets and rehabilitation of scavengers.

Table: 5.11

Preferences of Training Needs

Areas of Training	Preference
Personnel Management	11
Computer Application	12
Industrial Relations	13
Occupational Health Hazards	4
Sanitation	1
Health and Hygiene	2
Solid Waste Management	3
Water Supply, Sewerage and Drainage	6

Waste Water Generation, Treatment and Recycling	7
Seepage Management	8
Application of Solid Waste Management Rules	9
Application of New Technology in Sanitation and Handling of Waste	10
Community Mobilization and Participation in Sanitation	5
Privatization of Sanitary Works	17
Convergence of Dry Toilets and Rehabilitation of Scavengers	14
Low Cost Sanitation	15
Urban Management	16

Source: Field Survey

Preference of skill training for sanitary workers is shown in Table 5.12. The first preference was given to technical skills followed by behavioural skills and managerial skills. Sanitary workers need basically technical skills and education for improving their work efficiency.

Table: 5.12

Preferences of Skill Training

Areas of Skill Training	Preference
Managerial Skills	3
Behavioural Skills	2
Technical Skills	1

Source: Field Survey

Preference of managerial skill training is shown in Table 5.13. Motivation, leadership development, organizational culture and climate, performance appraisal and organizational behavior are the priority areas of managerial skill training to the sanitary workers.

Table: 5.13

Preferences of Managerial Skill Training

Areas of Skill Training	Preference
Leadership Development	2
Motivation	1
Organizational Culture and Climate	3
Performance Appraisal	4
Organizational Behaviour	5

Source: Field Survey

Preference of behavioural skill training is shown in Table 5.14. Attitudinal change, communication, personality development, job roles, responsibility and satisfaction, time management and ethics and social accountability are the priority areas of behavioral skill training to the sanitary workers.

Table: 5.14

Preferences of Behavioral Skill Training

Areas of Skill Training	Preference
Attitudinal Change	1
Communication	2
Job Roles, Responsibility and Satisfaction	4
Personality Development	3
Time Management	5
Ethics and Social Accountability	6

Source: Field Survey

Preference of technical skill training is shown in Table 5.15. Use of machines, instruments, tools and materials, occupational health hazards, new technology, computer application and e-governance are the preferred areas of technical skill training to the sanitary workers.

Table: 5.15

Preferences of Technical Skill Training

Areas of Skill Training	Preference
Computer Application	4
E-Governance	5
New Technology	3
Occupational Health Hazards	2
Use of Machines, Instruments, Tools and Materials	1

Source: Field Survey

Preferred duration of training is shown in Table 5.16. About 3/4th respondents have preferred training for 15 to 20 days while about 20 per cent respondents reported that they required training for 7 to 15 days. About 17 per cent respondents preferred training for 20-25 days. Training for sanitary workers may be provided basically for technical areas and due to educational backwardness and low educational levels, the duration of training for them is not possible beyond 3 days except in a few trades because they require orientation and exposure to the new instruments, tools and new technology for improving work efficiency.

Table: 5.16

Preferred Duration of Training

Particulars	Number	Percentage
2 days	0	0.00
2-5 days	0	0.00

5-7 days	0	0.00
7-10 days	35	6.54
10-15 days	65	12.15
15-20 days	398	74.39
20-25 days	37	6.92
25 + days	0	0.00
Total	535	100.00

Source: Field Survey

Preferred interval of training is shown in Table 5.17. More than 3/4th respondents were found in favour of training interval of 3-6 months. Only 14 per cent respondents preferred training interval of 3 months.

Table: 5.17

Preferred Interval of Training

Particulars	Number	Percentage
3 + months	75	14.02
3-6 months	422	78.88
6-12 months	38	7.10
12-18 months	0	0.00
18-24 months	0	0.00
24 + months	0	0.00
Total	535	100.00

Source: Field Survey

Preferred types of training organization are shown in Table 5.18. Majority of the respondents have preferred private institutions for imparting training. Only 4 per cent respondents were found in favour of

academic institutions while 6 per cent respondents preferred NGOs for imparting training to them.

Table: 5.18

Preferred Types of Training Organization

Particulars	Number	Percentage
Government Institutions	0	0.00
Academic Institutions	21	3.93
Private Institutions	481	89.91
NGOs	33	6.17
Total	535	100.00

Source: Field Survey

Preferred types of training are shown in Table 5.19. Majority of the respondents were found in favour of non-residential training (87.29 per cent). Only 13 per cent respondents were in favour of residential training.

Table: 5.19

Preferred Types of Training

Particulars	Number	Percentage
Residential	68	12.71
Non-Residential	467	87.29
Total	535	100.00

Source: Field Survey

Preferred mode of training is shown in Table 5.20. Slightly less than 3/4th respondents are reported that they will prefer documentary films while more than 1/4th respondents preferred field visits for training. However, training to sanitary workers will require a mix mode comprising of lectures, discussions, documentary films, field visits, etc.

Table: 5.20

Preferred Mode of Training

Particulars	Number	Percentage
Lecture	0	0.00
Documentary Film	388	72.52
Discussions	0	0.00
Field Visits	147	27.48
Total	535	100.00

Source: Field Survey

Preferred language of reading materials is shown in Table 5.21. All the respondents were in favour of Hindi language for reading materials. Due to educational backwardness and low level of education, developing course material is difficult task however; simple language and pictorial form of reading materials may be provided for their understanding of the subject.

Table: 5.21

Preferred Language of Reading Materials

Particulars	Number	Percentage
Hindi	535	100.00
English	0	0.00
Total	535	100.00

Source: Field Survey

Preferred reading materials are shown in Table 5.22. All the respondents preferred hard copy of reading materials as they are educationally backward and low educated.

Table: 5.22

Preferred Reading Materials

Particulars	Number	Percentage
Hard Copy	535	100.00
Soft Copy	0	0.00
Total	535	100.00

Source: Field Survey

Preferred venue of training is shown in Table 5.23. Slightly less than 3/4th respondents were found in favour of within city training while more than 1/4th respondents preferred training outside of the city.

Table: 5.23

Preferred Venue of Training

Particulars	Number	Percentage
Within City	388	72.52
Outside of the City	147	27.48
Total	535	100.00

Source: Field Survey

Preference of exposure visit is shown in Table 5.24. About 69 per cent respondents were found in favour of exposure visit for learning lessons from the best practices while rest were not in favour of exposure visit or not in position to say anything on this point.

Table: 5.24

Preference of Exposure Visit

Particulars	Number	Percentage
Yes	368	68.79
No	100	18.69
Can Not Say	67	12.52
Total	535	100.00

Source: Field Survey

Training in groups/batches is shown in Table 5.25. All the respondents reported that they required training in groups/batches.

Table: 5.25

Training in Groups/Batches

Particulars	Number	Percentage
Yes	535	100.00
No	0	0.00
Total	535	100.00

Source: Field Survey

All the respondents reported that they do not require training outside of the district (Table 5.26).

Table: 5.26

Training Outside of the District

Particulars	Number	Percentage
Yes	0	0.00
No	535	100.00
Total	535	100.00

Source: Field Survey

Sanitary Inspectors/ Nayaks

Most of the respondents reported that they have not received any kind of training in the past (68.75 per cent). However, 31.25 per cent respondents reported that they have received training in the past (Table 5.27).

Table: 5.27

Training Received by Employees in Past

Particulars	Number	Percentage
Yes	25	31.25
No	55	68.75
Total	80	100.00

Source: Field Survey

Those who received training reported that training has been helpful to some extent (68 per cent) however, 32 per cent such respondents reported that training was not helpful to them (Table 5.28).

Table: 5.28

Outcome of Training Received by Employees in Past-Up to What Extent Helpful

Particulars	Number	Percentage
To the great extent	0	0.00
To some extent	17	68.00
Not at all	8	32.00
Total	25	100.00

Source: Field Survey

Preference areas of training needs are shown in Table 5.29. Sanitation, health and hygiene, solid waste management, occupational health hazards, water supply, sewerage and drainage, waste water generation, treatment and recycling, seepage management, application of solid waste management rules are the preferred areas of training for sanitary inspectors/nayaks. Privatization of sanitary works, urban management, low cost sanitation, convergence of dry toilets and rehabilitation of scavengers, industrial relations are the least preferred areas of training to them.

Table: 5.29

Preferences of Training Needs

Areas of Training	Preference
Personnel Management	11
Computer Application	12
Industrial Relations	13
Occupational Health Hazards	4
Sanitation	1

Health and Hygiene	2
Solid Waste Management	3
Water Supply, Sewerage and Drainage	6
Waste Water Generation, Treatment and Recycling	7
Seepage Management	8
Application of Solid Waste Management Rules	9
Application of New Technology in Sanitation and Handling of Waste	10
Community Mobilization and Participation in Sanitation	5
Privatization of Sanitary Works	17
Convergence of Dry Toilets and Rehabilitation of Scavengers	14
Low Cost Sanitation	15
Urban Management	16

Source: Field Survey

Preferences of skill training are shown in Table 5.30. Technical skill, behavioral skills and managerial skills are the preferred areas of skill training.

Table: 5.30

Preferences of Skill Training

Areas of Skill Training	Preference
Managerial Skills	3
Behavioural Skills	2
Technical Skills	1

Source: Field Survey

Preferences of managerial skill training are shown in Table 5.31. Organizational culture and climate, motivation, leadership development, performance appraisal and organizational behavior are the preferred areas of managerial skill training to sanitary inspectors/nayaks.

Table: 5.31

Preferences of Managerial Skill Training

Areas of Skill Training	Preference
Leadership Development	3
Motivation	2
Organizational Culture and Climate	1
Performance Appraisal	4
Organizational Behaviour	5

Source: Field Survey

Preferences of behavioral skill training are shown in Table 5.32. Attitudinal change, communication, job roles, responsibility and satisfaction, personality development, time management and ethics and social accountability are the priority areas of behavioral skill training to the sanitary inspectors / nayaks.

Table: 5.32

Preferences of Behavioral Skill Training

Areas of Skill Training	Preference
Attitudinal Change	1
Communication	2
Job Roles, Responsibility and Satisfaction	3
Personality Development	4
Time Management	5
Ethics and Social Accountability	6

Source: Field Survey

Preferences of technical skill training are shown in Table 5.33. Use of machines, instruments, tools and materials, occupational health hazards, new technology, computer application and e-governance are

the priority areas of technical skill training to the sanitary inspectors/nayaks.

Table: 5.33

Preferences of Technical Skill Training

Areas of Skill Training	Preference
Computer Application	4
E-Governance	5
New Technology	3
Occupational Health Hazards	2
Use of Machines, Instruments, Tools and Materials	1

Source: Field Survey

Preferred duration of training is shown in Table 5.34. Majority of the respondents were found in favour of training duration for 15-20 days (80 per cent). About 14 per cent respondents were also in favour of training for more than 20 days. Thus, only 6 per cent respondents were in favour of training for 7 to 15 days.

Table: 5.34

Preferred Duration of Training

Particulars	Number	Percentage
2 days	0	0.00
2-5 days	0	0.00
5-7 days	0	0.00
7-10 days	2	2.50
10-15 days	3	3.75
15-20 days	64	80.00
20-25 days	1	1.25
25 + days	10	12.50
Total	80	100.00

Source: Field Survey

Preferred interval of training is shown in Table 5.35. Majority of the respondents were in favour of training interval of 3-6 months (96.25 per cent). Only 2.5 per cent respondents reported that they require training interval of 3 months.

Table: 5.35

Preferred Interval of Training

Particulars	Number	Percentage
3 + months	2	2.50
3-6 months	77	96.25
6-12 months	1	1.25
12-18 months	0	0.00
18-24 months	0	0.00
24 + months	0	0.00
Total	80	100.00

Source: Field Survey

Preferred types of training organization are shown in Table 5.36. The overwhelming majority of the respondents were in favour of private institutions for imparting training. Only 12.25 per cent respondents have preferred academic institutions for imparting training. Preference for government institutions was reported least i.e. 6.25 per cent.

Table: 5.36

Preferred Types of Training Organization

Particulars	Number	Percentage
Government Institutions	5	6.25
Academic Institutions	10	12.25
Private Institutions	65	81.25
NGOs	0	0.00
Total	80	100.00

Source: Field Survey

Preferred types of training are shown in Table 5.37. Most of the respondents have preferred non-residential training (98.75 per cent). Only 1.25 per cent respondents have preferred residential training.

Table: 5.37

Preferred Types of Training

Particulars	Number	Percentage
Residential	1	1.25
Non-Residential	79	98.75
Total	535	100.00

Source: Field Survey

Preferred mode of training is shown in Table 5.38. Most of the respondents were in favour of documentary films however, 13.75 per cent respondents preferred field visits. The mode of training to sanitary inspectors/nayaks will require a mixture of discussions, lectures, documentary films and field visits.

Table: 5.38

Preferred Mode of Training

Particulars	Number	Percentage
Lecture	3	3.75
Documentary Film	64	80.00
Discussions	2	2.50
Field Visits	11	13.75
Total	80	100.00

Source: Field Survey

Preferred language of reading materials is shown in Table 5.39. Most of the respondents were in favour of Hindi language for reading materials. Only 2.5 per cent respondents have opted for English language for reading materials.

Table: 5.39

Preferred Language of Reading Materials

Particulars	Number	Percentage
Hindi	78	97.50
English	2	2.50
Total	80	100.00

Source: Field Survey

Preferred reading materials are shown in Table 5.40. Most of the respondents were in favour of hard copy of reading materials however, 2.5 per cent respondents have also opted for soft copy of reading materials.

Table: 5.40

Preferred Reading Materials

Particulars	Number	Percentage
Hard Copy	78	97.50
Soft Copy	2	2.50
Total	80	100.00

Source: Field Survey

Preferred venue of training is shown in Table 5.41. Most of the respondents have preferred training venue within the city. Only 2.5 per cent respondents were found in favour of the training venue outside of the city.

Table: 5.41

Preferred Venue of Training

Particulars	Number	Percentage
Within City	78	97.50
Outside of the City	2	2.50
Total	80	100.00

Source: Field Survey

Preference of exposure visit is shown in Table 5.42. Most of the respondents have preferred exposure visit for learning lessons from the best practices.

Table: 5.42
Preference of Exposure Visit

Particulars	Number	Percentage
Yes	78	97.50
No	0	0.00
Can Not Say	2	2.50
Total	80	100.00

Source: Field Survey

Training in groups/batches is shown in Table 5.43. Most of the respondents reported that they will require training in groups/batches. However, 2.5 per cent respondents have preferred independent training who may be nominated for various kinds of training programmes.

Table: 5.43
Training in Groups/Batches

Particulars	Number	Percentage
Yes	78	97.50
No	2	2.50
Total	80	100.00

Source: Field Survey

Most of the respondents were found in favour of training within the district (Table 5.44).

Table: 5.44
Training Outside of the District

Particulars	Number	Percentage
Yes	2	2.50
No	78	97.50
Total	80	100.00

Source: Field Survey

Employees of Water Works

Training received by employees of Water Works is shown in Table 5.45. Majority of the respondents reported that they have received training in past (56 per cent). However, about 2/5th respondents reported that they have not received any kind of training.

Table: 5.45

Training Received by Employees in Past

Particulars	Number	Percentage
Yes	56	56.00
No	44	44.00
Total	100	100.00

Source: Field Survey

Those who received training in past reported that training has been useful to them to some extent. However, a significant proportion of respondents reported that training has not been helpful to them (Table 5.46).

Table: 5.46

Outcome of Training Received by Employees in Past-Up to What Extent Helpful

Particulars	Number	Percentage
To the great extent	0	0.00
To some extent	49	87.50
Not at all	7	12.50
Total	56	100.00

Source: Field Survey

Preferences of training needs are shown in Table 5.47. Engineering design and waste water treatment operation, SCADA operation, billing and revenue collection, GIS awareness and GIS data

management, customer data base and customer complaint, investigation and planning, environmental awareness, use of sewer cleaning equipments, gas detection in sewers and construction and maintenance technique are some of the priority areas of training to employees of Water Works. The least preferred areas of training were reported to be human resource management and development, information technology, sewer rehabilitation techniques, pipe lying techniques and accounts and costing system.

Table: 5.47

Preferences of Training Needs

Areas of Training	Preference
GIS Awareness and GIS Data Management	4
SCADA Operating	2
Accounts and Costing System	13
Customer Data Base and Customer Complaint	5
Billing and Revenue Collection	3
Use of Sewer Cleaning Equipments	8
Pipe Lying Techniques	14
Gas Detection in Sewers	9
Safe Excavation Practice	11
Sewer Rehabilitation Techniques	15
Environmental Awareness	7
Engineering Design and Waste Water Treatment Operation	1
Information Technology	16
Human Resource Management & Development	17
Construction and Maintenance Techniques	10
Fleet and Equipment Management	12
Investigation and Planning	6

Source: Field Survey

Preferences of skill training for the employees of Water Works include technical skills followed by behavioral skills and managerial skills (Table 5.48).

Table: 5.48

Preferences of Skill Training

Areas of Skill Training	Preference
Managerial Skills	3
Behavioural Skills	2
Technical Skills	1

Source: Field Survey

Preferences of managerial skill are shown in Table 5.49. Motivation, leadership development, performance appraisal, organizational behavior, organizational climate and culture are the preferred areas of managerial skill training to the employees of Water Works.

Table: 5.49

Preferences of Managerial Skill Training

Areas of Skill Training	Preference
Leadership Development	2
Motivation	1
Organizational Culture and Climate	5
Performance Appraisal	3
Organizational Behaviour	4

Source: Field Survey

Preferences of behavioral skill training are shown in Table 5.50. Attitudinal change, communication, job roles, responsibility and satisfaction, time management, personality development and ethics and

social accountability are the preferred areas of behavioural skill training to the employees of Water Works.

Table: 5.50

Preferences of Behavioral Skill Training

Areas of Skill Training	Preference
Attitudinal Change	1
Communication	2
Job Roles, Responsibility and Satisfaction	3
Personality Development	5
Time Management	4
Ethics and Social Accountability	6

Source: Field Survey

Preferences of technical skill training are shown in Table 5.51. Engineering design and waste water treatment operations, new technology, pipe laying techniques, computer application and e-governance are the preferred areas of technical skill training to the employees of Water Works.

Table: 5.51

Preferences of Technical Skill Training

Areas of Skill Training	Preference
Computer Application	5
E-Governance	6
New Technology	3
SCADA Operating	2
Engineering Design and WWT Operations	1
Pipe Laying Techniques	4

Source: Field Survey

Preferred duration of training is shown in Table 5.52. Majority of the respondents were in favour of training duration for more than 20 days. About 1/4th respondents were in favour of training duration for 5 to 20 days.

Table: 5.52
Preferred Duration of Training

Particulars	Number	Percentage
2 days	0	0.00
2-5 days	0	0.00
5-7 days	4	4.00
7-10 days	12	12.00
10-15 days	5	5.00
15-20 days	6	6.00
20-25 days	69	69.00
25 + days	4	4.00
Total	100	100.00

Source: Field Survey

Preferred interval of training is shown in Table 5.53. Majority of the respondents have preferred training interval of 3-6 months (71 per cent). Only 1/4th respondents have preferred training interval for more than 6 months.

Table: 5.53
Preferred Interval of Training

Particulars	Number	Percentage
3 + months	5	5.00
3-6 months	71	71.00
6-12 months	15	15.00
12-18 months	7	7.00
18-24 months	2	2.00
24 + months	0	0.00
Total	100	100.00

Source: Field Survey

Preferred types of training organization are shown in Table 5.54. More than 3/4th respondents were found in favour of private institutions for imparting training while 12 per cent respondents have preferred government institutions for imparting training. Only 10 per cent respondents have opted for academic institutions for imparting training to them.

Table: 5.54

Preferred Types of Training Organization

Particulars	Number	Percentage
Government Institutions	12	12.00
Academic Institutions	10	10.00
Private Institutions	78	78.00
NGOs	0	0.00
Total	100	100.00

Source: Field Survey

Preferred types of training are shown in Table 5.55. About 3/4th respondents were in favour of non-residential training while more than 1/4th respondents were found in favour of residential training.

Table: 5.55

Preferred Types of Training

Particulars	Number	Percentage
Residential	27	27.00
Non-Residential	73	73.00
Total	100	100.00

Source: Field Survey

Preferred mode of training is shown in Table 5.56. More than 1/3rd respondents have preferred discussion mode of training while 29 per cent respondents have preferred documentary films as a mode of

training. Field visit and lecture mode were also opted by a large segments of the respondents. Thus, a mix mode of training comprising of lecture, discussion, documentary film and field visit will be required for imparting training to the employees of Water Works.

Table: 5.56

Preferred Mode of Training

Particulars	Number	Percentage
Lecture	19	19.00
Documentary Film	29	29.00
Discussions	34	34.00
Field Visits	21	21.00
Total	100	100.00

Source: Field Survey

Preferred language of reading materials is shown in Table 5.57. Majority of the respondents have preferred Hindi language for reading materials. However, 21 per cent respondents have opted for English language for reading materials.

Table: 5.57

Preferred Language of Reading Materials

Particulars	Number	Percentage
Hindi	79	79.00
English	21	21.00
Total	100	100.00

Source: Field Survey

Preferred reading materials are shown in Table 5.58. Majority of the respondents were found in favour of hard copy of reading materials while 18 per cent respondents have opted for soft copy of reading

materials. A significant proportion of respondents have opted for both hard and soft copy of reading materials for training programmes.

Table: 5.58

Preferred Reading Materials

Particulars	Number	Percentage
Hard Copy	68	68.00
Soft Copy	18	18.00
Both	14	14.00
Total	100	100.00

Source: Field Survey

Preferred venue of training is shown in Table 5.59. More than 3/4th respondents reported that they want venue of training within the city. However, 22 per cent respondents were in favour of the training venue outside of the city.

Table: 5.59

Preferred Venue of Training

Particulars	Number	Percentage
Within City	78	78.00
Outside of the City	22	22.00
Total	100	100.00

Source: Field Survey

Preference of exposure visit is shown in Table 5.60. Majority of the respondents were in favour of exposure visit (71 per cent). However, 17 per cent respondents were against the exposure visit.

Table: 5.60

Preference of Exposure Visit

Particulars	Number	Percentage
Yes	71	71.00
No	17	17.00
Can Not Say	12	12.00
Total	100	100.00

Source: Field Survey

Training in groups/batches is shown in Table 5.61. Most of the respondents were found in favour of training in groups/batches (95 per cent).

Table: 5.61

Training in Groups/Batches

Particulars	Number	Percentage
Yes	95	95.00
No	5	5.00
Total	100	100.00

Source: Field Survey

Most of the respondents were found against the training venue outside of the district (Table 5.62).

Table: 5.62

Training Outside of the District

Particulars	Number	Percentage
Yes	20	20.00
No	80	80.00
Total	100	100.00

Source: Field Survey

Engineers / Technicians

Majority of the respondents reported that they have not received any kind of training in past (70.59 per cent). Only 29.41 per cent respondents reported that they have received training in the past. Thus, there is wider scope of training and capacity building of engineers and technicians for improving the work efficiency and job performance (Table 5.63).

Table: 5.63

Training Received by Employees in Past

Particulars	Number	Percentage
Yes	5	29.41
No	12	70.59
Total	17	100.00

Source: Field Survey

Those who have received training reported that it has been helpful to them to some extent (Table 5.64).

Table: 5.64

Outcome of Training Received by Employees in Past- Up to What Extent Helpful

Particulars	Number	Percentage
To the great extent	0	0.00
To some extent	5	100.00
Not at all	0	0.00
Total	5	100.00

Source: Field Survey

Preferences of training needs are shown in Table 5.65. Maintenance and servicing of electrical and mechanical assets, computer application, new technology in street lighting, traffic

management, renewal energy, management of city transport, rainwater harvesting, disaster management, maintenance of heritage buildings and seepage management are some of the priority areas of training to the engineers and technicians. The least preferred areas of training include environmental engineering, urban planning, retrofitting of historical and old buildings, architecture, low cost housing and earthquake resistance building constructions.

Table: 5.65
Preferences of Training Needs

Areas of Training	Preference
Seepage Management	10
Disaster Management	8
Earthquake Resistance Building Construction	11
Rainwater Harvesting	7
Low Cost Housing	12
Traffic Management	4
Management of City Transport	6
Architecture	13
Maintenance and Servicing of Electrical and Mechanical Assets	1
Maintenance of Heritage Building	9
Retrofitting of Historical and Old Buildings	14
Computer Application	2
Computer Aided Designing	15
Urban Planning	16
New Technology in Street Lighting	3
Renewal Energy	5
Environmental Engineering	17

Source: Field Survey

Preferences of skill training are shown in Table 5.66. Technical skills are the first priority of skill training while behavioral skills and managerial skills training are the other priority areas of training to the engineers and technicians.

Table: 5.66

Preferences of Skill Training

Areas of Skill Training	Preference
Managerial Skills	3
Behavioral Skills	2
Technical Skills	1

Source: Field Survey

Preferences of managerial skill training are shown in Table 5.67. Motivation, organizational culture and climate, organizational behavior, performance appraisal and leadership development are the priority areas of managerial skill training to the engineers and technicians.

Table: 5.67

Preferences of Managerial Skill Training

Areas of Skill Training	Preference
Leadership Development	5
Motivation	1
Organizational Culture and Climate	2
Performance Appraisal	4
Organizational Behaviour	3

Source: Field Survey

Preferences of behavioral skill training are shown in Table 5.68. Attitudinal change, communication, job roles, responsibility and satisfaction, personality development, time management and ethics and

social accountability are the priority areas of behavioral skill training to the engineers and technicians.

Table: 5.68

Preferences of Behavioral Skill Training

Areas of Skill Training	Preference
Attitudinal Change	1
Communication	2
Job Roles, Responsibility and Satisfaction	3
Personality Development	4
Time Management	5
Ethics and Social Accountability	6

Source: Field Survey

Preferences of technical skill training are shown in Table 5.69. Computer application, new technology, safety management, e-governance, traffic and transport management, quality management and occupational health hazards are the priority areas of technical skill training to the engineers and technicians.

Table: 5.69

Preferences of Technical Skill Training

Areas of Skill Training	Preference
Computer Application	1
E-Governance	4
New Technology	2
Occupational Health Hazards	7
Traffic & Transport Management	5
Safety Management	3
Quality Management	6

Source: Field Survey

Preferred duration of training is shown in Table 5.70. More than half of the respondents reported that they want training duration more than 20 days while about half of the respondents were in favour of training duration for less than 15 days. More than 1/3rd respondents were found in favour of training duration for less number of days i.e. upto 7 days.

Table: 5.70

Preferred Duration of Training

Particulars	Number	Percentage
Less than 5 days	2	11,76
5-7 days	4	23,53
7-10 days	1	5,88
10-15 days	1	5,88
15-21 days	0	0,99
21-30 days	9	52,94
30 + days	0	0.00
Total	17	100.00

Source: Field Survey

Preferred interval of training is shown in Table 5.71. About 2/3rd respondents were found in favour of training interval of 6-12 months while 18 per cent respondents have preferred training interval of 3-6 months while the same proportion of respondents opted for training interval of 12-18 months.

Table: 5.71

Preferred Interval of Training

Particulars	Number	Percentage
3 + months	0	0.00
3-6 months	3	17.65
6-12 months	11	64.71

12-18 months	3	17.65
18-24 months	0	0.00
24 + months	0	0.00
Total	17	100.00

Source: Field Survey

Preferred types of training organization are shown in Table 5.72. Majority of the respondents were found in favour of private institutions for imparting training to them while more than 2/5th respondents have opted for government institutions for training.

Table: 5.72

Preferred Types of Training Organization

Particulars	Number	Percentage
Government Institutions	7	41.18
Academic Institutions	0	0.00
Private Institutions	10	58.82
NGOs	0	0.00
Total	17	100.00

Source: Field Survey

Preferred types of training are shown in Table 5.73. Majority of the respondents were in favour of non-residential training (58.82 per cent) while more than 2/5th respondents have preferred residential training.

Table: 5.73

Preferred Types of Training

Particulars	Number	Percentage
Residential	7	41.8
Non-Residential	10	58.82
Total	17	100.00

Source: Field Survey

Preferred mode of training is shown in Table 5.74. Most of the respondents have preferred lecture-discussion mode of training however, about 6 per cent respondents have opted for lecture mode of training. Surprisingly, no respondents has opted for documentary film however, documentary films are very useful for exploring the new ideas and experience sharing of best practices.

Table: 5.74

Preferred Mode of Training

Particulars	Number	Percentage
Lecture	1	5.88
Documentary Film	0	0.00
Lecture Discussions	16	94.12
Field Visits	0	0.00
Total	17	100.00

Source: Field Survey

Preferred language of reading materials is shown in Table 5.75. Most of the respondents have favoured Hindi language for reading materials. However, 17.65 per cent respondents have also preferred English language for reading materials.

Table: 5.75

Preferred Language of Reading Materials

Particulars	Number	Percentage
Hindi	14	82.35
English	3	17.65
Total	17	100.00

Source: Field Survey

Preferred reading materials are shown in Table 5.76. More than 3/4th respondents have preferred both hard copy and soft copy of reading materials while about 1/4th respondents were in favour of soft copy of reading materials.

Table: 5.76

Preferred Reading Materials

Particulars	Number	Percentage
Hard Copy	3	17.65
Soft Copy	4	23.53
Both	13	76.47
Total	17	100.00

Source: Field Survey

Preferred venue of training is shown in Table 5.77. Most of the respondents have preferred training venue within the city (70.59 per cent). However, about 29 per cent respondents have preferred training venue outside of the city.

Table: 5.77

Preferred Venue of Training

Particulars	Number	Percentage
Within City	12	70.59
Outside of the City	5	29.41
Total	17	100.00

Source: Field Survey

All the respondents have preferred exposure visit for enhancing their knowledge and learning lessons from best practices (Table 5.78).

Table: 5.78

Preference of Exposure Visit

Particulars	Number	Percentage
Yes	17	100.00
No	0	0.00
Can Not Say	0	0.00
Total	17	100.00

Source: Field Survey

All the respondents reported that they want training in batches/ groups (Table 5.79).

Table: 5.79

Training in Groups/Batches

Particulars	Number	Percentage
Yes	17	100.00
No	0	0.00
Total	17	100.00

Source: Field Survey

Majority of the respondents reported that they do not want training outside of the district.

Table: 5.80

Training Outside of the District

Particulars	Number	Percentage
Yes	5	29.41
No	12	70.59
Total	17	100.00

Source: Field Survey

Employees of Finance, Accounts & Audit

Majority of the respondents reported that they have not received any kind of training (59.26 per cent). However, more than 2/5th respondents reported that they have received training in past (Table 5.81).

Table: 5.81

Training Received by Employees in Past

Particulars	Number	Percentage
Yes	11	40.74
No	16	59.26
Total	27	100.00

Source: Field Survey

Those who received training further reported that training has been helpful to some extent to them (81.82 per cent). However, about 9 per cent respondents reported that training was not helpful to them (Table 5.82).

Table: 5.82

Outcome of Training Received by Employees in Past-Upto What Extent Helpful

Particulars	Number	Percentage
To the great extent	1	9.09
To some extent	9	81.82
Not at all	1	9.09
Total	11	100.00

Source: Field Survey

Preferences of training needs are shown in Table 5.83. Double entry accounting, municipal budgeting, performance budgeting, tax assessment and recovery, GIS application in property tax assessment, municipal accounting, municipal finance, financial management, public private partnership and resource mobilization are some of the priority areas of training to the employees of Finance, Accounts and Audit Division.

Table: 5.83

Preferences of Training Needs

Areas of Training	Preference
Financial Management	8
Municipal Personnel Management	14
Project Management	15
Human Resource Management	16

Double Entry Accounting	1
Municipal Budgeting	2
Performance Budgeting	3
Pro-Poor Budgeting	17
Gender Budgeting	18
Tax Assessment and Recovery	4
GIS Application in Property Tax Assessment	5
Municipal Accounting	6
Municipal Finance	7
Public Private Partnership	9
Resource Mobilization	10
Municipal Auditing	11
Financing of Infrastructure and Services	12
Urban Development Schemes, Programmes and Projects	13

Source: Field Survey

Preferences of skill training are shown in Table 5.84. Managerial skills training, behavioral skills training and technical skill training are the priority areas of skill training to the employees of Finance, Accounts and Audit division.

Table: 5.84

Preferences of Skill Training

Areas of Skill Training	Preference
Managerial Skills	1
Behavioral Skills	2
Technical Skills	3

Source: Field Survey

Preferences of managerial skill training are shown in Table 5.85. Organizational culture and climate, motivation, leadership development, organizational behavior and performance appraisal are the priority areas of managerial skill training to the employees of Finance, Accounts and Audit division.

Table: 5.85

Preferences of Managerial Skill Training

Areas of Skill Training	Preference
Leadership Development	3
Motivation	2
Organizational Culture and Climate	1
Performance Appraisal	5
Organizational Behaviour	4

Source: Field Survey

Communication, ethics and social accountability, personality development, attitudinal change, job roles, responsibility and satisfaction and time management are the priority areas of behavioral skill training to the employees of Finance, Accounts and Audit division (Table 5.86).

Table: 5.86

Preferences of Behavioral Skill Training

Areas of Skill Training	Preference
Attitudinal Change	4
Communication	1
Job Roles, Responsibility and Satisfaction	5
Personality Development	3
Time Management	6
Ethics and Social Accountability	2

Source: Field Survey

Preferences of technical skill training are shown in Table 5.87. Double entry accounting, MIS application, computer application, e-governance, new technology and GIS application are the priority areas of technical skill training to the employees of Finance, Accounts and Audit division.

Table: 5.87

Preferences of Technical Skill Training

Areas of Skill Training	Preference
Computer Application	3
E-Governance	4
New Technology	5
MIS Application	2
GIS Application	6
Double Entry Accounting	1

Source: Field Survey

Preferred duration of training is shown in Table 5.88. Majority of the respondents have preferred the training duration for more than 20 days. Only 1/3rd respondents have opted for training duration for less than 20 days

Table: 5.88

Preferred Duration of Training

Particulars	Number	Percentage
Less than 5 days	0	0.00
5-7 days	0	0.00
7-10 days	2	7.40
10-15 days	3	11.11
15-21 days	5	18.52
21-30 days	17	62.96
30 + days	0	0.00
Total	27	100.00

Source: Field Survey

Preferred interval of training is shown in Table 5.89. Majority of the respondents have preferred training interval of 3-6 months while about 37 per cent respondents reported that they would like training interval for more than 6 months.

Table: 5.89

Preferred Interval of Training

Particulars	Number	Percentage
3 + months	2	7.40
3-6 months	15	55.56
6-12 months	5	18.52
12-18 months	3	11.11
18-24 months	2	7.40
24 + months	0	0.00
Total	27	100.00

Source: Field Survey

Preferred types of training organization are shown in Table 5.90. More than 2/3rd respondents reported that they would prefer private institutions for imparting training to them. However, about 15 per cent respondents have preferred government institutions and about 19 per cent respondents have opted for academic institutions for imparting training to them

Table: 5.90

Preferred Types of Training Organization

Particulars	Number	Percentage
Government Institutions	4	14.82
Academic Institutions	5	18.52
Private Institutions	18	66.67
NGOs	0	0.00
Total	27	100.00

Source: Field Survey

Preferred types of training are shown in Table 5.91. Majority of the respondents reported that they want non-residential training (55.56 per cent). However, slightly more than 2/5th respondents were in favour of residential training.

Table: 5.91
Preferred Types of Training

Particulars	Number	Percentage
Residential	12	44.44
Non-Residential	15	55.56
Total	27	100.00

Source: Field Survey

Preferred mode of training is shown in Table 5.92. Most of the respondents reported that they would prefer lecture and discussion based mode of training however, about 11 per cent respondents have expressed their desire for field visits.

Table: 5.92
Preferred Mode of Training

Particulars	Number	Percentage
Lecture	15	55.56
Documentary Film	2	7.40
Discussions	7	25.93
Field Visits	3	11.11
Total	27	100.00

Source: Field Survey

Preferred language of reading materials is shown in Table 5.93. Majority of the respondents are in favour of Hindi language for reading materials however, 37 per cent respondents reported that they would prefer English language for reading materials.

Table: 5.93

Preferred Language of Reading Materials

Particulars	Number	Percentage
Hindi	17	62.96
English	10	37.03
Total	27	100.00

Source: Field Survey

About 2/3rd respondents have expressed their desire to have hard copy during the training programmes while about 19 per cent respondents reported that they would prefer hard and soft copy both for reading materials (Table 5.94).

Table: 5.94

Preferred Reading Materials

Particulars	Number	Percentage
Hard Copy	18	66.67
Soft Copy	4	14.82
Both	5	18.52
Total	27	100.00

Source: Field Survey

Most of the respondents are in favour of training venue within the city (70.37 per cent). Thus, only 30 per cent respondents have expressed their views that training venue should be outside of the city (Table 5.95).

Table: 5.95

Preferred Venue of Training

Particulars	Number	Percentage
Within City	19	70.37
Outside of the City	8	29.63
Total	27	100.00

Source: Field Survey

Only 1/4th respondents were found in favour of exposure visit as there is less scope of exposure visit in the field of Finance, Accounts and Audit. However, a few best practices in the areas of public private partnership, GIS application in municipal resource mobilization, property tax assessment and recovery, financial management, etc. may be helpful to the employees of Finance, Accounts and Audit division (Table 5.96).

Table: 5.96
Preference of Exposure Visit

Particulars	Number	Percentage
Yes	7	25.93
No	13	48.15
Can Not Say	7	25.93
Total	27	100.00

Source: Field Survey

Most of the respondents were found in favour of training in groups/batches; however, about 7 per cent respondents have preferred training in independent manner (Table 5.97).

Table: 5.97
Training in Groups/Batches

Particulars	Number	Percentage
Yes	25	92.59
No	2	7.40
Total	27	100.00

Source: Field Survey

Those who have preferred training venue outside of the city have revealed that training should be outside of the district (Table 5.98).

Table: 5.98

Training Outside of the District

Particulars	Number	Percentage
Yes	8	100.00
No	0	0.00
Total	8	100.00

Source: Field Survey

The training needs assessment in Allahabad Municipal Corporation simply demonstrates that there is wider scope of training and capacity building of the employees and staffs of the Corporation as only a small proportion of municipal personnel have received any kind of training. Municipal personnel will require skill training in areas of management, behavioural sciences and management besides training and orientation in the areas of urban development, urban management and particularly governance of urban development programmes and schemes. Most of the respondents have preferred private institutions for imparting training however; the duration of training has been reported to be longer one. The preferred mode of training has been reported to be lecture, discussion based with a mix of exposure visits and documentary films. Most of the respondents have preferred Hindi language for reading materials while senior level officials have opted for both hard and soft copy of the training materials.

Chapter- 6

Proposed Training Calendar

1. Sanitary Workers Including Jal Kal

Functional Skills:

Batch Size: 50 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 400/- Per Person Per Day
Personnel Management, Industrial Relations and stress and time management	Safai Karmachari & Sewer Beldar	1	1000	20	Non-Residential	Lectures-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	4,00,000
Computer Application	Safai Karmachari & Sewer Beldar	5	500	10	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	10,00,000
Sanitation, Occupational Health	Safai Karmachari & Sewer	3	2311	46	Non-Residential	Lectures-Discussions &	Once in a Year	ANN Campus, Allahabad	Private Institution	27,73,200

Hazards, Health, Hygiene and Safety & Security	Beldar					Documentary Films				
Solid Waste Management & Application of Solid Waste Management Rules	Safai Karmachari & Sewer Beldar	2	2311	46	Non-Residential	Lectures-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	18,48,800
Water Supply, Sewerage and Drainage, Waste Water Generation, Treatment and Recycling, Seepage Management	Safai Karmachari & Sewer Beldar	2	500	10	Non-Residential	Lectures-Discussions & Documentary Films	Once in a Year	ANN Campus, Allahabad	Private Institution	4,00,000
Application of New Technology in Sanitation and Handling of Waste,	Safai Karmachari & Sewer Beldar	1	2311	46	Non-Residential	Lectures-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	9,24,400
Total		14		178						73,46,400

2. Sanitary Inspectors & Nayaks Including Jal Kal

Managerial Skills:

Batch Size : 32 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Leadership Development	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Motivation	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Organizational Culture & Climate	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Performance Appraisal	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Organizational Behaviour	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Decision Making	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Total		6		24						5,80,500

Behavioural Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Attitudinal Change	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Communication	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Job Roles, Responsibility & Satisfaction	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Personality Development	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Time Management	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Ethics & Social Accountability	Sanitary Inspectors & Nayaks	1	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	96,750
Total		6		24						5,80,500

Technical Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Computer Application	Sanitary Inspectors & Nayaks	25	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	5,25,000
E-Governance	Sanitary Inspectors & Nayaks	3	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
New Technology	Sanitary Inspectors & Nayaks	3	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,90,250
Total		31		8						15,50,250

Functional Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Personnel Management & Industrial Relations	Sanitary Inspectors & Nayaks	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Application of IT in issuing Birth-Death Certificate	Sanitary Inspectors & Nayaks	3	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Sanitation, Occupational Health Hazards, Health and Hygiene	Sanitary Inspectors & Nayaks	5	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	4,83,750
Solid Waste Management & Application of Solid Waste Management Rules	Sanitary Inspectors & Nayaks	3	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,90,250
Water Supply, Sewerage and Drainage , Waste Water Generation, Treatment and Recycling,	Sanitary Inspectors & Nayaks	5	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,25,000

Seepage Management										
Application of New Technology in Sanitation and Handling of Waste, Community Mobilization and Participation in Sanitation	Sanitary Inspectors & Nayaks	3	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,90,250
Urban Development Schemes, Programmes and Projects	Sanitary Inspectors & Nayaks	3	129	4	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,90,250
Total		25		22						18,49,500

3. Finance, Accounts & Audit Employees Including Jal Kal

Managerial Skills:

Batch Size: 30 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Leadership Development	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Motivation	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Organizational Culture & Climate	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Performance Appraisal	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Organizational Behaviour	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Decision Making	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Total		6		12						2,70,000

Behavioural Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Attitudinal Change	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Communication	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Job Roles, Responsibility & Satisfaction	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Personality Development	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Time Management	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Ethics & Social Accountability	Finance, Accounts & Audit Employees	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Total		6		12						2,70,000

Technical Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Computer Application	Finance, Accounts & Audit Employees	25	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	5,25,000
E-Governance	Finance, Accounts & Audit Employees	3	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
New Technology	Finance, Accounts & Audit Employees	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
MIS Application	Finance, Accounts & Audit Employees	6	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	2,70,000
GIS Application in Property Tax Assessment	Finance, Accounts & Audit Employees	6	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	2,70,000
Double Entry Accounting	Finance, Accounts & Audit Employees	21	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	9,45,000
Total		64		12						28,80,000

Functional Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Financial Management	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Municipal Personnel Management	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Project Management	Finance, Accounts & Audit Employees	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Human Resource Management	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Municipal Budgeting	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Pro-Poor Budgeting	Finance, Accounts & Audit Employees	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Gender Budgeting	Finance, Accounts & Audit Employees	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Performance Budgeting	Finance, Accounts	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus,	Private Institution	67,500

	& Audit Employees							Allahabad		
Tax Assessment & Recovery	Finance, Accounts & Audit Employees	5	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,25,000
Municipal Accounting	Finance, Accounts & Audit Employees	5	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,25,000
Municipal Finance	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Public Private Partnership	Finance, Accounts & Audit Employees	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Resource Mobilization	Finance, Accounts & Audit Employees	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Municipal Auditing	Finance, Accounts & Audit Employees	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Financing of Infrastructure and Services	Finance, Accounts & Audit Employees	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Urban Development Schemes, Programmes and Projects	Finance, Accounts & Audit Employees	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Total		49		19						13,95,000

4. Engineers & Technicians Including Jal Kal

Managerial Skills:

Batch Size: 30 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- per Person Per Day
Leadership Development	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Motivation	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Organizational Culture & Climate	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Performance Appraisal	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Organizational Behaviour	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Decision Making	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
TOTAL		6		12						2,70,000

Behavioural Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Attitudinal Change	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Communication	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Job Roles, Responsibility & Satisfaction	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Personality Development	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Time Management	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Ethics & Social Accountability	Electrical, Mechanical & Civil Engineers/ Technicians	1	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Total		6		12						2,70,000

Technical Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Computer Application	Electrical, Mechanical & Civil Engineers/ Technicians	25	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	11,25,000
E-Governance	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
New Technology	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Occupational Health Hazards	Electrical, Mechanical & Civil Engineers/ Technicians	2	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	90,000
Traffic & Transport Management	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions Along with Documentary Films	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Safety Management	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Quality Management	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Total		42		14						18,90,000

Functional Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Seepage Management	Electrical, Mechanical & Civil Engineers/ Technicians	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Disaster Management	Electrical, Mechanical & Civil Engineers/ Technicians	5	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	2,25,000
Earthquake Resistance Building	Electrical, Mechanical & Civil Engineers/ Technicians	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Rain Water Harvesting	Electrical, Mechanical & Civil Engineers/ Technicians	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Low Cost Housing	Electrical, Mechanical & Civil Engineers/ Technicians	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Architecture	Electrical, Mechanical & Civil Engineers/ Technicians	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500

Maintenance and Servicing of Electrical & Mechanical Assets	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions & Practical Exposure	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Computer Aided Designing	Electrical, Mechanical & Civil Engineers/ Technicians	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Urban Planning	Electrical, Mechanical & Civil Engineers/ Technicians	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
New Technology In Lighting	Electrical, Mechanical & Civil Engineers/ Technicians	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Renewal Energy/ Solar Energy	Electrical, Mechanical & Civil Engineers/ Technicians	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Environmental Engineering	Electrical, Mechanical & Civil Engineers/ Technicians	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Urban Development Schemes, Programmes and Projects	Electrical, Mechanical & Civil Engineers/ Technicians	3	60	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,35,000
Total		50		16						13,72,500

5. Engineers & Technicians of Jal Kal

Managerial Skills:

Batch Size: 30 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Leadership Development	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Motivation	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Organizational Culture & Climate	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Performance Appraisal	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Organizational Behaviour	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Decision Making	Engineers & Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Total		6		12						2,79,000

Behavioural Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Attitudinal Change	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Communication	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Job Roles, Responsibility & Satisfaction	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Personality Development	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Time Management	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Ethics & Social Accountability	Engineers &Technicians of Water Works	1	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	46,500
Total		6		12						2,79,000

Technical Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
Computer Application	Engineers &Technicians of Water Works	25	62	2	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	11,62,500
E-Governance	Engineers &Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
New Technology	Engineers &Technicians of Water Works	3	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,39,500
SCADA (Operating)	Engineers &Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Engineering Design & WWT Operations	Engineers &Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Pipe Laying Techniques	Engineers &Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Quality Management	Engineers &Technicians of Water Works	3	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,39,500
Total		49		10						18,46,500

Functional Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 750/- Per Person Per Day
GIS Awareness & GIS Data Management	Engineers &Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Billing & Revenue Collection	Engineers &Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Use of Sewer Cleaning Equipments	Engineers &Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Gas Detection In Sewers	Engineers &Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Safe Excavation Practice	Engineers &Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Sewer Rehabilitation Techniques	Engineers &Technicians of Water	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500

	Works									
Environmental Awareness	Engineers & Technicians of Water Works	2	62	2	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	93,000
Human Resource Mgt & Dev	Engineers & Technicians of Water Works	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,12,500
Fleet and Equipment Management	Engineers & Technicians of Water Works	2	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	45,000
Investigation & Planning	Engineers & Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Construction & Maintenance Techniques	Engineers & Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Customer Database & Grievance Redressal Mechanism	Engineers & Technicians of Water Works	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	67,500
Total		40		13						9,48,000

6. Senior Officials of Nagar Nigam & Jal Kal

Managerial Skills:

Batch Size: 30 Participants

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 950/- Per Person Per Day
Leadership Development	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Motivation	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Organizational Culture & Climate	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Performance Appraisal	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Organizational Behaviour	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Decision Making	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Total		18		6						5,13,000

Behavioural Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 950/- Per Person Per Day
Attitudinal Change	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Communication	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Job Roles, Responsibility & Satisfaction	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Personality Development	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Time Management	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Ethics & Social Accountability	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Total		18		6						5,13,000

Technical Skills:

Training Programmes	Target Groups	Duration of Training (In Days)	No. of Participants	No. of Batches	Types of Training (Residential/ Non-Residential)	Mode of Training	Interval of Training	Venue of Training	Types of Training Institutions	Total Cost of Training (In Rupees) @ Rs. 950/- Per Person Per Day
Computer Application	Senior Officials of Nagar Nigam & Jalkal	15	30	1	Non-Residential	Lecture-Practical	Once in a Year	ANN Campus, Allahabad	Private Institution	4,27,500
E-Governance	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Project Management	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500
Disaster Management	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500
MIS Application	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500
GIS Application in Property Tax Assessment	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500

Quality Management	Senior Officials of Nagar Nigam & Jalkal	3	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	85,500
Urban Planning & Environmental Awareness	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500
Urban Development Schemes, Programmes and Projects	Senior Officials of Nagar Nigam & Jalkal	5	30	1	Non-Residential	Lecture-Discussions	Once in a Year	ANN Campus, Allahabad	Private Institution	1,42,500
Total		51		9						14,53,500

Proposed Budget for the First Year

S. No.	Target Group	Name of Training	Training Man Days (No. of Participants x No. of Training Days)	Cost in Rs.	Total Cost in Rs.
1.	Senior Officials of Nagar Nigam & Jalkal Vibhag	Managerial Skills	540	5,13,000	24,79,500
		Behavioral Skills	540	5,13,000	
		Technical Skills	1530	14,53,500	
2.	Electrical, Mechanical & Civil Engineers & Technicians of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	38,02,500
		Behavioral Skills	360	2,70,000	
		Technical Skills	2520	18,90,000	
		Functional Skills	1830	13,72,500	
3.	Finance, Accounts & Audit Employees of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	48,15,000
		Behavioral Skills	360	2,70,000	
		Technical Skills	3840	28,80,000	
		Functional Skills	1860	13,95,000	
4.	Engineers & Technicians of Water Works- Jalkal Vibhag	Managerial Skills	372	2,79,000	33,52,500
		Behavioral Skills	372	2,79,000	
		Technical Skills	2462	18,46,500	
		Functional Skills	1264	9,48,000	
5.	Sanitary Inspectors & Safai Nayaks of Nagar Nigam & Jalkal Vibhag	Managerial Skills	774	5,80,500	45,60,750
		Behavioral Skills	774	5,80,500	
		Technical Skills	2067	15,50,250	
		Functional Skills	2466	18,49,500	
6.	Safai Karmachari & Sewer Beldar of Nagar Nigam & Jalkal Vibhag	Functional Skills	18,366	73,46,400	73,46,400
Sub Total					2,63,56,650

7.	Exposure Visit				
i.	Senior Level Officers		30	50,000	15,00,000
ii.	Middle Level Officers		30	35,000	10,50,000
iii.	Sanitary Inspectors		20	25,000	5,00,000
	Sub Total				30,50,000
8.	Institutional Support				
i.	Infrastructure & Hardware (Renovation, Fixture and Furniture)	One Conference Hall size 50x50 sq ft	Rs. 1,000 per sq ft	25,00,000	98,00,000
		Two Class rooms 30x50 sq ft	Rs. 1,000 per sq ft	30,00,000	
		One Computer Room 50x50 sq ft	Rs. 1,000 per sq ft	25,00,000	
		One Coordinator's room 25x25 sq ft	Rs. 1,000 per sq ft	6,25,000	
		Forty (40) Computers & peripherals	Rs. 25,000 per System	10,00,000	
		Photocopier, Printer & Fax Machine, Projector		1,75,000	
ii.	Infrastructure Rental applicable for the first year anticipating that the self owned infrastructure will be ready by the end of the first year	Conference Hall+ 2 Rooms	Rs. 3500 Per Day		10,50,000

iii.	Manpower				
	HRD Coordinator	One		@Rs. 25,000 Per Month	3,00,000
	IT Assistance	One		@Rs. 15,000 Per Month	1,80,000
	Assistance	Two		@Rs. 6,000 Per Month	1,44,000
iv.	Development of Training Modules & Reading Materials				15,25,000
v.	Printing & Stationary				3,50,000
	SUB TOTAL				1,33,49,000
8	Miscellaneous				4,00,000
	Grand Total				4,31,55,650

Proposed Budget for the Second Year

S. No.	Target Group	Name of Training	Training Man Days (No. of Participants x No. of Training Days)	Cost in Indian Rupees	Total Cost in Indian Rupees
1.	Senior Officials of Nagar Nigam & Jalkal Vibhag	Managerial Skills	540	5,13,000	21,94,500
		Behavioral Skills	540	5,13,000	
		Technical Skills	1230	11,68,500	
2.	Electrical, Mechanical & Civil Engineers & Technicians of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	29,02,500
		Behavioral Skills	360	2,70,000	
		Technical Skills	1320	9,90,000	
		Functional Skills	1830	13,72,500	
3.	Finance, Accounts & Audit Employees of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	31,95,000
		Behavioral Skills	360	2,70,000	
		Technical Skills	1680	12,60,000	
		Functional Skills	1860	13,95,000	
4.	Engineers & Technicians of Water Works- Jalkal Vibhag	Managerial Skills	372	2,79,000	24,22,500
		Behavioral Skills	372	2,79,000	
		Technical Skills	1222	9,16,500	
		Functional Skills	1264	9,48,000	
5.	Sanitary Inspectors & Safai Nayaks of Nagar Nigam & Jalkal Vibhag	Managerial Skills	774	5,80,500	36,60,750
		Behavioral Skills	774	5,80,500	
		Technical Skills	867	6,50,250	
		Functional Skills	2466	18,49,500	
6.	Safai Karmachari & Sewer Beldar of Nagar Nigam & Jalkal Vibhag	Functional Skills	16866	67,46,400	67,46,400
Sub Total					2,11,21,650

7.	Exposure Visit				
i.	Senior Level Officers		15	50,000	7,50,000
ii.	Middle Level Officers		15	35,000	5,25,000
iii.	Sanitary Inspectors		10	25,000	2,50,000
	Sub Total				15,25,000
8.	Institutional Support				
i.	Manpower				
	HRD Coordinator	One		@Rs. 25,000 Per Month	3,00,000
	IT Assistance	One		@Rs. 15,000 Per Month	1,80,000
	Assistance	Two		@Rs. 6,000 Per Month	1,44,000
ii.	Development of Training Modules & Reading Materials				2,25,000
iii.	Printing & Stationary				1,50,000
	Sub Total				9,99,000
9.	Miscellaneous				2,00,000
	Grand Total				2,38,45,650

Proposed Budget for the Third Year

S. No.	Target Group	Name of Training	Training Man Days (No. of Participants x No. of Training Days)	Cost in Indian Rupees	Total Cost in Indian Rupees
1.	Senior Officials of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	3,42,000	15,10,500
		Behavioral Skills	360	3,42,000	
		Technical Skills	870	8,26,500	
2.	Electrical, Mechanical & Civil Engineers & Technicians of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	18,41,750
		Behavioral Skills	360	2,70,000	
		Technical Skills	747	5,60,000	
		Functional Skills	989	7,41,750	
3.	Finance, Accounts & Audit Employees of Nagar Nigam & Jalkal Vibhag	Managerial Skills	360	2,70,000	24,75,000
		Behavioral Skills	360	2,70,000	
		Technical Skills	1260	9,45,000	
		Functional Skills	1320	9,90,000	
4.	Engineers & Technicians of Water Works- Jalkal Vibhag	Managerial Skills	372	2,79,000	19,50,000
		Behavioral Skills	372	2,79,000	
		Technical Skills	922	6,91,500	
		Functional Skills	934	7,00,500	
5.	Sanitary Inspectors & Safai Nayaks of Nagar Nigam & Jalkal Vibhag	Managerial Skills	774	5,80,500	29,45,250
		Behavioral Skills	774	5,80,500	
		Technical Skills	867	6,50,250	
		Functional Skills	1512	11,34,000	
6.	Safai Karmachari & Sewer Beldar of Nagar Nigam & Jalkal Vibhag	Functional Skills	14555	58,22,000	58,22,000
Sub Total					1,65,44,500

7.	Exposure Visit				
i.	Senior Level Officers		15	50,000	7,50,000
ii.	Middle Level Officers		15	35,000	5,25,000
iii.	Sanitary Inspectors		10	25,000	2,50,000
	Sub Total				15,25,000
8.	Institutional Support				
i.	Manpower				
	HRD Coordinator	One		@Rs. 25,000 Per Month	3,00,000
	IT Assistance	One		@Rs. 15,000 Per Month	1,80,000
	Assistance	Two		@Rs. 6,000 Per Month	1,44,000
ii.	Development of Training Modules & Reading Materials				2,25,000
iii.	Printing & Stationary				1,50,000
	Sub Total				9,99,000
9.	Miscellaneous				2,00,000
	Grand Total				1,92,68,500

Total Cost of the Capacity Building and Training Project

S. No.	Year	Cost in Rs.
1	Total Proposed Budget for the First Year	4,31,55,650
2	Total Proposed Budget for the Second Year	2,38,45,650
3	Total Proposed Budget for the Third Year	1,92,68,500
	<i>Total Cost of the Capacity Building and Training Project</i>	8,62,69,800

Chapter- 7

Conclusion and Policy Recommendations

Human resource development in municipal administration assumes paramount importance. In the context of decentralized urban governance, strengthening of urban local governments has become imperative which depends upon the effective and efficient municipal personnel system. In municipal personnel administration, training for employees and workforce is required for smooth functioning of urban local bodies and urban development. Training needs to the municipal employees and staff may be classified into (1) Senior level officials, (2) Middle level officials, (3) Junior level officials and (4) Elected representatives of ULBs. Thus, training needs assessment becomes imperative for preparing a detailed road map and training calendar for conducting the training and capacity building of municipal employees and staff.

Problems in Municipal Administration:

- The staff in the local bodies is not technical competent to handle urban infrastructure projects, effective delivery of basic civic services and performing role and responsibilities.
- Political interference hampers the work of the local bodies. This also discourages the morale of municipal employees and staff for performance of responsibilities.
- Most of the municipal bodies lack manpower, equipments and materials. This is also true in case of Allahabad Municipal Corporation. The sanitary workers complain that they do not get adequate and proper equipments and materials for proper sanitation and performing their duties.

- Encroachment of drainage is also causing inconvenience in proper cleaning of the drainage while seepage and choking of drainage due to dump of plastics and wastes cause overflowing of drainage.
- The sanitary workers do not get regular health checkup and proper medical facilities. They are forced to work in unhygienic work conditions. Their working hours are also long. Due to lack of proper manpower planning, a large area is being covered by a few sanitary workers for cleaning.
- Public pressure is also cause of concern. There is undue demand from the counselors for cleaning and sanitary work in a certain areas and thus, the other areas are being neglected that cause public pressure.
- The sanitary workers have not been received any kind of promotion and this is one of the major cause of dissatisfaction from job. They also reported that no medical leave is being given to them and while salary is very low for contractual job.
- The TA being provided to the municipal employees and staff is grossly inadequate. The municipal employees do not get any incentives for better performance of work. Due to lack of community mobilization, it is difficult to perform role and responsibilities effectively by the municipal personnel.
- Most of the sanitary workers are illiterate while majority of the Class-IV employees are educationally backward. Thus, it is a major challenge to provide them training and capacity building. Similarly, a large segment of the Class-III and Class-II employees are educationally sound however, they are not well-versed with the English language and it is difficult to

provide them training and reading material in English language as they will not understand the content of the reading material.

- Lack of coordination among the different sections and departments hampers the effective functioning of the municipal corporation. Even there is no coordination between the Municipal Corporation and parastatal agencies such as Jal Kal, Jal Nigam and other associated organizations. Thus, effective delivery of municipal civic services is not being ensured.
- Due to lack of community mobilization and involvement in municipal planning, execution of developmental plans and their monitoring, the desired results from the development programmes and schemes are not being obtained. The lack of community mobilization is also prevalent because of the dysfunctional of community development network and other community based organizations.

Policy Recommendations:

- In order to provide orientation, on-job training and skill training to the different cadres of municipal personnel, the state government should set up state level training institute for the training and capacity building of municipal personnel besides setting of its regional units in each geographical region viz. Central, Western, Eastern and Bundelkhand. The training institute should have well-equipped with suitable infrastructure, regular faculty and supporting staff for organizing the training and capacity building programme.

- The sanitary workers should be provided adequate materials, better and improved equipments for regular cleaning and sanitary work. The sanitary workers should also be provided proper cart, containers, hand gloves etc. for collection and disposal of waste.
- Some of the senior sanitary workers should be promoted to Sanitary Nayaks and Sanitary Inspectors. Their wages and salaries should be enhanced besides improving the working conditions through providing them additional benefits such as medical, group insurance, health insurance, etc.
- The Sanitary Inspectors and Nayaks may be provided communication devices/mobile phone for better coordination during the work.
- Organizational culture and climate should be improved through community mobilization, developing community based network and improving coordination among executive and political wings. The social commitments among the municipal employees are imperative for improving the work efficiency and effective functioning of the Municipal Corporation.
- It is recommended that well-equipped Human Resource Development Centre should be established at the Municipal Corporation for providing training and capacity building to the municipal employees and staff on regular basis. The Centre should have qualified and experienced staff and faculty besides visiting faculty which may be hired from the reputed institutions such as RCUES, Lucknow,

Administrative Training Institute, Lucknow, Management and Engineering Institutes, etc.

- In order to develop resource literature and reading materials for conducting training programmes, procuring documentary films, literature, training modules and other literature is imperative. Documentary films and pertinent literature related to water, sanitation and sewerage may be obtained from Centre for Science and Environment, New Delhi while engineering related literature may be obtained from National Institute for Environmental Engineering, Nagpur.
- Only selected middle and senior level officials should be provided an opportunity of exposure visit to learn best practices in the field of sanitation, sewerage, solid waste management, public private partnership, e-governance, MIS, GIS application, etc. both within the state and outside of the state.
- The best places for exposure visit within the state may be Lucknow, Kanpur and Agra for learning lessons in the field of public private partnership, solid waste management, and management of bio-medical waste, GIS Mapping and water supply.
- The best places for exposure visit outside of the state may include the cities and towns such as Kalyani (sanitation), Rajarhat (housing), Kolkata (community mobilization and empowerment), Durgapur (community development) in West Bengal; Pune, Pimpri-Chindwar (public private partnership, solid waste management, sanitation) in Maharashtra, Ahmadabad (public private partnership in

solid waste management, disaster management) in Gujarat; Bhubneswar (rehabilitation of street vendors) in Orissa; Hyderabad (solid waste management, sanitation, GIS Mapping, public private partnership, resource mobilization through user charges), in Andhra Pradesh; Trivandrum (Kudumbshree Model of Poverty Alleviation) in Kerala; and Bhopal, Jabalpur, Indore and Ujjain (rehabilitation of street vendors, public private partnership, sanitation, service level benchmarking).

- It is recommended that a district level coordination committee should be constituted with the Chairmanship of District Magistrate and Municipal Commissioner, GM, Water Works, GM, Jal Nigam, Chief Executive Engineer, PWD and representation of other related departments/ organizations.
- In order to involve community in developmental planning and monitoring in the development schemes and programmes, it is imperative to strengthen the community based organizations especially Urban Community Development Network as envisaged under Swarn Jayanti Shahri Rojgar Yojana. It is also suggested that Area and Ward Sabha should be constituted and be strengthened for community mobilization and community empowerment.
- Monetary and non-monetary incentives should be provided to the municipal employees and staff for better performance. They may be motivated and encouraged for taking innovative measures for improving work efficiency and organizational effectiveness and particularly delivery of municipal civic services.

- The Citizen Charter is must. The citizen charter should be prepared and be loaded on the website of the Corporation besides display at the prominent places so that the concerned citizens may contact the officials and adopt the suitable mechanism for availing municipal services and redressal of the grievance.
- Reporting and communication system should be developed through adoption of appropriate software such as e-filing and e-tracking for retrieval of the files.
- The municipal corporation should invest on purchase of modern machines and automatic vehicles for road sweeping, transportation of municipal waste and carcass. Besides small vehicles should be purchased for collection and transportation of solid waste, garbage, debris, etc. from the narrow roads and streets.
- The Municipal Corporation may adopt the standard e-procurement system, electronic system of attendance and digital photo identity card to employees for effective functioning of the Corporation and discharging the responsibilities and duties by municipal personnel in efficient manner.
- The Municipal Corporation may also set up a Help Desk-cum-Reception for facilitation of the visitors while the visit to the officials of the Corporation may be restricted at a time in order to avoid the disturbance caused by a large number of visitors at a time.
- The existing Procurement Cell should be strengthened and be more systematic. The Cell Incharge should be provided the right to spend an amount of Rs. 25,000 per month

without prior approval from the Municipal Commissioner while the adequate stock should be maintained at the Cell.

- The HRD Officer of PIU – JNNURM should be Nodal Officer for conducting training and capacity building programmes in the Municipal Corporation by HRD Cell, as proposed for capacity building of human resources for the municipal personnel. The HRD Officer may be continued even after the completion of the JNNURM project as the services of HRD Officer are crucial for training and capacity building of municipal personnel.
- All the projects related with infrastructure development should be implemented with the consultation of experts of PIU while the responsibility of proper monitoring and checking of quality should be given to the PIU officials.
- The scope of proposed HRD Centre for the training and capacity building of municipal personnel should be widened to attract municipal personnel of various Nagar Panchayats, Nagar Palika Parishads as well as other institutions for training and capacity building on nominal charges in order to mobilize resources for the sustenance of the Centre.
- In order to create conducive work environment, canteen on subsidized rates should be set up for providing canteen facility to the municipal personnel. Besides the other basic facilities such as water cooler, clean toilet, community toilet, etc. may be created for the municipal personnel as well as visitors. The municipal personnel may also be provided incentives such as medical and education aid to the family members of the employees to the weaker sections through

convergence of schemes and programmes of other concerned departments.

- The Establishment Section should be strengthened with providing suitable manpower while updation of personal files should be ensured through introducing of Electronic Personal Information System (PIS).