

EXPERIENCE SHARING PRESENTATIONS

Volume II

Induction Training for IAS Officers

16th November 2015 to 23rd December 2015



**Administrative Training Institute
Government of West Bengal**

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Foreward

Administrative Training Institute (ATI), West Bengal conducted Induction Training Program for the promoted IAS Officers from 16th November 2015 to 23rd December 2015 for the second time. The earlier training was held from 3rd August to 11th September 2015. The Department of Personnel and Training (DoPT), Government of India nominated IAS officers from eleven states who attended the training program. The duration of the training program was for six weeks which included four weeks class room sessions at ATI with the exposure to traditional culture and local field visit, one week mini Bharat Darshan and one week foreign training in Sri Lanka. One of the requirements of the program was submission of paper by the participants based on their experience in service. This experience sharing methodology was chosen to facilitate the optimal use of the concept of Andragogy in the IAS training program. All the participants submitted their papers and some of them also presented their papers in the classes where different issues were discussed.

The papers dealt with different topics which include studies on implementation of development schemes, integration of different schemes, involvement of the people in development process, grass-root level experiences, local self government, etc. Some papers are based on experiences at the state level and some are at the block and village level. While some of the papers are outstanding, the others have been published with minor revisions. Officers have been graded on the papers and recommendations were made for improvements.

The present volume is a collection of papers submitted by the IAS participants where seventeen selected papers have been presented in Part-A and twenty three abstracts in Part-B . Our officers have worked sincerely to make this publication possible. I would like to thank them for their valuable contributions.

Dated, Kolkata
23rd December, 2015

Dr. Subesh Kumar Das, IAS
Additional Chief Secretary
&
Director General, ATI, WB
Government of West Bengal

No Detention Policy vis-a-vis Quality Education in Primary Education

Samir Kumar Bhattacharyya, IAS

Primary Education for children is a very vital issue as it is the first step of mental and social enlightenment and upbringing of the children to constitute the future Human Resource of the country. The Right of Children to Free and Compulsory Education Act, 2009, popularly known as RTE Act, 2009 came into force in India on 1st of April, 2010. This Act entitles all children in the age group of 6-14 years to have 8 (eight) years of elementary education as fundamental right. The “No Detention Policy” as envisaged in this Act in order to ensure universal enrollment, retention and quality education has been an issue of controversy among the teachers, academicians and parents as they apprehend that this policy would result in cosmetic literacy instead of quality education. In the backdrop of these conflicting views the author in this paper has delved deep into the rationale and objectives of the policy and the impact it has on the quality of education across the country.

Introduction

The constitution of India came into force in 1950. It proposed to achieve universal elementary education within a period of ten years. But unfortunately the goal is yet to be achieved. Different projects have been undertaken at different times but it has remained an elusive goal. Of the initiatives, the most significant is the SarvaSikshaAbhiyan(SSA) launched in 2000. This flagship program has undoubtedly enhanced enrollment and retention of children in schools. But with the change in the global perspectives, the focus has shifted to quality improvement in education to meet the human resource demand. The Right to Education Act, 2009 proposes no detention up to class VIII to achieve universalisation of elementary education and increase retention of children in schools. The policy states that no child can be detained in the same class for consecutive years or expelled from the class. The promotion to the next class will be made automatically irrespective of his performance. The policy proposes to ensure quality education but real scenario is quite different. Ever since its implementation, the academicians and teachers are loud and clear in their opinion that it is more than responsible for the decline in quality of education in the recent times. So the policy certainly needs a review and if required, needs certain changes in the approach and strategies.

I. What is no Detention Policy?

“No detention policy” is a clause under the RTE Act 2009 as entered in Section 16. This section states, “No child admitted in a school shall be held back in any class or expelled from school till the completion of elementary education”. In simpler terms the policy does away with the traditional pass-fail system prevalent in India for long. The policy thus proposes to ensure universal retention of the students in the elementary level by preventing stagnation and wastage. The main purpose of this blanket rule is to ensure compulsory education up to the age of 14 years and prevent dropout in schools.

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II. No Detention Policy: Rationale Behind

In India where the majority of the population lives in the villages and below poverty line, educational awareness is missing. So, late admission to school is a common phenomenon. There is every chance of the student being dropped out from the school due to poverty, illness, engagement in child labor or lack of awareness on the part of the parents. Consequently, these children lag behind in their studies and do badly in the exams. Hence they are detained in the class and tend to drop out making the right to education meaningless. So despite access to school such children can remain unschooled forever. The “no detention policy” addresses such issues. To complement the policy of smooth promotion, the RTE makes provision for age appropriate classroom, no-expulsion and “continuous and comprehensive evaluation” (CCE) of child’s understanding and ability to apply the same. The no detention policy has been introduced primarily to prevent drop outs. The traditional system of examinations is often used to detain and eliminate a child who performs poorly. He is declared “fail” and made to repeat the class. The child would find least interest and motivation following the same syllabus again for another year. It is demotivating and discouraging. The child would feel humiliated. In most of the cases the child leaves the school. The fail-stigma makes him a laughing stock and an object of criticism and satire among his friends and relatives. Detention, therefore, has no positive justification, rather negative implication for the child. The ‘no detention policy’ in the RTE does not imply the abolition of assessment but replacement of the traditional system of examination with Continuous and Comprehensive Evaluation (CCE). It releases the child from the fear and trauma of failure and enables the teacher to pay individual attention to the child’s learning and performance. A child cannot be held responsible for its failure. In most of the cases, it is the inadequacy of the educational system that accounts for it. So instead of punishing the child with detention, the quality of the system may be improved. There is no study or research that suggests that detaining a child improves the quality of the learning of the child. In fact, more often than not the child abandons school. But expulsion signifies the refusal of the system to serve the child. The notion of ‘expulsion’ is not compatible with the concept of ‘right’. In no civilized nation, policy of ‘expulsion’ is adopted in primary education. If such tender aged (6-14years) children engage in activities violating the rules and discipline of the school, the system is responsible to rectify them. The system should address the child differently -through counseling, by providing different curricular and co-curricular activities which enable the child to develop self-awareness, changing his behavioral pattern. Another reason to implement “no detention policy” is to free the students from the pressure and fear of examination and give them a stress free academic environment and childhood.

III. No Detention Policy: Rebuttals

Failure is the key of success. So doing away with the pass-fail system i.e. “no detention policy” is not prudent and cannot much help a child for its better learning. A student is supposed to learn a lot when he passes an exam. At the same time it is not denying of the fact that a student learns a lot also from his failure. To understand and discover own drawbacks from failure is not at all an insignificant factor in learning process. Repairing his drawbacks and demerits is also undoubtedly a great learning. A child cannot learn walking unless it falls. Ultimately it learns to walk through a series of fallings and getting ups. This fall does not finish its future rather it ignites its determination for doing better in future. So failure is also a very helpful and friendly tool for learning.

IV. No Detention Policy: The Reality

In spite of the various efforts being taken up to ensure quality in education, it is not happening

in reality. Among the various reasons accounting for this, the “no detention policy” is one. Ever since its introduction, this clause in the RTE has become a bone of contention among the teachers, academicians and parents. Students’ enrolment has increased remarkably but the improvement in their academic standard is hardly seen. Majority of the teachers are of the opinion that the “no pass-no fail” system has encouraged a clear negligence and reluctance of student to study. As there is no exam, the students get carefree and leave the school after the mid-day meals. The real scenario may be picturised as follow:

Fall in educational standard: The situation looks dismal in the rural schools. Surveys carried out on the students of the schools express a disheartening picture. In the primary section the students attend the school, take mid-day-meal and go away. A std-III student is not even acquainted with the vernacular alphabet. A std-V student does not know how to count or the basic mathematical functions such as simple addition and subtraction. Similar surveys carried out in secondary schools for class V to VIII reveals an identical picture. Even in class VII, 62% of the students are unable to write all the 26 letters of English alphabet or read a text properly. Their knowledge in Science and Math is too poor to match to the standard of class III or IV students. Having progressed through the automatic promotion system up to class VIII, the students develop a carefree and easy going attitude. In std-IX they are unable to change their attitude suddenly. Naturally, they fail to cope up with the academic pressure and collapse. As promotion to next class is taken for granted irrespective of performance, students are hardly serious and attentive to their studies. And the teachers find a hard time to teach the disinterested and de-motivated lot. And when the teacher tries to make them realize the importance of study, the students are candid to reply that their promotion is guaranteed. It is not only ridiculous but unfortunate. These poor students, when they go to the higher classes fair even badly as they hardly understand what is taught in the class and tend to disturb the class. With the concept of the inclusive education in practice the bright students are there in the same class. Their academic progress is greatly hampered as the teacher can hardly raise the teaching standard to their level. The “no exam” policy at the elementary level is making the students lackadaisical.

Irregularity in attendance: The students are not serious any more towards their studies. They do not come to take part in the teaching learning process attentively. Earlier they were attentive in their classes as they had to pass the exam. Hence they regularly attended the school and seriously studied in the class and at home. Now they know the evaluation or tests are mere formality. So they do not bother to come to school regularly and remain absent for long periods. When asked, they offer lame excuses such as illness, visit to relatives etc. Sometimes they work outside to support their family financially and enroll in the school only for the various benefits like free books, dress, scholarships and grants etc. Due to the long absences, teaching learning process is hampered and the students learn almost nothing.

Difficulty in maintaining discipline: The “no detention policy” has affected the teaching-learning environment greatly. The students do not concentrate on their studies as they know that even if they do not learn anything, they would be promoted to the next class. Hence they engage in all sorts of mischief disrupting the educational environment of the school. Most of the students studying in a particular class do not have the required educational competence, knowledge and skill to understand the lessons imparted in the class because they have not studied in the previous classes seriously. Hence they find no interest and motivation in the class. They are more prone to disturb the class and vitiate the atmosphere of the school. The law prohibits any punishment on the students. The “no detention policy”

also eliminates the provision of expulsion. Consequently there is no tool to reinstate them to track.

Non-serious attitude in the teachers: The no-detention policy has made the teachers, if not all, certainly many of them, non-serious. Like the students, the teachers also know very well that the students will move to the next class automatically. The fact whether they teach properly or not in the class does not matter much. The promotion will not depend on how much they have learned their lessons. Hence the pressure is off the teachers to impart the lessons with sincerity and dedication. Again they lose all the motivation to teach when they realize that all the students even the one who did not study at all will go to the next class. In a class where the students hardly have any desire to study seriously the teachers cannot do much. Hence they grow unwilling and non-serious.

Attitude of the parents: Barring some conscious and educated parents, the policy has been a welcome one for most of the parents. They are happy with the fact that their children will not be detained in any class at least up to class-VIII. They are not bothered about quality of education. Their children would of course move to next classes but in terms of knowledge, skill and competence they will fall far short of the average level. The poor parents are now to engage their children to household chores or in helping them. They may engage them in child labor as well. They remain contented as long as their children are enrolled in the school enjoying the various student-supporting benefits.

V. No Detention Policy: Evaluation

The “no detention policy” along with the CCE is in itself good but has failed to deliver the best because of insufficient infrastructural support and awareness of parents required for the successful implementation of the policy. To implement policy, a healthy teacher-taught ratio is necessary. The CCE has become a farce in schools where the teacher student ratio ranges from 1:50 to 1:120. Again pedagogically, the “no detention policy” can be effective only if the teachers are professionally equipped, committed and work in a conducive environment. In that case they would be in a position to assess individual learning needs, appreciate individual differences and be committed to provide remedial inputs to each learner as per his or her requirements. The teacher should also be responsible to ensure that at no stage does the learner come under stress. But it is futile to expect this from the teachers who are burdened with hugely populated classes. It was an ill-conceived decision to introduce the “no detention policy” without taking into account its feasibility and hence it is destined to fall flat.

Suggestions for improvement required to retain “No Detention Policy”:

1. The student-teacher ratio in the class should be kept to manageable limit.
2. Regular orientation and training of the in-service teachers should be done to acquaint them with the principles and strategies of the policy.
3. Parents’ awareness should be generated.
4. Special training for the weaker students and the late entrants should be arranged to make them at par with the academic standard required for a particular class.
5. Value education should be imparted among the students.
6. Teaching-learning process should be made more attractive and joyful so as to draw the attention of the students.
7. Funding and resource allocation should be increased.

VI. Conclusion

On the basis of the above discussion, it may be inferred that the “no detention policy” might

be aiming to ensure universal enrolment and retention but has certainly affected the quality of education and aim of education, which cannot be ignored. It is a serious concern that all attempts of educating children more specifically of rural areas up to classes VIII under RTE is proving a waste in terms of time and money. It is now high time that the controversial clause is reviewed to maintain focus on quality education. It must be remembered that mere obtaining an educational qualification is not the ultimate goal. The real purpose of the school education should be broadening the horizon of mind of the students instead. Dedicated teachers alone would hardly improve the situation unless the policy is reviewed. But sudden revoking the policy in isolation without overhauling the education system would only add more woes to the lives of the poor children. Hence the policy should either be renovated with adequate changes to neutralize the ill effects or replaced with a new policy that would take a balanced approach. The prime objective should be to effect an all-round development of children equipping them with life skills. Therefore it is concluded that there is urgent need to re-think about continuing 'No Detention Policy' and its pros and cons to maintain focus on 'Quality Education' rather than only enrolment and retention.

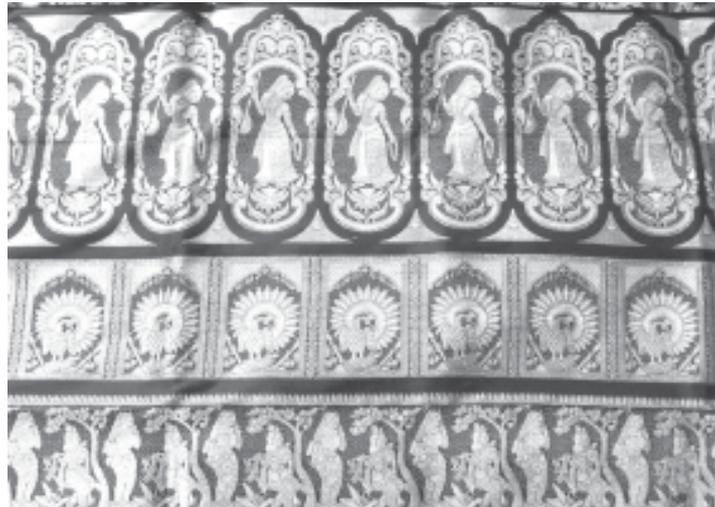
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Turnaround of West Bengal State Handloom Weavers' Co-op. Society Ltd. (Tantuja)

Tapan Kanti Ganguli, IAS

*The West Bengal State Handloom Weavers' Co-operative Society Ltd. (popularly known as Tantuja), a West Bengal State Govt. Enterprise started its journey in 1954; it was established mainly to save the weavers from economic hardship and economic exploitation and to survive the handloom industry from the stiff competition from power looms. Tantuja, erstwhile a prestigious brand in the State and the Country started degenerating into a financially loss incurring concern since 1989-90 with most of its showrooms being stock-starved and showing shabby appearance, demotivated and spiritless employees and with a huge inventory of unsold goods. The author in this paper has described how the decision of the Board of Directors of Tantuja in August, 2010 towards financial and administrative restructuring and revival of the process of business through a Business Optimization Plan prepared by M/s. **Deloitte & Touche Consulting India Pvt. Ltd** appointed by the Public Enterprise Deptt. and accepted by MSSE&T Deptt., GoWB and initiatives towards closure of unviable showrooms, downsizing of employees through ERS, adoption of financial austerity measures and tapping of Public procurement orders from State Departments had helped this organisation tiding over the long economic recession period and yielded dividend from 2010-11 and registering Operational Profit from 2013-14 FY.*



[an exquisite piece of Baluchari sari woven by weavers of Bengal- a work of art & culture!]

Introduction

Handloom weavers of Bengal and elsewhere in the country should be regarded as “artists” and not merely artisans/workers in handlooms for the simple reason that from times immemorial they have been translating painstakingly their invaluable intellectual properties through beautiful designs textured in diverse handwoven saris and other textile products which have continued to fascinate one and all ---- common men as well as connoisseurs of the country and abroad. But

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as it generally happens in a country like India they did suffer from financial crisis in their pursuit of excellence and fell easy prey to the clutches of vested interests and middle men in arranging funds for production and marketing of the products as well.

Therefore, it transpired that they basically needed three kinds of support from State Government to survive in stiff competition with the products of powerloom:

- i) Raw materials
- ii) Design & technique
- iii) Marketing linkages

Keeping in view all these factors, Govt. of West Bengal felt the need for formation of a State level Apex Co-operative Society under administrative control of the State Govt. with Primary Weavers' Co-operative Societies (PWCS) as its primary members to cater to the needs of the handloom weavers in best possible way and thus the West Bengal State Handloom Weavers' Co-operative Society Ltd. (popularly known as TANTUJA) came into existence for the first time as far back as on 1st October, 1954 being inaugurated by Dr. Bidhan Ch. Roy, the Visionary & first Chief Minister of West Bengal. It was established to save the weavers from economic hardships and exploitation and it soon became an umbrella organization for all weavers in Bengal who were in dire straits & needed some help from the Govt. so that they could survive with dignity.

Genesis of financial crisis in Tantuja

In the initial years of its formation Tantuja, being a West Bengal State Govt. Enterprise, could perform satisfactorily in safeguarding the interests of the weavers so far as their needs and aspirations were concerned. In fact in its heydays Tantuja became a household name and even coterminous with "Bengal Handloom" as well as a prestigious brand in the State and the country.

But with the passage of time degeneration started and since FY 1989-90 it had been incurring financial loss to the tune of Rs.15 Crores per annum. The number of showrooms and staff strength of Tantuja were 130 and 900 (approx.) respectively as on March, 2009. Showrooms were shabby and stock-starved. Employees were spiritless and demotivated. There were three employees' unions and those were at loggerheads with the management. Inventory of unsold goods was large. Monthly disbursement of salary and wages used to be made in between 10-15th instead of 1st day of month because the organization had to earn its salary. The State Govt.'s contribution was limited only to the tune of Rs.8-10 crores per annum in the form of share capital. Thus Tantuja ultimately turned out to be a sick unit reeling under the burden of debts and losses incurred over the years.

In such a dismal scenario when the new Managing Director took over charge of the Organization in 2009, he could immediately realize that he had to face an uphill task ahead in his endeavour to improve the general health of Tantuja. After taking stock of the situation, the main causes as identified by him were as follows:

- i) Overstaffing : No. of employees was 1017 as on 1st April, 2005
- ii) Indiscriminate opening of showrooms without proper market survey : No. of showrooms was 147
- iii) Indifference about maintenance of quality : There was no quality checking mechanism during procurement
- iv) Procurement was not need-based
- v) Absence of proper management practices
- vi) Imposition of Govt. policy not always conducive to growth

And the resultant evil effects of all of the above on the organization were the following :

- i) Lack of work culture and salesmanship

- ii) Most of the showrooms became shabby
- iii) Erosion of working capital due to staff salary and wage payment
- iv) Decline in sales and rising loss year after year
- v) Union activism (3 unions) not conducive to sound management
- vi) Large inventory of unsold goods

Restructuring through Business Optimization Plan (BOP)

So the State Govt. and the management of Tantuja in tandem took the inevitable decision to have in-depth and comprehensive study of the organisation by reputed Consultants to identify the ailments from which it was suffering, their reasons and also to suggest/prescribe measures for removing those so that it could ultimately come out of the crisis and again become a vibrant unit regaining its past glory. Initially a study was conducted by PWC which was, however, not accepted by the Govt. for various reasons. Later, PE Deptt. in consultation with the MSSE&T Deptt. appointed M/s. Deloitte & Touche Consulting India Pvt. Ltd. which conducted a holistic study covering all aspects of the organization very rigorously after consultation with all the stakeholders and finally came out with the Business Optimization Plan (BOP) for Tantuja during 2010.

The main features of the BOP were :

- i) Business Restructuring
- ii) Administrative Restructuring
- iii) Financial Restructuring

Under Business Restructuring the main recommendations were closure/relocation of unviable showrooms, renovation of existing showrooms, introduction of new designs, strict quality control, efficient inventory management etc.

Under Administrative Restructuring the BOP mainly prescribed for downsizing of the employees specially those who were near attrition stage and infirm and keeping it at the most optimum level through Early Retirement Scheme (ERS) and also rationalization of salary etc. in comparison with its peer organizations in the field.

Financial Restructuring basically suggested for writing off or conversion of Govt. loans/debts into equity/share capital by the State Govt.

On receipt of the BOP series of discussions/deliberations followed with all stakeholders. At the outset expectedly reservations/resistances to the acceptance of the BOP were quite obvious from the ends of the employees' unions as well as the members of the Board of Directors of Tantuja. However, after long persuasions and honest counselling the MD & Chairman were successful in convincing them for acceptance of the BOP which could only usher in the revival of the organization.

Finally, the Board of Directors of the Apex Society adopted the resolution in its meeting held on 18.08.2010 that the West Bengal State Handloom Weavers' Co-operative Society Ltd. (TANTUJA) would be restructured under the same management structure through a Business Optimization Plan for business, administrative and financial restructuring. Following adoption of the said resolution soon all necessary actions were afoot.

In business restructuring front, during 2010-11 FY 25 nos. of economically unviable sale depots were closed and 4 nos. of new depots opened or relocated in commercially viable places which produced good results. Renovation of existing showrooms was undertaken. A new State Design Centre housed at Tantuja Bhawan was set up by appointing one qualified Design Manager, one Colour Master & one Master Weaver for the same on contractual basis with the financial assistance of the State Govt. The centre immediately rolled out good designs which were replicated in fabric in sample loom set up in its Sukchar Unit. This centre generated much

enthusiasm among the societies and the weavers as this might ensure a distinctive brand for Tantuja in days to come. Special efforts were also made for efficient running of the silk projects in the Districts of Murshidabad & Birbhum. Direct cash purchases of handloom items from

PWCS were intensified with special emphasis on quality as well as need as per recommendations and it had positive effects among the societies and weavers. The direct cash purchase increased considerably to the tune of Rs.12.50 cr. during 2010-11 as compared to Rs.8.60 cr. in 2009-10 and thereby registered a significant growth rate of nearly 45%.

As a part of the administrative restructuring, the downsizing of the no. of employees of Tantuja was done through an “Early Retirement Scheme” in pursuance of memo. no. 0503 dtd. 9th July, 2010 read with memo. no.0662 dtd. 03.09.2010 of MSSE&T Deptt. and the resolution adopted by BOD in its meeting held on 18.08.2010 vide Order & Notice issued by MD under ref. nos. 2198 & 2199 both dtd. 12.10.2010 by which the Cut-off date for Early Retirement as well as handing over of ERS compensation cheques was fixed on 31.12.2010. Initially various apprehensions and doubts loomed large on the employees as to whether the Govt. and the management would actually be able to keep and maintain the deadline and obviously they were sluggish in their approach to come forward. Later with sincere efforts and persuasions by the MD, the 1st phase of ERS was implemented very successfully & smoothly in which 181 employees took early retirement on the cut-off date 31.12.2010 and the compensation package to the tune Rs.18.50 Cr. was fully paid to them on the same day itself with active co-operation of the MSSE&T and PE Departments of GoWB. The individual compensation cheques varied between Rs.5/6 lakhs and Rs.10/12 lakhs according to ranks. This generated so much enthusiasm and trust among the rest of the employees that demands for another phase of ERS started to pour in from them which ultimately culminated into initiation of the process of 2nd phase of ERS when another 60 odd nos. of employees exercised their option.

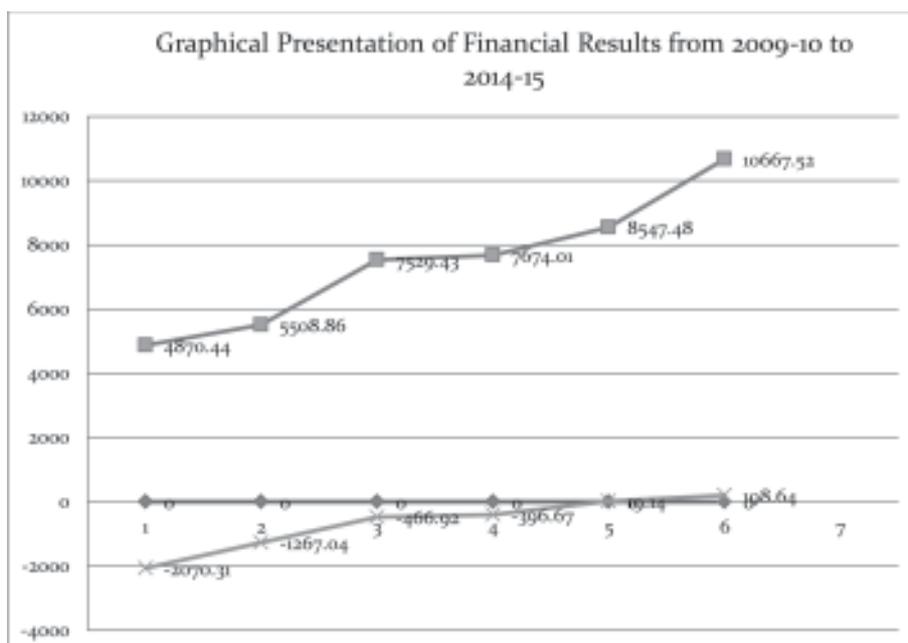
Then the formal proposal for Financial Restructuring of the Apex along the lines suggested in the BOP as well as series of discussion with the concerned authorities of the State Govt. was also submitted by the MD to the MSSE&T Deptt. for consideration.

Such concerted, integrated, holistic & sincere efforts and actions on the part of the management, board and employees started yielding results from FY 2010-11 itself. This was evident from the fact that the net loss of the organization came down to Rs.12.67 Cr. in 2010-11 from Rs.20.70 Cr. in 2009-10. In later years with some more interventions and resorting to certain innovative measures by the later management and active support of the Govt., Tantuja could achieve better results and register operational profit from FY 2013-14 after a long gap of 25 years and in fact during 2014-15 the net profit rose to nearly Rs.2 Crores.

Statements of financial results of Tantuja from FY 2009-10 to 2014-15 are reproduced in both tabular and graphical presentations below for better understanding and getting a clearer picture. It reveals and simply tells the success story of turnaround of a public sector undertaking in no uncertain terms.

Statement of Financial Results from 2009-10 to 2014-15

YEAR	TURNOVER	NET PROFIT/LOSS (In LAKH)
2009-10	4870.44	-2070.31
2010-11	5508.86	-1267.04
2011-12	7529.43	-466.92
2012-13	7674.01	-396.67
2013-14	8547.48	19.14
2014-15	10667.52	198.64



So, now, the main factors which contributed to the Turnaround of Tantuja may be summed up as follows :

- a) Adoption of Business Optimization Plan by the Management in 2010 for business, administrative and financial restructuring
- b) Reduction of manpower through ERS (181 & 60 nos. in 1st & 2nd phases) & normal retirement
- c) No fresh recruitment (No. of employees-456 as of 2014-15)
- d) Closure of unviable showrooms (No. of showrooms-92 as of 2014-15)
- e) Renovation of existing showrooms which was conducive to sale increase
- f) Introduction of new designs with the help of qualified designers of State Design Centre housed at Tantuja Bhawan
- g) Strict quality control of textile products through mandatory use of Handloom Mark & Silk Mark
- h) Procurement of Drug License & ISI Registration for gauge & bandage and other hospital materials
 - i) Re-commencement of export of its products from FY 2013-14
 - j) Commencement of online business from FY 2013-14
 - k) Commencement of online business through flipkart from FY 2014-15
 - l) Business tie-up with HANVEEV & HANTEX (Kerala), Co-Optex (Tamilnadu) and Purbasha (Tripura)
 - m) Effective Inventory Management & financial discipline

4. Conclusion

Tantuja is now progressing well under active support of the State Govt. and the present scenario in Tantuja is ample proof that with sincere efforts, intentions and motivations along with a right amount of professional approach in operation and management, a sick Govt. unit could also be transformed into an efficient and profit making one. The exemplary actions undertaken by the management of Tantuja in past few years deserve emulation by such other ailing Public Sector Units.

State Potato Mission of Odisha

Purushottam Sahoo, IAS

Potato is an important vegetable consumed by the people of Odisha. But acreage under potato has been steadily declining since the 1990s due to various factors. Although the total requirement of ware potato is about 10.61 lakh MT p.a. the state is able to produce only 2.5 lakh MT. This huge deficit is usually managed by the state by importing ware potatoes from the neighbouring state, West Bengal. In view of the above situation, Government of Odisha launched potato mission to overcome the huge deficit of potato. A Task Force was constituted by the state to look after issues related to production, productivity, storage, supply etc. and advise the Government on interventions to be made to attain self-sufficiency over a period of three years i.e. from 2015-16 to 2017-18. The Task Force after consultations with scientists, experts and NGOs working in this sector observed that a robust seed supply mechanism is pre-requisite for achieving self-sufficiency. The Task Force also felt that production can be enhanced by incentivising the production of potatoes rather than supply of subsidized seeds. Another focus area identified is setting up of modern cold storages in the state and creation of sufficient storage capacity for the product.

Introduction

Potato is the most important vegetables consumed by the people of Odisha and has an important place in the dietary composition. Potato is being cultivated over about 15000 ha with an annual production of 2.5 lakh MT. The productivity of potato in Odisha is 16.48 MT/ha against all India average of 22.76 MT/ha. However the total requirement of potato in the state is 10.61 lakh MT per Year. Thus, at present state produces hardly 15-20% of its requirement. It is in this background, the Government of Odisha decided to launch the potato mission to overcome the acute shortage of potatoes in the State.

Potato requirement in the state:

The population of the state during 2014-15 is 439 lakhs (Based on 2011 census) Assuming annual consumption of about 24.48 kg and 23.58 kg per annum per capita for rural and urban population of the state, the total requirement of ware potato comes to 10.61 lakh MT per annum for the year 2014-15. Besides, the seed requirement of the state is about 1.2 lakh MT. But present level of production is only 2.5 lakh tons. Hence the deficit in ware potato is around 8.11 lakh MT. This deficit is usually managed by the state by importing ware potatoes from the neighbouring state i.e. West Bengal. In the year 2013 when West Bengal suddenly stopped supply of potatoes to Odisha due to some reasons the rate of Potato per kg was increased to Rs. 30-35 in the state. This situation created almost a crisis in the state of Odisha and the Government sincerely thought of embarking upon a flagship programme to escalate the production of potato in a mission mode. Demand for potatoes is also likely to increase in coming years because of increasing population and change in food habits of people especially in urban areas for snacks and fast food where potato plays a significant role.

Purushottam Sahoo, IAS, Addl Secy, Agriculture Deptt, Govt. of Odisha

Major Constraints of Potato Production in Odisha

Some of the constraints limiting potato production in Odisha are as follows:

- 1. Limited supply of quality seed tubers in time:** The state is not in a position to produce adequate quantity of quality seeds at a affordable price to the farmers in time. The farmers of Odisha mainly depend upon other states viz. West Bengal, Punjab, Himachal Pradesh and Uttar Pradesh for seed potatoes. Many times planting is delayed due to want of seeds as a result of which farmers use poor quality seed often collected from ware crops available locally or brought from outside state ultimately leading to low yields.
- 2. Inadequate cold storage facilities:** During sixties, there were as many as 54 cold stores (29 in public sectors and 25 in private sector) with 86 thousand tonnes capacity. Many of them have now become defunct due to high running cost. At present only 24 cold stores with about 1.17 lakh tonnes capacities are operating. Some cold stores also keep other fruits and vegetables in the same store along with potatoes. Such a situation is not suitable for storing potatoes as the temperature and humidity required for potato and other items are not the same. As a result, farmers do not find adequate place to keep their produce safely and hence, forced to sale the produce immediately after harvest at very nominal price.
- 3. Socio economic status of the farmers:** The crop is very much labour intensive and requires high input cost. As most of the farmers in the state are small and marginal, they prefer to the traditional cultivation of paddy, groundnut etc. which require low inputs.
- 4. Inadequate irrigation facilities:** Potato is grown in the State mainly in Rabi season. As there is inadequate irrigation facilities during Rabi, the crop suffers moisture stress resulting in loss of yield.
- 5. Competition for land:** The potato crop faces competition from less risk crops like groundnut, chickpea, mustard and some vegetables. These crops are less expensive to grow and the farmer is not much apprehensive of loss on account of marketing and storage of the produce. Hence land, otherwise suitable for potato cultivation, is diverted for these crops.
- 6. Low farm credit:** The cost of cultivation of potato per ha is more than 1.2 lakhs out of which material component comprises of about two third. Seed cost only comprises 50% of total cost of cultivation. Further majority of our farmers are small and marginal having very low purchasing power. They are unable to procure the inputs for which potato cultivation is not picking up in the state. Some of the farmers used to lend from unauthorized banking institutions / money lenders at exorbitantly high rate of interest making potato crop unprofitable.
- 7. Extension gap:** A wealth of information on efficient potato production technology is available in the public domain. But most of it has not reached the farmers. Most of the farmers still adhere to their age-old traditions, because of their poor knowledge. The extension personnel in the State Government have greater role to play in taking the technologies to the farmers. The Directorate of Horticulture has limited staff looking after many programmes. The field staff strength is 2-3 persons per block and is found to be inadequate to give special effort on potato crop.

Scope for Potato cultivation in the State:

The soil and climatic conditions of some districts of Odisha are very much suitable for growing potato. Although potato is being produced in our state during rabi, most of the potatoes are being sold to middlemen and transported to other states due to inadequate storage facilities.

Potato is cultivated throughout the state during rabi season and as monsoon potato during

kharif in hilly tracts of Koraput and Kandhamal since last year with high degree of success. Major potato growing districts of Odisha are Puri, Cuttack, Kandhamal, Balasore, Sambalpur and Koraput. KufriJyoti, KufriLalima, Chipsona-1 & 2 are some of the popular varieties being grown in the State.

Odisha has experienced a decline in acreage under potato in last three decades due to various factors like inadequate cold storage space, non-availability of adequate good quality seed, poor package of practices etc. As a result the State is depending on the neighbouring state of West Bengal for bulk of its requirement.

Task Force on Potato:

In view of the widening gap between the production and requirement of potatoes in the State, Government of Odisha constituted a Task Force to devise means for increase of production of potatoes in the State on a mission mode. The Task Force is to address issues related to production, productivity, storage, supply etc. and advise the Government on interventions to be made to attain self-sufficiency in potatoes production over a period of three years. The Task Force will hold wide ranging consultations with Scientists and officials, besides, going through the communication received from independent experts and NGOs working in this sector.

The Task Force was constituted with the following members

1. Principal Secretary, Agriculture Department - Chairman
2. Commissioner-cum-Secretary, FS & CW Department - Member
3. Commissioner-cum-Secretary, Cooperation Department – Member

The Task Force was to furnish the report within a month, which was later extended for another month. As per advice of the Chairman of the Task Force, a Working Group headed by Director of Horticulture was formed with the following members to discuss at length the issues like production, seed supply, cold storage etc.

1. Joint Director of Horticulture
2. Director, Agriculture Marketing
3. Deputy Director, Marketing Intelligence, FS & CW
4. Deputy Secretary, Cooperation Department
5. Potato Breeder, OUAT
6. Head of Department, Vegetable Sciences, OUAT
7. PI, PFDC, Fruit Science, OUAT

The Task Force during the deliberations observed that a robust seed supply mechanism is pre-requisite to achieving self-sufficiency and the desired levels of production and productivity of potato in the State. It is felt that there is need for a paradigm shift in addressing the issues relating to supply of quality seeds, inputs, capacity building of farmers and administration of subsidy to farmers. It is strongly felt that by incentivising the production of potatoes rather than supply of subsidised seeds, the actual area under cultivation would substantially grow. Another focus area identified is setting up of modern cold storages in the state and creating sufficient storage capacity for the crops. There has to be an organic linkage between the cold storages and farmers groups so that farmers feel reassured of getting good prices for their produce.

After discussing the issues, suggestions made by individuals, organisations, national and International organisation, the Task Force has made the following recommendations:-

- Launching of State Potato Mission to provide a systematic approach to the Potato programme in the State. The State Potato Mission will function in mission mode and will be implemented throughout Odisha.
- Farmers have to be motivated for taking up potato crop both during rabi and kharif. Similarly focus has to be laid on the establishment of cold storages etc.
- Awareness programmes, field days, workshops etc will be organised in potato growing areas.
- Publicity has to be made through print and electronic media on the Government policies for increasing potato production and establishment of cold stores.
- In order to educate the farmers and stall training, exposure visit, workshop have to be organised on good agriculture practices, mechanisation and post-harvest management etc.
- Area expansion of potato has to be made to achieve 60,000 ha in three years to produce the targeted production of 10.50 lakh M.T. Both kharif and rabi seasons have to be emphasized.
- There will be involvement of other agriculture related agencies working at field level. The agencies will be considered as implementing agencies and make planning for potato in their work programme.
- It has been proposed to make area expansion of potato by providing incentive on area coverage / production with a cluster approach to provide an opportunity to the farmers to select the varieties as per their choice and build competitiveness among the seed suppliers.

Strategy

Area Expansion

The present area under potato in the state is about 15000 ha. With the present requirement of about 10.7 lakh MT potato for consumption per annum, there will be requirement of about 60,000 ha to be covered with ware potato crop at the expected productivity level of about 17.5 MT/ha by the year 2016-17. Thus, it has been proposed to proceed horizontally in a phased manner to achieve 60,000 ha in 3 years.

Seed Production

At present, the state has an area of approximately 15,000 ha under potato and requires about 30,000 tones of certified/quality seed. To cover this area, our state requires about 5,000 tones Foundation seed for meeting the requirement of seed potato. Seed potatoes will be supplied to the farmers with 30% Seed Replacement Rate (SRR) each year from Government side up to 3 years. The balance requirement will be met by the farmers from own seed source or procuring from other sources.

Cold Storage

Potatoes are semi-perishable in nature because they contain about 80% water. Therefore, the post-production management in potato is as important as the production management. It has been estimated that under tropical and sub-tropical conditions, losses due to poor handling and storage can amount up to 40%. Therefore, it is of utmost importance to minimize storage losses.

Major interventions for cold storage

- i. Revival / Leasing out of Co-operative and Govt. cold storages.
- ii. Modernisation of existing cold storages.
- iii. New modern cold storages have to be established in each district basing on potato production and population.

- iv. To ear mark some cold storages for seed purpose.
- v. Cold storage should be declared as industry & special assistance has to be allowed.
- vi. Cold storage should have backward, forward linkage and cluster cultivation of potato should be developed around the unit.
- vii. It is proposed that each cold store will be set up as a service centre with facilities for storing potato input requirements and training of farmers in addition to the cold storage.
- viii. Cold store capacities can be in modular form depending upon catchment area requirements, (i.e. 1000 MT for a village/cluster level to >10,000 MT for processing potato requirements)
- ix. Power supply to cold stores to be given from the separate agriculture feeder
- x. Skill development will be initiated on cold store management to enable employment of unemployed technical youth, state ITI's can be used for this purpose for giving special courses in cold store management.

Conclusion

The potato mission has been launched in the year 2014-15. It aims at achieving the target potato production in the State within a period of three years ranging from 2015-16 to 2017-18. So the mission is at its baby stage. The real challenges/obstacles will be identified during course of time and will be met according to the situation.

Smart City

Sutanu Prasad Kar, IAS

Rapid pace of urbanization accompanied with economic development in India having nearly 31% urban population contributing to over 60% of its GDP has necessitated modernizing its cities as Smart Cities which would be (1) competitive in terms of employment and investment potential, (2) sustainable socially, environmentally and financially, (3) endowed with (a) robust IT-based and citizen-centric institutional infrastructure, (b) cost efficient physical infrastructures of water supply, sanitation & sewerage, solid waste disposal, power supply, Smart Parking facilities, intelligent traffic management and multimodal transport, (c) healthcare facilities, educational institutions and entertainment facilities and (d) economic infrastructures like Financial Centers, Logistic Hubs, Warehousing and Freight terminal, Skill Development Centers, Industrial Parks, IT Parks, Service Centers etc. Government of India is considering development of 100 Smart Cities in the entire country in a mission mode by introducing a 2-tier competition among aspirant ULBs having 1,00,000 population or more – the 1st-tier competition being the state level screening and the 2nd-tier competition being qualifying for considering as smart city in terms of preparation of concept, vision, strategy and smart city plan by engaging its smart citizens to evolve smart solutions aiming for improving quality of life and adding to the smartness through sustainable and inclusive interventions.

Introduction

Urbanization accompanies economic development. As countries move from being primarily agrarian economies to industrial and service sectors, they also urbanize. This is because urban areas provide the agglomerations that the industrial and service sectors need. While the urban population is currently around 31% of the total population, it contributes over 60% of India's GDP. It is projected that urban India will contribute nearly 75% of the national GDP in the next 15 years. It is for this reason that cities are referred to as the “engines of economic growth. To harness this growth it requires comprehensive development of physical, institutional, social and economic infrastructure. All that are important in improving the quality of life and attracting people and investments to the City, is setting in motion a cycle of growth and development. Development of Smart Cities is a step in that direction.

Meaning of Smart City

Smartness in a city means different things to different people. It could be smart design, smart utilities, smart housing, smart mobility, smart technology etc. Thus it is rather difficult to give a definition of a smart city. However, people migrate to cities primarily in search of employment and economic activities beside better quality of life. Therefore, a Smart City for its sustainability needs to offer economic activities and employment opportunities to a wide section of its residents, regardless of their level of education, skills or income levels. In doing so, a Smart City needs to identify its comparative or unique advantage and core competence in specific areas of economic activities and promote such activities aggressively, by developing the required institutional, physical, social and economic infrastructures for it and attracting investors and profession-

Sutanu Prasad Kar, IAS, Program Director, SPMG, West Bengal

als to take up such activities. It also needs to support the required skill development for such activities in a big way. This would help a Smart City in developing the required environment for creation of economic activities and employment opportunities. Apart from employment, it is also important for a Smart City to offer decent living options to every resident. This would mean that it will have to provide a very high quality of life (comparable with any developed European City) i.e. good quality but affordable housing, cost efficient physical, social and institutional infrastructure such as adequate and quality water supply, sanitation, 24 x 7 electric supply, clean air, quality education, cost efficient health care, dependable security, entertainment, sports, robust and high speed interconnectivity, fast & efficient urban mobility etc. In this context, Smart Cities are those that are able to attract investments and experts & professionals. Good quality infrastructure, simple and transparent online business and public services processes that make it easy to practice one's profession or to establish an enterprise and run it efficiently without any bureaucratic hassles are essential features of a citizen centric and investor-friendly smart city. Adequate availability of the required skills in the labour force is a necessary requirement for sustainability of a Smart City. Entrepreneurs, themselves, look for a decent living and so they also look for smart housing, high level of healthcare, entertainment and quality education. Safety and security is a basic need for them as to any other resident. A city that is considered unsafe is not attractive.

Three basic concepts of smart city are

- Competitiveness refers to a city's ability to create employment opportunities, attract investments, experts, professionals and people. The ease of being able to do business and the quality of life it offers determines its competitiveness.
- Sustainability includes social sustainability, environmental sustainability and financial sustainability.
- Quality of Life includes safety and security, inclusiveness, entertainment, ease of seeking and obtaining public services, cost efficient healthcare, quality education, transparency, accountability and opportunities for participation in governance.

Pillars of a Smart City

Institutional Infrastructure (including Governance), Physical Infrastructure, Social Infrastructure and Economic Infrastructure constitute the four pillars on which a city rests. The centre of attention for each of these pillars is the citizen.

- Institutional Infrastructure refers to the activities that relate to governance, planning and management of a city. The new technology (ICT) has provided a new dimension to this system making it citizen-centric, efficient; accountable and it includes the participatory systems of governance, e-governance, inclusive governance, the sense of safety and security and the opportunities for creativity.
- Physical Infrastructure refers to its stock of cost-efficient and intelligent physical infrastructure such as the urban mobility system, the energy system, the water supply system, sewerage system, sanitation facilities, solid waste management system, drainage system, etc. which are all integrated through the use of technology.
- Social Infrastructure relate to those components that work towards developing the human and social capital, such as the education, healthcare, entertainment, etc. It also includes performance and creative arts, sports, the open spaces, children's parks and gardens. These together determine the quality of life of citizens in a city. It is also necessary that city promotes inclusiveness and city has structures which proactively bring disadvantaged sections i.e. SCs, STs, socially and financially backwards, minorities, disabled and women into the mainstream of development.

- **Economic Infrastructure** For a city to attract investments and to create the appropriate economic infrastructure for employment opportunities, it has to first identify its core competence, comparative advantages and analyse its potential for generating economic activities. Once that is done, the gaps in required economic infrastructure can be determined. This would generally comprise the following: Incubation centres Skill Development Centres Industrial Parks and Export Processing Zones IT / BT Parks Trade centres , Service Centres , Financial Centres and Services Logistics hubs, warehousing and freight terminals.

Smart City Mission

With this concept behind, in order to modernize existing cities and make them internationally competitive, the Government of India has decided to support the development of 100 Smart Cities in the entire country in a mission mode with the objective is to promote cities that provide core infrastructure and give a decent quality of life to its citizens, a clean and sustainable environment with the application of ‘Smart’ Solutions. The focus is on sustainable and inclusive development and the idea is to look at compact areas, create a replicable model which will act like a light house to other aspiring cities.

The core infrastructure elements in a Smart City include

- i. adequate water supply,
- ii. assured electricity supply,
- iii. sanitation, including solid waste management
- iv. efficient urban mobility and public transport,
- v. affordable housing, especially for the poor,
- vi. robust IT connectivity and digitalization,
- vii. good governance, especially e-Governance and citizen participation,
- viii. sustainable environment,
- ix. safety and security of citizens, particularly women, children and the elderly, and
- x. health and education.

As far as Smart Solutions are concerned, an illustrative list is given below but not exhaustive
E- Governance and citizen services

Public information , Grievance redressal Electronic service delivery Citizen Engagement
Citizens—city’s eyes and ears Video crime monitoring

Waste Management

Waste to energy and fuel
Waste to compost
Waste water to be treated
Recycling and reduction of C&D waste

Water Management

Smart meters & management
Leakage identification ,preventive maintenance
Water quality Monitoring

Energy Management

Smart meters & management Renewable source of energy Energy efficient and green buildings

Urban Mobility

Smart parking
Intelligent traffic management Integrated multi model transport

Others

Tele medicine & Tele education Trade facilitation centers Skill Development centres

Smart City Features

Some prominent features of comprehensive development in Smart Cities are

- i. Promoting mixed land use in area-based developments — planning for unplanned areas' containing a range of compatible activities and land uses close to one another in order to make land use more efficient, use and building bye-laws to adapt to change;
- ii. Housing and inclusiveness — expansion of housing opportunities for all;
- iii. Creating walkable localities — reduction of congestion, air pollution and resource depletion, boost local economy, promote interactions and ensure security. The road network is to be created or refurbished not only for vehicles and public transport, but also for pedestrians and cyclists, and necessary administrative services are offered within walking or cycling distance;
- iv. Preserving and developing open spaces — parks, playgrounds, and recreational spaces in order to enhance the quality of life of citizens, reduction of the urban heat effects in areas and generally to promote eco-balance;
- v. Promoting a variety of transport options — Transit Oriented Development (TOD), public transport and last mile para-transport connectivity;
- vi. Making governance citizen-friendly and cost effective — increasing reliance on online services to bring about accountability and transparency, especially using mobiles to reduce cost of services and providing services without having to go to municipal offices; form e- groups to listen to people and obtain feedback and use online monitoring of programs and activities with the aid of cyber tour of worksites;
- vii. Giving an identity to the city — based on its main economic activity, such as local cuisine, health, education, arts and craft, culture, sports goods, furniture, hosiery, textile, dairy, etc;
- viii. Applying Smart Solutions to infrastructure and services in area-based development in order to make them better. For example, making Areas less vulnerable to disasters, using fewer resources, and providing cheaper services.

Process of selection of cities to be developed as smart

Each aspiring city competes for selection as a Smart City in what is called a 'City Challenge'.

There are two stages in the selection process

Stage 1 of the competition: **Shortlisting of cities by States**

Stage 2 of the competition: **The Challenge round for selection of ULB for implementation as smart city**

In the stage 1 of the competition, the contest was held amongst 49 ULBs out of 56 ULBS having population of more than 100000 in west Bengal and the following four ULBs were selected for the stage 2 of the 'competition in this state. They are

1. Newtown Kolkata Development Authority
2. Bidhannagar Municipal Corporation
3. Durgapur Municipal Corporation
4. Haldia Municipality

In the second round these four cities are preparing their Smart City Plans .Each aspiring city has to formulate its own concept, vision, strategy and plan that is appropriate and suitable to the local context, resources and levels of ambitions. While preparing such a plan ground realities and potential for transformation are to be taken into account. Further this plan should be a collabo-

ration of the objectives and funds of citizens .government departments, parastatal development agencies as well as private agencies. Identification of the purpose and objective of the area to be developed and the application of smart solutions are the important attributes while preparing the plan before going for implementation of the plan.In this endeavour the key performance indicators of the ULBs are to be taken into account and the entire exercise of making such plan requires citizen engagement .So citizen engagement is an important area in making a city smart.

The four ULBs of West Bengal is organising this citizen engagement in a big way. A few examples are as follows :

- Face to face interactions at City level, home level, residents' welfare association levels.
- Discussions at schools and colleges with students.
- Advertisement in newspapers.
- Displays in Electronic Sign Boards.
- Observing Smart Fridays encouraging people having innovative ideas to share.
- Appealing through FM Radio.
- Kiosks at Durga Puja Pandals with banners and manned by volunteers from Puja Committees
- Publishing brochures, banners, leaflets.
- Using all online resources including website of ULBs and MyGov, Face Book, Twitter, bulk SMS.
- Online comments and submission of essays online.
- Focused group discussions involving people from different walks of life.
- Two-day workshop with involvement of citizens in collaboration with Future Cities Catapult, a U.K. based organization.
- Mobilizing citizen and student volunteers.
- Help teams for online comments, with laptops and internet connectivity, fanned out to different locations of the township
- Walk-in ideas camp with free Wi-Fi.
- Tableau and walks FM coverage.
- Sit and Draw Competition.
- Smart Diabetes Care Programme.
- Live Talk Show
- Logo competition
- Song competition
- Poem writing competition.

Another important area is the convergence not only of Govt. Departments but also of different organisations like civil society , business groups ,etc and such meetings were also organised by NASSCOM ,CII etc.

After finalisation of the Smart city Plan by the ULBs in the second round of challenge, Govt of India will finally will finally declare which of the participating ULBs will implement the smart city .

For implementation of the city plan and to ultimately develop as a smart city a special purpose vehicle will have to be created . This SPV will plan, appraise, approve, release funds, implement, manage, operate, monitor and evaluate the Smart City development projects.

Financing

The Smart City Mission will be operated as a Centrally Sponsored Scheme (CSS) and the

Central Government proposes to give financial support to the Mission to the extent of Rs. 48,000 crores over five years i.e. on an average Rs. 100 crore per city per year. An equal amount ,on a matching basis, will have to be contributed by the State/ULB; therefore, nearly Rupees one lakh crore of Government/ULB funds will be available for Smart Cities development.

The project cost of each Smart City proposal will vary depending upon the level of ambition, model and capacity to execute and repay. It is anticipated that substantial funds will be required to implement the Smart City proposal and towards this end, Government grants of both the Centre and State will have to be leveraged to attract funding from internal and external sources.

Conclusion

So India is now on the threshold of entering into a new generation of cities where cities will become smart not only for its infrastructure in physical, Institutional, social and economic sectors but also for its smart citizens who are quite efficient and skilled to evolve and participate in smart solutions that ultimately improves the quality of life incrementally & .gradually adding on layers of smartness through planned .inclusive and sustainable interventions.

Labour Laws in India and some issues

Jawaid Akhtar, IAS

The growth of an economy is closely related to its Labour Laws. The author in this paper has examined the genesis of various Labour Laws enacted in India since pre-independence to till date for ensuring a congenial working condition for the workers and arresting industrial unrest in factories. After independence, Govt. of India adopted several Industrial Policies for rapid industrial growth of the country. Administration of Labour Laws rests with the Central and State Govt. in their respective jurisdictions. The Labour Laws of India mainly covers the workers in the organized sector constituting only 7-8 % of the total work force of India. The Minimum Wages Act, 1948, the Contract Labour (R&A) Act, 1970, the West Bengal Shops and Establishment Act, 1963, are important Labour Laws introduced to protect the rights of the workers in the unorganized sectors. The reforms of the existing Labour Laws as being increasingly demanded by the Industrial & Business Houses on the plea of those being deterrent for industrial development, the author in this paper counters this view and harbors that this contentious issue should be handled carefully to strike a balance between the needs of the industries and the universally recognized rights of the workers.

Introduction

With 1.2 billion people India has now registered its identity as one of the top industrialized nations in the industrial map of the world. The country is classified as newly industrialized country, one of G-20 major economies. It has a long history. The process of modern factory system started its journey in British rule. The modern factory system simultaneously brought with it many mal-labour practices as well, such as, lack of safety, poor housing, low wages, irregular payment of wages, long and excessive duty hours, child labour etc. The companies are generally driven by profit motive even at the cost of workers' rights. The policy of the state towards labour was virtually one of laissez-faire. But the workers united themselves and demanded for better working conditions in the factories. A series of strike were called by the trade unions after the end of First World War in support of the demands of the workers. The British rulers enacted a few labour laws one by one, such as, the Factories Act, 1881, the Trade Unions Act, 1926, and the Trade Disputes Act, 1929 to regulate the working conditions in factories and to resolve the trade disputes. This underscored the need and importance of labour laws for regulating labour towards industrial progress.

After independence, a large number of industries have been set up in public, private and joint sectors. Millions and millions of workers are employed therein. Various labour laws in course of time has been enacted by the Government to regulate labour and to promote harmonious industrial relation between capital and labour.

However, over more than past two decades in post liberalization period of economy since 1991 a debate started doing round the corner over the efficacy of Indian labour laws towards the industrial growth of the country. Demands have been raised to make the labour laws more pro-growth and pro-development for industries. But whether labour laws of India have negative impact on industrial growth is a very contentious issue. This paper has made an attempt to focus on these points.

Jawaid Akhtar, IAS, Labour Commissioner, Deptt. of Labour, Govt. of West Bengal

Industrial Development

Industry is a major sector of economy of a country. Economic growth of a country is dependent first and foremost on its industrial development. At the time of independence, India was dominantly an agrarian country. At that time, modern factory and the mines accounted for only 7% of national income, small industries share 10%, agricultural share 49%, service sector and construction 34%.

In the post-independent India, emphasis was given for rapid industrialization. At the very beginning, India in its first industrial policy in 1948 laid down the frame work of a mixed economy wherein the state and the private sector enterprises would co-exists and accelerate the overall industrial development. The movement of industrial development in India during the plan period has passed through several phases.

At the first phase from 1950-51 to 1961-65, high industrial growth rate was achieved with the foundation of basic and core industries. A significant feature of industrial development during this period was phenomenal growth of the public sector enterprises. Huge investments were made by the Government in 17 basic and heavy industries including iron and steel, arms and ammunitions, aircraft, atomic energy, oil, railway, shipping, airlines, telecommunication and power which were reserved for public sector.

At the second phase from 1966 to 1991, a sort of reform policy was adopted in the 1980s. During this period the Consumer Durable Goods Industries have expanded considerably. The 1980s marked a significant period of industrial development with the setting up of chemicals, petrochemicals and allied industries.

The third phase from July, 1991 onwards, marked a new era in Indian economy with the adoption of new industrial policy, 1991. The new Industrial policy has instituted a market based economy in India. The key note of the new Industrial policy includes liberalization and globalization of the economy. With this policy, industrial growth has accelerated gradually. Currently, according to World Bank, industrial manufacturing GDP output of India in 2015 is 6th largest in the world on current US dollar basis (\$ 559 billion). As in 2013-2014, industry accounted for 26% of GDP, agriculture 17% and service sector accounts for 57% of GDP.

Labour Laws

For the development and efficient functioning of the industries labour is one of the most important component and to regulate labour a plentiful of labour laws in India has been made.

Labour is a concurrent subject in the Constitution of India. Accordingly, both the Central Government and the State Governments are empowered to enact labour laws and administer them in their respective jurisdictions. At present there are 44 central labour laws. In addition, there are state enacted labour laws which are applicable in the respective jurisdiction of the states. The labour laws of India may be divided into four categories in terms of their enforcement authorities:-

(I) Labour laws enacted by the Central Government and administered solely by the Central Government. There are 12 such labour laws, viz.,

(i) The Employees Provident Fund and Miscellaneous Provisions Act, 1952

(ii) The Employees State Insurance Act, 1948

and 10 other labour laws.

(2) Labour laws enacted by the Central Government and enforced both by the Central Government and the State Governments. There are 24 such labour laws, viz.

i) The Minimum Wages Act, 1948

- (ii) The Payment of Wages Act, 1936
 - (iii) The Industrial Disputes Act, 1947
 - (iv) The Payment of Bonus Act, 1965
 - (v) The Payment of Gratuity Act, 1972
 - (vi) The Child Labour (P&R) Act, 1986
 - (vii) The Contract Labour (R&A) Act, 1970
- and 17 other labour laws.
- (3) Labour laws enacted by the Central Government and enforced solely by the State Governments. There are 8 such labour laws, viz.,
- (i) The Factories Act, 1948
 - (ii) The Plantation Labour Act, 1951
 - (iii) The Trade Unions Act, 1956 and 5 other labour laws.
- (4) Labour laws enacted by the State Governments and administered by the State Governments in their respective jurisdictions. For example, in West Bengal state-enacted labour laws are-
- (i) West Bengal Shops & Establishments Act, 1963
 - (ii) West Bengal Workmen's House Rent Allowance Act, 1974
 - (iii) West Bengal Payment of Subsistence Allowance Act, 1969
 - (iv) West Bengal Labour Welfare Fund Act, 1974 etc.

The labour laws of independent India have their origin and strength from:

- (1) The Constitution of India which provides for:
 - (a) Right to form associations and unions (Article-19),
 - (b) Prohibition of forced labour (Article-23),
 - (c) Prohibition of employment of children in factories and hazardous employments (Article-24),
 - (d) Right to an adequate means of livelihood (Article-39),
 - (e) Right to work and to public assistance in cases of old age, sickness, disablement etc. (Article-41),
 - (f) Provision for just & humane conditions of work and maternity benefit (Article-42),
 - (g) Living wages for workers (Article-43),
 - (h) Duties of the states to raise the standard of living etc. (Article-47).
- (2) Conventions and Recommendations of ILO which provide for minimum wages, collective bargaining etc.
- (3) The reports of various National Committees and Commissions on Labour and
- (4) Deliberations in Indian Labour Conferences.

The labour laws of India provide for universally acknowledged labour rights which the workers are entitled to and the duties and obligations which the employers are required to comply with.

It may be pointed out that the labour laws are neither applicable universally to all establishments nor cover all workers of all establishments. The labour laws in India are based on certain threshold criteria (number of workers). The employment threshold of ten or twenty is a major criteria for majority of the labour laws. For example, the Factories Act is applicable to a power-driven industrial establishment where ten or more workers are engaged and to a non-power driven industrial establishment where twenty or more workers are engaged. The Contract Labour (R&A) Act is applicable to an establishment where twenty or more contract workers are engaged. (In case of West Bengal ten or more contract workers as per state amendment). Only a few labour laws like Minimum Wages Act, Payment of Wages Act etc., have no threshold criteria of number of workers. Again the most of the labour laws in India cover mainly

the organized workers. A few Acts like Minimum Wages Act, Contract Labour Act cover both the organized and unorganized sector workers. The un-organized sector workers constitute 92-93% of total work force in India.

Labour laws of India are characterized by its multiplicity and complexity. But they are also an important vehicle for protecting workers right and achieving harmonious industrial relation and thus, in turn, contributed to the industrial development immensely.

Clearance and Permission

So far as the issue of clearances and permissions governed under labour laws is concerned, the name of two labour laws may be specifically mentioned, viz., (1) The Factories Act, 1948 and (2) The Industrial Disputes Act, 1947.

Under the Factories Act, previous permission is required for starting a factory. The Act requires an employer to obtain previous permission in writing of the State Government or the Chief Inspector of Factories by submitting an application in prescribed manner for the site on which the factory is to be situated and for construction or extension of any factory.

For an industrial establishment where 100 or more workers (50 or more workers in case of West Bengal as per State Government amendment) are employed while the employer seeks to lay off or retrench any worker or to close down his establishment, prior administrative permission is to be obtained from the Government by the employer by submitting application in prescribed manner as per provisions of the Industrial Disputes Act.

Licence Raj and Permit Raj

While speaking about the License and Permit Raj, it is normally referred to mean the compulsory industrial licensing system under the Industries (Development and Regulation) Act, 1951 with regard to establishing industries in certain categories but with the adoption of the new industrial policy in 1991 licensing policy has virtually been abolished. Though under labour laws no such licensing system is governed, certain labour laws provides for registration and license to be obtained by the employer of the establishment for specific reasons. For example, under Contract Labour Act, if an employer intends to engage contract workers in his establishment the principal employer will get his establishment registered under the Act and the contractor will obtain license for engaging contract workers in an establishment as per provision of the Act. The provision of such licence and registration are also governed by Plantation Labour Act, inter-state Migrant Workmen Act, Beedi and Cigar Workers Act and West Bengal Shops & Establishment Act under which the concerned establishments are covered.

In West Bengal obtaining registration and licence has become easier now for the employers as the State Government has introduced the system for online submission of applications and time bound grant of such licence and registration by the Registering and Licensing Officers.

Over more than past two decade since liberalization of Indian economy a controversy persists that labour laws of India are restrictive, protectionist and holding back industrial development. The economy of India has been reformed, but the labour laws have remained unaltered. It is argued that the labour laws are deterrent for industrial development. Particularly, reference is given to the regulatory provisions of lay-off u/s. 25M, retrenchment u/s. 25N and closure u/s. 25-O of the Industrial Disputes Act holding that these regulatory provisions prevent the firms from making adjustment to the inputs under market forces.

That the labour laws are deterrent for industrial development is a very contentious issue. The counter- point against such contention is found in a recent empirical study report of ILO in 2014 on MSMEs in Maharashtra, Tamil Nadu and Orissa. It has been revealed in the report that the labour laws do not act as a deterrent for industrial development. Again the regulatory provision u/s 25 N of the Industrial Disputes Act intends to protect the right to work and job security of

the workers as enshrined in the Constitution of India. Another striking point is that the employer-led lock out or suspension of work in different industrial units over the last few years has taken place in West Bengal mostly for financial crisis, not for problems generated by labour laws or workers. Therefore, the argument that labour laws have negative impact on business activities is not convincing. To say this, is not however, to deny the need or justification of labour reforms.

An empirical case of West Bengal

As there is a direct relation between the Labour Laws and industrial growth of a country, like India, proper implementation of the Labour Laws is necessary. In unorganized sector where 93% of the total workforce in India are engaged and who contribute about 50% of GDP, implementation of labour laws is very challenging. The main problems of workers in unorganized sectors are - (1) Non-payment of minimum wages, (2) long period of works exceeding normal duty hours, (3) they are not organized properly by trade unions, (4) they are vulnerable in terms of job security and social protection, (5) their employment is scattered and fragmented.

The workers engaged in unorganized sector workers are hesitant to lodge formal complaint or provide information about their problems for fear of being thrown out of employment by their formidable employers. But recently it was witnessed that the unorganized workers like security guards, who are contract workers, etc. of Kolkata area have mustered the courage to lodge complaint. As traditional routine inspection by the individual inspectors will not be sufficient, special drives by forming several teams of inspectors was taken for enforcement of Minimum Wages Act, 1948 and Contract Labour (R & A) Act, 1970 in the establishments of Security Agencies in Kolkata area in the years of 2013 and 2014. The result was satisfactory. Number of establishments inspected: 167 in 2013 and 138 in 2014. Number of workers covered around 6000. At the intervention of the Labour Department Officials, 877 workers received their less paid statutory minimum wages of more than rupees 17 lakhs from the infringing employers. A total 16 claim cases under the Minimum Wages Act have been launched in the Court of Law against the violating employers for recovery of minimum wages payable to 22 workers with compensation of Rupees 1 crore 70 lakhs. Again a complaint was received for non-payment of minimum wages for workers in the units of Falta SEZ Area. Severe industrial unrest erupted therein for this. The workers are basically contract labour. The matter was taken up seriously by the Labour Commissionerate with all the employers and the contractors of Falta SEZ Units and the Development Commissioner of Falta SEZ. Finally at the intervention of Labour Commissionerate in the month of September 2015, the matter has been resolved that all employers of Falta SEZ Unit will pay Statutory Minimum Wages to their workers with retrospective effect from 1.4.2015. By this, 10,000 workers of FaltaSez will now get the statutory minimum wages fixed by the Government or West Bengal.

Conclusion

Labour laws are dynamic. The Government has already taken initiative to simplify and rationalize the plentiful labour laws into a few Codes. The Government has meanwhile amended some labour laws to promote the 'Ease of Doing Business'. The liberalized industrial policy has attracted the private entrepreneurs, multi-national companies to invest more and more in the Indian economy. Industrialization is taking place on a larger scale. With this, the pattern of employment has also undergone a remarkable change. Casualization and contractualization of workers has now become a very dominant feature in industrial employment. Under this changed scenario, the labour laws have assumed greater importance and relevance. So whatever reform may take place in labour laws in the coming days it must make sure for the workers to enjoy their labour rights un-compromisingly. With the cooperation of the contended labour force India can build itself as a modern powerful industrialized country.

Innovations in Skill Development

Ashok Kumar, IAS

In India the youth population below the age of 25 years is nearly 300 – 400 million geographically scattered over 5 lakhs of villages and they require skill up gradation for their employability. The author in this paper has suggested a viable cost effective e-learning mode of imparting skills to such big lot through video conferencing by establishing Skill Development Centres in core places of a State and inter linking them with District based Skill Recipient Centres with theatres e-linked through Satellite or Optic Fibre Technology. At core state level disseminating centre skill experts of various trades selected by standard modules with fixed rosters, updated curriculum, shall deliver skills to field level SRCs through videoconferencing in participative manner. Identification of desired skill aspirants would be done by a team comprising DM and officials from Employment Department ITIs, Polytechnic, Medical and Health Departments through career counselling and linking assigning them to Core Dissemination Centres on the basis of Rosters and Trades. Certification and evaluation of newly skilled youths would be done a District Level through the modules prepared by specific skill trade experts and linking them with the job market as well as for developing their own entrepreneurship on individual/group basis.

Introduction

Today as one of the youngest nations in the globe with more than 62% of the population (15-59 years) of working age group and more than 54% of the total population below 25 years of age, India is a CUSP of DEMOGRAPHIC OPPORTUNITY. The nation's population pyramid is expected to 'bulge' across the 15-59 age group over the next decade. Calculations show that average population age in India by 2020 will be 29 years in comparison to 40 years in USA, 46 years in Europe and 47 years in Japan. In fact in the next 20 years, the labour force in the industrialised world shall decrease by 40% while in India it will increase by 32%. This poses both a challenge and an opportunity to promote the development. Millions and millions of our youth should acquire the skills to fill this gap and thus help India to emerge as an 'Economic Super Power'.

The need of the innovations in the field of skill development becomes very crucial in view of the fact that apart from meeting its own demand, India has the potential to provide skilled work force to fill the expected short -fall in the ageing developed world. As India moves progressively towards becoming a global knowledge economy, it must meet the rising aspirations of its youth with varied talents. With the right resources, enrichment, guidance, support and training, this pool of young people can be enabled to solve their own problems by virtue of their hard work and dexterity of hands. One of the expedient way to take them quickly out of poverty is to equip them with vocational skills that will atleast give them a basic chance to improve their lot. This will bridge the widening digital, social and economic divide between those who have access to opportunity and those who are increasingly becoming marginalised from the jobs present in the 'new economy'.

As per the present status, there is a veritable paradox around us in the fast-growing Indian economy. While employment avenues are increasing rapidly, they are not being filled by people with compatible skill sets. Unemployment, therefore, continues to rise inexorably resulting in perpetuation of poverty, right in the midst of opportunity. Only one-third of the people who get enrolled in primary schools, actually reach at metric and degree level. The huge pool of school drop-outs thrown up by the system year after year, renders itself unfit for sustainable mainstream employment because of highly fragmented skill development and entrepreneurship efforts across the country.

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A negative perception of uncertainty and insecurity is associated with entrepreneurship that discourages majority of youth from nurturing the ambition of an entrepreneurial career. The Indian society by and large has a distinct preference for service and decent job, especially a government job, rather than a self-driven entrepreneurship. Our education system is also focussed on preparing students for regular jobs and rarely exposes them to entrepreneurship due to lack of coordinated efforts to promote entrepreneurship.

So what does skill development actually mean? Skill development enhances employability, capacity building and life management skills thus enabling youth to gain a foothold in the competitive job market through learning and mentoring as per the individual's emotional and developmental needs. Youngsters must not only be loved, but also be guided properly for a sustainable future. Skill development must be at a defined scale with speed and standard, aiming to provide an umbrella framework to all capacity building activities being carried out within the country to link them with demand centres. As opposed to the developed countries, where percentage of skilled workforce is between 60-90% of total workforce, India records a low 5% of workforce (20-24 years) with formal vocational skills. There is a need for speedy recognition of ecosystem of skill development and entrepreneurship promotion in the country to suit the needs of the industry and enable decent quality of life to its population.

In this perspective, the need of a practical modus-operandi to achieve short term and long term objectives should be specified and highlighted. Short-term objectives of the skill development should be -

- a) Provide opportunity for holistic development of youth including adolescents for realisation of their fullest potential.
- b) Develop leadership qualities and personality development of youth and to channelize their energy towards socio-economic development.
- c) Foster the spirit of adventure, risk taking, team work, the capacity of ready and vital response to the challenging situations and of endurance among youth.

Long term objectives of skill development should be -

- a) Engage and channelize the energy of youth in positive manner for nation building so that gap between the privileged and the deprived should be bridged to the optimum level.
- b) Promote activities and programmes, which foster social harmony and national unity among youth.
- c) Promote spirit of national integration, unity in diversity and pride in being Indian among the youth of different parts of the country and to induce a sense of social harmony amongst the youth.
- d) To motivate the youth to act as focal point for dissemination of knowledge in the rural areas and involve them in nation building process and to stimulate action for empowerment of the thumb population.

Thus, strategies and their mechanism with categorical clarity and objectivity should be devised. The need of skill development policy at national level attracted the attention of Indian government and several policies were framed in the year 2009 and a new impetus was given to skill development in the backdrop of the findings that a numerous pre-existing schemes in the government sectors in India failed to achieve the desired goals for youth and adolescent skill development e.g. the schemes 100% centrally funded namely, promotion of youth activities and training, promotion of national integration, promotion of adventure and development and empowerment of adolescents, were merged in the scheme titled 'National Programme for Youth and Adolescents Development' (NPYAD). An analysis of the existing structure of skill development being followed by the government and private sectors shows that today more than 20 ministries /departments run 70 plus schemes for skill development in the country. However, there are gaps in the capacity and quality of training infrastructure

as well as output; insufficient focus on workforce aspirations; lack of certification and common standard; and a pointed lack of focus on unorganized sector. Visualising the need and importance of the skill development, the government of India created a new ministry on 10th November 2014 named Ministry of Skilled Development and Entrepreneurship (MSDE) with the objective to emphasise 'National Skill Development Mission' and 'Make in India Project'. The policy links skill development to improved employability and productivity to pave the path way forward for inclusive growth in the country. The skill development is complimented by specific efforts to promote entrepreneurship to create enough opportunities.

Innovations in the skill development techniques should be done in the backdrop of India's geographic, demographic, social and economic diversities. One of the most important and innovative strategy to develop skills of the people of remote and far-flung areas of various economically weak states like Uttarakhand, is to educate, train and expose them to the outer skilled world through e-learning and e-teaching. For instance, few centres like Dehradun, Haldwani, Haridwar etc. may be developed as main Skill Development Centres (SDCs) in Uttarakhand where experts of various trades may be summoned as per fixed roasters, with updated curriculum to deliver the techniques and know-how of various trades through video-conferencing from SDCs to various district field levels. At field level, (at district headquarters, municipal local bodies etc.), theatre-like rooms with seating capacity of 100 to 150 persons may be structured where satellite linked video conferencing facility should be provided in such a way that these theatres are e-linked with skill know-how hubs established in Dehradun, Haldwani and Haridwar as the core skill disseminating centres. These theatres, structured and fashioned with e-technology, should be developed at field level (e.g. different district levels like district headquarters, tehsils, blocks etc.) for persons interested in acquiring and enhancing new, innovative, professional and progressive skills in their chosen field, can be trained in interactive and participative manner. Officials and staff of Training and Employment Department, pre-existing in states like Uttar Pradesh and Uttarakhand, should be deployed for conducting the programmes for identifying the aspirants' quality level and aptitude through career counselling by the experts and the psychoanalysts in a particular area of interest and skill. After identification of skill and aptitude of a particular aspirant, the Department of Employment and Training at district level shall make them aware about the roaster wise time-table of the period of training at a particular place in selected time zones in consultation with streamlined hubs based at Dehradun, Haridwar and Haldwani etc.. These e-teaching cum e-learning sessions shall be interactive and participative. Each expert of his defined skill shall prepare the curriculum and syllabus as per the requirement of the specific trade. The time-length of an e-learning course may stretch upto one to six weeks or even longer as per agenda and requirement of the trade and at the end of the e-learning and e-teaching session there should be an online evaluation test or as need warrants. Competent authority at district level shall make the trade course certification. This is a very valuable mode for imparting know-how and techniques of variety of skills, particularly for the women and the downtrodden of remote areas. Though distance education has been in vogue for the past few decades, having many open universities like Indira Gandhi National Open University (IGNOU) etc., but till now it has played a limited role – 'the role' limited only to impart distance education and its certification and not catering to skill development as per the demand of remote, underdeveloped and underprivileged areas. This prevailing structure fails to explain why despite of millions of rupees being spent on various types of programmes for the skill development, the migration of youth from backward areas has been so rampant. This failure is self-evident as migration in large numbers from remote places/villages is on a rising side, resulting into the over-burdening of nearby urban sites as well as state capitals / metro cities in India. Solutions to this require in-depth understanding of the contents and issues. Identifying core areas at the ground level in consonance with the local resources and talents is necessary for making the skill development programmes success-

ful by linking with self-driven entrepreneurship. National Skill Development Corporation (NSDC) has identified few sectors that demonstrate high demand for skilled work force in coming years e.g. medical and nursing sector, construction sector, transport, logistics and hospitality and retail sector, packaging sector, agricultural and food processing sector, electronics and IT hardware sector, gems and jewellery sector, travel and tourism sector, security services, beauty and wellness sector, auto component sector, pharmaceuticals sector, textiles and clothing sector etc.. In addition to these key areas of skill development, the state of Uttarakhand can add some prime areas for which it has abundant local natural resources like health and fitness sector through yoga and meditation, pharmaceutical sector through herbs abundant in hills, bamboo based cottage industries and handicrafts, pine, deodar and eucalyptus oil for medicinal purposes, floriculture of common as well as some rare flower species, pisciculture, honey-bee keeping, wool and yarn from sheep, sericulture and silk based weaving and knitting, tea gardening etc..

For this the existing structure should be utilised in the following manner –

- Existing structure of ITIs and Polytechnics may be utilised in following and trained for youth aspiring for the field of technical know-how
- Officers, doctors, nurses, pharmacy staff of Health and Medical Departments should be trained and utilised for skill development of aspirants of health related skills
- Officers and staff of Employment and Training Department should identify the aspirants interested in other general areas other than technical and medical related skills and they should be provided good counselling and training in other general skills.

Thus, ITIs and Polytechnics in technical skills; Medical and Health department in health skills; and Employment and Training Department in other general skills should evolve a system with objectivity for necessary counselling of the youth of defined geographical areas and make a comprehensive schedule of their 'e-training', at various district levels, in consonance with regional and state level monitoring and supervisory officers. As far as possible, existing departmental structures and machinery should be utilised for skill development programmes in place of recruiting or engaging new staff or creating new departments to avoid the overhead running costs from getting hiked. Services of the experts of varied fields should be outsourced and utilised objectively, systematically and scientifically in a defined and integrated framework.

To conclude, as India is presently in the 'Cusp of Demographic Opportunity', we have to make optimum use of this opportunity by refining, polishing and restructuring the skill development of Indian youth between 16-35 years, constituting nearly 40% of the population. We have to make India more modern, prosperous, advanced and developed, in the context of skill development, in demand-supply ratio, as per the needs of the rising markets. These skill development and training programmes should have a well-defined geographical area and targeted beneficiaries as well as a tentative time period (elastic as per conditions) and detailed activity schedule. Emphasis should be on e-teaching and e-learning for skill development and self-driven entrepreneurship. Proper follow-up by competent authorities (i.e. institutional, monitoring and evaluating authorities) for evaluating and monitoring the impact of the project on the target Youth and Adolescents as well as the project's outcome, with respect to its stated aims and objectives, is a definite must. In tune with the national skill development mission, almost all the states have launched the state skill development missions (SSDMs), but their capacity-building and empowerment is eminently needed. A creation of interlinked common database at the centre is necessary to upscale quality of programmes, to prevent data duplicacy and to aid in convergence of state skill development efforts with central programmes.

Computerisation of Paddy Procurement in Chhattisgarh

A. Kulbhusan Toppo, IAS

Chhattisgarh State is well-known for its rice production. The State Government decided to computerise Paddy Procurement System in 2007. This system has integrated functioning of different organizations involved in paddy procurement. It has benefitted the farmers, labourers, Co-operatives and the State Government Organizations dealing with paddy procurement. It has received two awards -- National e-Governance Branz Medal award in 2007-08 and National e-Governance Gold Medal Award in 2008-09, Prime Minister Award for 2008-09 and it bagged 3 other prestigious awards.

Introduction

Chhattisgarh State is well known as a “Rice Bowl” of the country. The superfine and scented varieties of paddy are grown in the tribal belt of the state. Chhattisgarh is newly formed state. It is a tenth largest state of our country. Chhattisgarh State is rice surplus state from the very beginning in 2001 Chhattisgarh State started Decentralized Procurement (DCP). State through its agency started purchase of paddy. Markfed (C.G. State Cooperative Marketing Federation) has been fixed state agency” Markfed is procuring paddy through 1333 primary Agriculture cooperative societies of the State.

The State Government decided for computerization of paddy procurement work in 2007. At that time Chhattisgarh procures over 30 lakh metric tons of paddy every year on minimum support price (M.S.P.) from more than 10 lakh farmers over a period of 3 months. Computerized paddy procurement is done in 1532 centre in remote areas of the state in 2007-08. The process of paddy procurement involves purchase of paddy, payment of farmers, storage of paddy and its conversion to rice by milling. The procured rice along with other commodities is distributed under public distribution system. In the year 2007-08 the process of paddy procurement and P.D.S. has been computerized involving different organizations like department of food, C.G. State Cooperative Marketing Federation, C.G. State civil supplies corporation, Food corporation of India, Central Cooperative Banks and Primary Agriculture Cooperative Societies. The project was started in July 2007 and within four month time it is implemented throughout the state in all 1532 procurement centers. The objectives were (1) easy paddy procurement from farmers with instant payment, (2) checking leakage and diversion of paddy resulting saving for the government, (3) better inventory control and better Managements of milling resulting in optimum capacity utilization and savings, (4) transparency and citizen participation, and (5) checking diversion and recycling of rice in PDS.

Paddy Procurement and Milling

Paddy purchase Centres are mainly located at village panchayat level and connectivity is not available at most of the centers. Hence a form based stand alone module has been developed for online purchase of paddy and issue of paddy to millers, storage centre and FCI. Paddy receipt to farmers, cheques and delivery memos are printed on computer at real time special importance has been given to on the spot generation of cheques on computers as it reduces the

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delay in payment to more than 10 lakh farmers. Cheque role containing more than 50 lakh leaves were prepared by Central Cooperative Banks within one month. 1532 data entry operators, who are local to the societies were recruited and trained on the operation of PACS Module. An interesting innovation of data transmission through motor cycle rider has insured near real time data transmission from purchase centre to the central server and vice-versa. V-set based NICNET Connectivity is available in Chhattisgarh at block head quarters in the office of Janpad Panchayat 350 motor cycle riders have been hired to carry data every day from procurement centre computers to block head quarters, where they up load the data on the central server through the internet. Similarly any new version of software or other information is downloaded from the server at the block level by these motor cycle riders and carried to the procurement centers. All operation carried out by the district level officer such as Collector office, DMO of Markfed and DM of C.G. State civil supplies corporation as well as headquarters are computerized through web - based applications. At all the 50 storage centers of Markfed 2 computer each were installed with a form based module to receive and issue paddy. 100 Custom Milled Rice (CMR) receiving centre of C.G.S.C.S.C and 35 CMR receiving centers of FCI are loaded with a stand alone module to generate sample slip, analysis report and acknowledgement report. The data transfer between these centers is done programmatically through FTP without manual intervention. The Software Modules are described below.

(I) Primary Agricultural Cooperative Societies (PACS) Module

31 Lakh Metric Tones of paddy has been procured from more than 8 Lakh farmers at Minimum Support Price (MSP) from Nov 1st 2007 to Feb 15th 2008 through this computerized system. Computers were installed at all the 1532 purchase centres. Procurement of paddy from farmers and issuance of paddy to millers, movement of paddy to FCI and storage centres of MARKFED are done through this module. Payment to farmers has been made through computer-generated cheques immediately after purchase and on the spot. PACS are mainly located at village panchayat level and Internet connectivity is not available at most of these locations. Hence stand alone module has been developed and data transfer from web to the system and vice versa has been done through 250 motor cycle riders.

(II) Storage Centre Module

MARKFED maintains 50 storage centres in the state for temporary storage of paddy. The operations of the storage centres have been computerized with a stand-alone module. The data transfer from the web to the server and vice versa is done through web services using VSATs installed at these centres. Reconciliation of receipt at storage centres and issue from purchase centres has been automatic. A web module has been developed for manual reconciliation of unidentified issues.

(III) CMR Receipt Module

CGSCSC and FCI receive milled rice from millers after milling the paddy given by MARKFED. The acknowledgement of the rice shall act as security for the millers to get paddy. The details of acknowledgements generated at these centres shall be immediately available in DMO module. The data transfer is done through automatic FTP. The software does not allow receipt of more than agreement quantity of rice. Later the module has been converted to web module to allow receipt of rice at more than one centre against one agreement.

Urban Governance : Successful Construction of Water Supply Project at Contai town in the District of Purba Medinipur- a Brief Report

Bholanath Das, IAS

Contai Municipal Town didn't have any integrated drinking water supply facilities and peoples had do drink unhygienic water of 90 feet deep Hand-pumps. The author in this paper has described how the scheme of integrated water supply project had been implemented in 2009 in ContaiMunicipal area under Urban Infrastructure Development Scheme for Small &Medium Towns (UIDSSMT). The DPR for the project was prepared by the Municipal Engineering Directorate (MED), GoWB following the guidelines of Central Public Health and Environmental Engineering Organisation (CPHEEO) with due regards to the projected population to the of the Municipal Area for the 30 year periods since the year of implementation aiming to cater nearly 1.37 Lakhs population. The project conceived as lifting of ground water through deep tube well to Clear Water Reservoir via Rising Mains and thereafter delivering to the Over Head Reservoir and therefrom distribution of water to the households in the Municipal Area through main distribution pipe lines and branched pipe lines. The Technical Appraisal was done by CPHEEO and it was finally approved by the State Level Selection Committee. The implementing agency was MED and project completed in the month of June, 2012.

Introduction

Water is Life. The three forth areas of the entire globe is covered with water. But still a large number of populations are not getting fresh water for drinking and household uses. Municipal Affair Department is committed to develop various infrastructure development projects in different Municipal areas but along with other development works undertaken by the Department, Water Supply Project for supplying pure water in every household has given top most priority. A large number of Water Supply Projects has recently been either constructed or under process in different Municipal areas. The details of successful construction of Water Project of Contai Municipality in the District of PurbaMednipurunder urban governance are being elaborated here.

Contaiis one of the most important fast growing town in South Bengal and there was no integrated water supply scheme prevailing over the Contai Municipal area.Main & only source of drinking water for the inhabitants of the town was 60 to 90 feet deep hand operated tube wells which yield saline & extremely un-hygienic water. For this the people of the town suffered from several water borne diseases. It was, therefore became urgent necessary to prepare a comprehensive & integrated water supply scheme for the entire Contai Municipal area therefore it wasdecided by the state Govt. that a Integrated Water Supply Project would be constructed for the Contai Municipal Area and it is to be incorporated under Jawaharlal NehruNational Urban Renewal Mission(JNNURM) Scheme.

For undertaking any development scheme, the prime requisite is availability of suitable land. The Contai Municipality had sufficient land for this purpose. And accordingly Municipal Engineering Directorate (MED) was asked to prepare Detailed Project Report (DPR) for construction of Water Project keeping in mind the socio economic data such as total population, yearly average rainfall, number of households, present position of water supply etc. along with town map. The requisite land for construction of civil structures like Pump House, Overhead Reservoirs (OHR) and other necessary items were identified by the concerned Municipality.

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Thereafter as per guidance of the Municipal Affairs Department the detailed design of water supply network and other structural and electro mechanical works was done by Municipal Engineering Directorate (MED) as per latest water supply manual published by the Central Public Health and Environmental Engineering Organisation (CPHEEO). After completion of design portion the cost estimation was also done as per latest PWD, PHE Schedule of rates and competitive market rates for non-scheduled items. The project financial structuring was also examined and source and composition of funding pattern was also ascertained. As per original estimate total project cost came to Rs. 2317.88 lakh of which 80% was Government of India financing, 15% State Government financing and rest 5% financed by the concerned Municipality as per Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT) guidelines. However, the total project cost was ultimately increased due price escalation of commodities and finally came to 2674.10 lakh. Due weightage was also given on recovery of cost subsequently through Operation & Maintenance (O&M).

Project Details

The first step of designing any water supply project is assessment of population for the design period. The Population of Contai Municipality was collected for the latest census year, i.e. 2001 and the base year of the project was taken as 2009. Now as per Central Public Health and Environmental Engineering Organization (CPHEEO) manual of water supply, water supply projects were designed for 30 years as the design period considering 2009 as base year of the project. And from that, intermediate year and final year of design period came to 2024 and 2039 respectively. The population of 2001 was projected for the years 2009, 2024 and 2039 respectively. Thus the population of Contai Municipality to be benefitted with the water supply project for the final year came to 1,37,007 nos.

Now based on the population to be catered and the geography of the town the entire town was divided into three zones viz. Zone-I, Zone-II and Zone-III.

The source of water was Ground Water. The ground water is lifted through the deep tubewells on the surface. The water is then taken to the Clear Water Reservoirs (CWR) located on the ground via pressure pipelines which is called Rising Mains and it is stored in the Clear Water Reservoirs (CWR). Again through the rising mains the water from the Clear Water Reservoirs (CWR) is delivered to the Over Head Reservoirs (OHR). From Over Head Reservoirs (OHR) the water then gets distributed accordingly to the Main Distribution Pipeline and from that to the Branch Pipelines. Thus ultimately the water reaches the households. Each zone is to supply water from the tubewells situated in different areas adjacent to each Zone. As the quality of ground water is of good standard hence no further treatment is required. Only provision of chlorination is kept under purview.

Now, the Daily Water Demand is calculated for the entire town. The target for supply of water was considered as 70 Liters per Capita per Day (lpcd) as per the CPHEEO manual. The daily yield of water from Deep Tube Wells (DTW) and thereafter its transfer to Clear Water Reservoir (CWR) and Over Head Reservoirs (OHR) was calculated. The daily demand for the pipeline distribution system came to be 13.98 Million Liters per day (MLD). Zone-I is having one OHR of capacity 0.88 Million Liters (ML) and one Clear Water Reservoir (CWR) of 0.44 ML. Similarly Zone-II is having one OHR of 0.94 ML and one CWR of 0.47 ML. Zone-III is also having one OHR and one CWR of 0.79 ML and 0.4 ML respectively. The capacity of each Overhead Reservoir was calculated as per population to be catered by each Zone. Now the minimum height for terminal head of water, i.e, the available head of water at the household levels is considered to be 7 meters (m) which goes up to the height of a two storied house.

The Water Supply Project for Contai Town in PurbaMedinipur District was thus finalized.

Project Sanctioning and Execution

After the Detailed Project Report (DPR) was completed and finalized, it was then taken up for technical appraisal from the central authority Central Public Health and Environmental Engineering Organisation (CPHEEO), Government of India through the Municipal Affairs Department after vivid discussion with the technical experts and nodal officers. A series of meeting and presentation was also held in New Delhi for technical appraisal. After the technical appraisal by Central Public Health and Environmental Engineering Organisation (CPHEEO), the project was placed before the State Level Sanctioning Committee (SLSC) on Urban Infrastructure Development Scheme for Small and Medium Towns (UIDSSMT). This Committee is headed by Principal Secretary of the Municipal Affairs Department, Government of West Bengal as Chairman. Director (Finance) of UD Government of India, Deputy Advisor of CPHEEO Govt. of India, TCPO Govt. of India representative, Special Secretary of Development and Planning Dept. Govt. of West Bengal, Director of Local Bodies Govt. of West Bengal, Chief Engineer of MEDirectorate Govt. of West Bengal and Director of State Urban Development Agency (SUDA) Govt. of West Bengal are the other notable members of the SLSC. Subsequently the Project was approved in March, 2008 by the State Level Selection Committee (SLSC) meeting.

The Urban Development wing of Government of India then approached the Ministry of Finance, Govt. of India for release of Central share (80%) of fund in two installments. The Municipal Affairs Department similarly approached the Finance Department, Govt. of West Bengal for release of State share (15%). The fund was released as per estimate timely.

After finalization and approval of the project, the Municipal Engineering Directorate (MED) was asked to go ahead for implementation of the project. As per technical guidance of MED, one by one component wise (such as sinking of the tube well, construction of overhead tank, construction of clear water tank, laying pipe lines etc.) tender process was done by the concerned Municipality. After the tender process was over, the agency was selected and work was initiated under strict guidance of the Municipal Affairs Department and constant monitoring by Municipal Engineering Directorate (MED). During construction period problems arises at local level was sorted out by the concerned Municipality and technical experts of Municipal Engineering Directorate (MED) and the project was successfully completed in the month of June, 2012 and was finally declared open and water supply for the entire municipal areas was started on that very day.

With the inauguration of this Water Supply Project, Contai town is now included in the list of towns where people are getting fresh water daily and will continue to get up to 2039 from the present water project and thus Municipal Affairs Department has achieved a goal and commitment towards the people for supplying safe water and this was possible for all round efforts of concerned Municipality, Technical Experts of Municipal Engineering Directorate and overall guidance and supervision of Municipal Affairs Department.

Ratri Choupal in Rajsamand District in Rajasthan

Kailash Chand Verma, IAS

Ratri Choupal - An initiative in redressing public grievances at the door step of the people. It is a matter of common experience that simple village people are often illiterate, hastate in speaking in government offices and not aware of all the government schemes. But when the government itself comes to their homes they feel highly relaxed and say their problems easily and openly. This paper examines certain essential ingredients of this innovative program undertaken by the district administration and the way it played an important role in addressing public grievances. It involves participation of officials at different levels from district collector to grass root level or block level personnel including patwari, teacher, gram sevak, lineman, ANM etc. This paper also presents some success stories which indicate success of the program.

Introduction

Ratri Choupals involves interacting with the village people - men, women and at the time – Ratri. It is a convenient way to understand their problems and resolve their issues. . It involves a common participation of officials and personnel of all concerning departments and village people at the top.

These Choupals are held at every Gram Panchayat level during evening hours so that all the villagers can be available and come there. Any central part of the village is selected for the Ratri Choupla to get maximum number of people of that village to discuss their problems in a highly spontaneous congenial manner in the presence of head of the district administration.

District Administration come across several new and unusual experiences during Choupals about personal, social and government related problems of people. People often come up with their problems frankly and they are given patient hearing and all essential efforts are made to resolve them. District Collector is always deeply and personally concerned in alleviating troubles, problems , pains of public be it farmers, labors , widows, handicapped or helpless poor students. The most interesting thing of these Choupals is to inculcate fearless, frankness and awareness among village people about their genuine grievances and derive maximum possible benefits of welfare and developmental schemes of Government for their betterment and advancement. It is an ideal platform for getting very beneficial and productive ideas from the rich minds of our villagers.

It is also an ideal platform between children-parents and administration on education , carrier, sanitation and Swachhhata Mission. The issues of drinking water and many other basic problems are discussed in such get-togethers. It is openly declared that any citizen can call on district collector telephonically or through writing directly about his / her genuine problems. The social media like whatsapp and facebook is quite popular in young generation is also used extensively for the redressal of grievances.

Ratri Choupal in Rajsamand District, Rajasthan :

The main aim of the district administration is to "bring a smile on the face having tears in the eyes". To implement this aim Ratri Choupal are held at every Gram Panchayat Level. All the officials of various departments collect at a village in the evening hours after the normal office

Kailash Chand Verma, IAS, Collector & DM, Rajsamand, Rajasthan

timings to discuss various issues raised by the villagers. Here all the villagers and the officials sit together under a common tent to discuss and resolve issues raised by the villagers. These issues may be individual or may be public. These issues may require a single department to work or several departments to work collectively.

Wide publicity about the date and time of the Ratri Choupal is done to enable everyone to take part in the Ratri Choupal. The place of the Choupal is usually a central location where all the villagers can come. The timing of the Choupal is kept in such a way that farmers / workers may returns from their work, take meal and then come to the Ratri Choupal. All sort of people like male / female/ students / young / old / handicapped /literate / illiterate are all invited in the Ratri Choupal. Ratri Choupal usually takes 3-4 hours to conclude. Minutes of the meeting are also recorded to follow up any pending issue. 5 to 10 Ratri Choupal are often held every month the district collector apart from the Ratri Choupals conducted by other officials like Additional Collector/ Executive officer/ SDO/BDO.

All the issues / complaints received in Ratri Choupal are registered in a centralized Public Greivances Redressal system called " Sampark Samadhan". The Ratri Choupal not only resolve the public grievances but also spread the awareness of various government schemes. In Ratri Choupal emphasis is also made on certain issues where a person often remain silent due to hesitation or shy. Such issues are (1) student is intelligent but requiring financial help to continue study, (2) old person neglected by their son, (3) old person who have no one to look after, (4) insane/mentally retarded person requiring treatment, (5) Old/widow woman boycotted by the community, (6) Handicapped / ill person requiring help for treatment, (7) Handicapped / old / widow who are not getting pension, (8) Old / ill person starving from lack of food, (9) Person skilled but requiring loan to start his business

District / Block level officers of following departments are essentially instructed to attend Ratri Choupal: (1) Revenue Department, (2) Rural Development & Panchayati Raj Department, (3) Electricity Dept., (4) Public Health Engineering Department, (5) Agriculture Department, (6) Pension Department, (7) Social Justice and Empowerment Dept., (8) Banking, (9) Irrigation Department, (10) Medical and Health Department, (11) Education Department, (12) Cooperative Department, (13) Police Department, (15) Veterinary Department, (16) Women and Child Development Dept., (17) Food and Civil Supplies Department., (18) Industries Department, (19) Labor welfare department, (20) Employment Department, (21) Local Sarpanch and Ward Panch of that village panchayat, (22) Excise Department.

Month	Feb-15	March-15	April-15	May-15	June-15	July-15	August-15	Sept-15	Oct-15
No. of Ratri Choupals	5	5	6	9	10	7	7	4	8

Why Ratri Choupal Required

In a single word we can say that Ratri Choupal means District Administration available at grass root level. If District Administration do not conduct Ratri Choupal villagers have to face many problem like: Take a leave from the work and lose the wage for that day

- Travel a long distance to come to District office or block level office
- Possibility is there that concerned officer may not be available due to meeting, tour or any other reason

Number of Grievances received and disposed

Disposed	Relief Provided	Rejected	Under Process
1158	702	456	155

- He may not have all the documents with him.
- He may be unable to communicate his grievance as officer may not understand his language but in Ratri Choupal other people may help to communicate.
- There may be a possibility that problem may be of just village level no need to go to district or block level office.
- There may certain issues which simply require a little dialog'between the concerned.
- Certain social issues which cannot be expressed by the villagers due to fear or shy.
- He often ignore certain problems because he feels that if I raise this problem others will not follow him to go to district office.
- Some deprived people (like handicapped, mentally retarded or insane) never been gone to any office may get help in Ratri Choupal.

The impact of Ratri Choupals are extremely positive: (1) Problems are resolved at the spot, (2) Better image of the district Administration, (3) Participation by all sort/of people specially women, (4) Physical verification of Govt. schemes, (5) Identification of root level problems and their resolution., (6) Good Governance., (7) Better inter department coordination, (8) Villagers feel comfortable to express their problems as well as good ideas (9) Decrease in social problems like Dayan Pratha, social boycott

Ratri Choupal for Planning

In Ratri Choupal the district administration, officials of various department and the Sarpanch & ward panch of that village discuss future planning of the village including the issues of drinking water, road, sanitation & cleanliness, education, irrigation, medical & Health and MNREGA Works. A draft document is prepared for every Gram Panchayat and efforts are made to resolve these issues from existing schemes including MNREGA and MPLAD/MLALAD.

Some success stories

There are several success stories of the Ratri Choupal but one such incident that is necessary to narrate briefly is of a 12th standard student Hariom. Hariom earlier a normal student but become insane due to some reason, wrote to the collector about his helplessness in getting proper medical aid* collector himself moved to his house and made best possible arrangements for his proper diagnosis and treatment by psychiatrist of RNT Medical College Udaipur at Divisional Head Quarter.

Another story is of Boru Ki Bhagal village of Khamnore Block, where the villagers have to travel a distance of over one kilometer in water over the knee in rainy season. This problem came in a Ratri Choupal at Fatehpur. District collector himself visited the village to know the factual status of the problem. Now the problem is resolved with the help of suitable path.

One more story is of Sonu Tank, whose both Kidneys were damaged. Her mother was ready to donate one of her kidney but problem was that treatment was too costly. When the matter came into the notice of District collector financial help was given to her for treatment from a charitable trust the Ratan Lai Kanvar Lai Patni foundation. Now the Sonu Tank is living her normal life.

Another such story is about the shifting of electric pole. This problem was pending from last 24 years. The story is Mohan Lai of Railmagra block where an electric pole was quite near to

his house and causing safety problem for his family. Mohan Lai deposited required fee of Rs. 522 about 24 years. The matter was raised at a Ratri Choupal at Railmagra. District collector instructed the executive engineer and the pole was shifted in next 4 days.

One such story is of Vidhya Mehta of Dhanyal Village of Khamnore block. Her financial condition was poor. She was seeking a loan for dairy farm work. District collector instructed the BDO to complete loan formalities. She was sanctioned a loan of Rs. 50,000. Now Vidhya Mehta is running her dairy shop successfully.

Conclusion:

Undeniably it has been a matter of common experience that several problems remain unresolved, unsolved and pending due to negligence, laxity, laziness or lethargy of root level personnel. Such complaints are made frequently and surfaced in media also many a time in an exaggerated manner. Undoubtedly it is the fundamental responsibility of administration to provide immediate direct relief to public promptly and concretely. The success stories indicate success of the program. However, there are some challenges like maintenance of quality service, fake / false / baseless complaints, high level expectations. The program, if implemented with due attention, is certainly going to improve quality of service to the people living in rural villages.

New Initiatives for Tea Plantation in the District of Champawat in Uttarakhand

Deependra Kumar Chaudhuri, IAS

Tea cultivation in district Champawat in Uttarakhand is a recent phenomenon. Though during the British time in the 18th century, the British did transplant orthodox China tea at Kausani and Chakori in Kumaon region of Uttarakhand, but over time, due to lack of care, these tea plantations were adversely affected. Since the inception of the State of Uttarakhand, the State Govt. has formed the Uttarakhand Tea Board to develop tea cultivation at suitable sites. And these efforts of the State Govt. have been very fruitful and today the State has good tea plantations at Ghorakhal (Nainital district) Kausani, Berinag, Chokri, Kausani and Champawat. This paper examines the issues of the new initiatives.

Introduction

District Champawat is one of the 13 districts of Uttarakhand. It is situated in the east north and its eastern boundary has international boundary with Nepal, which is separated by Kali (known in Nepal) or Sharada (as known in India). This international border is porous and is guarded by Seema Suraksha Bal (SSB). Also, the only legal route to Nepal in Uttarakhand, lies in the plain area at Banbassa district Champawat, which has an integrated immigration check-post. District Champawat is a small district having 1766 sq km area containing 5 Sub Divisions and 4 Development Blocks. The southern part of the district is a plain area (about 10% of area) and the rest of the district is hilly. According to 2011 census, the population of the district was 2.60 lakhs.

Champawat, being a hilly, un-industrialized district, the main traditional economic activity has been agriculture and animal husbandry. The literacy rate is 81% and due to lack of local employment opportunities, there has been a continuous migration of working force to other places in the plains. This has resulted in old people, women and children remaining sometimes in the rural areas. Also the damage that is caused to the crops by the wild boars and monkeys has further worsened the problem. The outward migration of the able bodied men in search of better employment opportunities and the damage to the crops by the animals in rural areas has left many agricultural landholdings barren. These fields are lying vacant and no crop is being grown. Thus, at many places the sustainable means of livelihood are absent. Lack of employment opportunities in rural areas has affected the weaker sections of the society more especially the SC/ ST and the women.

Uttarakhand Tea Board and the district administration have done a commendable work to take care of the rural people and their vacant agricultural fields. The district administration has dovetailed the MGNREGA funds with the efforts of the Uttarakhand Tea Board to plant tea bushes at suitable sites in rural areas. In this way, the vacant unutilized agricultural fields have been brought under tea-cultivation.

Deependra Kumar Chaudhuri, IAS, District Magistrate, Champawat, Uttarakhand

Site Selection for Tea Plantation and Farmers Agreement

For tea plantation, the suitable sites are identified. These suitable sites have 600 mts to 2000 mts elevation, pH 7 value of the soil should be between 4.5 to 6.0, the slope or gradient of land should be between 20 to 60 degree and the land should be contiguous. The farmers of the site are invited and a meeting is held with them by the Tea Board, BDO and SDM. These farmers are briefed about the benefits that will accrue to them in short term and in the long term. After obtaining the permission of the local farmers of the suitable site, the farmers have to lease out their land to Tea Board for 7 years, and in the 8th year, after the expiry of the lease agreement, the owners of the land are returned the land along with the tea plantation on their land. In the first 7 years the farmers (if they are willing) are provided 300 days of work in a year – 200 days employment wages at the rate of Rs 202/ day by the Tea Board and 100 days employment at the rate of Rs 161/ day under MNRREGA scheme by the district administration. Thus, the willing farmers get employment and at the same time, by working in the tea plantation for 7 years, the local farmers are trained in tea cultivation methods. By the end of 7 years, these farmers are in a position to take care of their tea plantation with the help of the local labourers especially SC/ ST and women workforce in rural villages.

Tea cultivation is being done at present in 181.16 Ha at 20 sites in 18 Gram Panchayats. The sites are-Silingtok – 20.36 Ha, Chirrapani – 30.0 Ha, Mudiayani – 7.50 Ha, Chyurakhark – 17.50 Ha, Lamai – 3.00 Ha, Chowki – 8.72 Ha, Bhaganabhandari – 10.30 Ha, LadhonTukara – 14.06 Ha, Morari – 7.00 Ha, Narsingdanda – 14.24 Ha, Garkot – 5.50 Ha, Chaura – 2.28 Ha, Kalukhan – 13.22 Ha, Maghera – 6.55 Ha, Khetigad – 5.98 Ha, Baloi – 1.44 Ha, Khuna – 2.54 Ha, SDM Campus Lohaghat – 0.56 Ha, Phorthi – 1.54 Ha, Goshani – 8.82 Ha.

Initiative for Sustainable Employment and Income:

Since the local farmers enter lease agreement to lease out their land for 7 years to Tea Board, during which they are provided 300 days of employment in a year, they are returned the land with tea plantation on it, in the 8th year. This has provided a sustainable livelihood to these farmers, as the tea plantation on their land will survive for more than 100 years providing them continuous income from it. Besides providing the sustainable employment and a source of income to the farmers, their land is saved from soil erosion and the damage to crops that the wild boars and monkeys have been doing earlier, which has disheartened them and as a consequence many of them had left doing farming. It is hoped that this will minimize the migration of the people from such villages in the coming years. Tea plantation has helped the weaker sections especially the women and the SC/ ST people in these areas by providing them employment in their village only.

Tea Production and Processing in Champawat

Mother plants and seeds were initially brought from Darjeeling. At present, plants are produced from clone cutting and seeds. Seedlings are kept in nursery for 1 ½ years before these are transplanted to selected suitable sites. In Champawat, orthodox black leaf tea is produced from China hybrid, *Camelia Sinensis* species. At present about 40,000/ Kg p.a. is being produced. For tea processing, an orthodox leaf tea processing plant is established at Champawat. The main processes involved in processing at the plant are as follows:

- i. **Withering** – Hot and cold air is blown over the tea leaves to reduce moisture in tea leaves by 60 to 90 percent.
- ii. **Rolling** – After withering, the tea leaves are rolled under pressure for 20-45 minutes. Rolling is done to break the cells of the tea leaves so that flavanoids are released and

- spread on the leaves.
- iii. **Fermentation** – After rolling, tea leaves are spread for 45 minutes to 1 ½ hours and cold air is blown over it for aeration. Aeration develops flavour and colour to the leaves (till colour of leaves become from brandy to whisky colour)
 - iv. **Drying** – Then tea leaves are dried for 20 -25 minutes under a temperate ranging from 1050 C to 1100 C.
 - v. **Grading** – is done by machines into dust, smaller leaves, bigger leaves
 - vi. **Packaging** – prepared tea is packed in silver line paper pack of 20-25 kg and also 100 gm& 1 Kg for retail sale by Tea Board own sale counters&those of KumanonMandalVikas Nigam.
 - vii. **Marketing** – A very small portion of total production of 40000 / p.a is sold through Tea Board outlets in Uttarakhand, the rest part of about 35000 Kg is sold through Tea Board's broker M/s Paramount Tea Marketing Pvt. Ltd, Kolkata through online sale to tea traders. Samples are provided to tea traders atleast 14 days before auction.

Comparison with Darjeeling & Assam Tea

Tea cultivation in Champawat is being done at sites which are higher than 3000 feet elevation like the Darjeeling Hills (WB), the Nilgiris Hills in TN and Munnar in Kerala. In tarain region, located in foothills of Darjeeling (WB) and plain region mostly 500-600 feet above sea level in Assam, the tea quality is different from leaf tea being produced in Champawat. The British planted China hybrid flavourclones from Darjeeling. This is aflavour& quality oriented than production oriented. Flavour and quality requires short time pluckingi.e 4 to 5 days of plucking. Tea plucking is done from April to Oct.

Darjeeling tea is a unique type of tea famous in the world for its, quality and flavour. In Uttarakhand, clones from Darjeeling are planted. Varieties of clones in Champawat are AV2, T78, T312& RR44 similar to Darjeeling. Besides this, the Champawat tea is organic. It is being produced with similar cultivation practices and skills. It is high time that the Indian Governmentshould consider it at par with the Darjeeling tea and should be allowed to be sold along with Darjeeling tea. Indian Tea Board has to be impressed upon this fact so that the traders can come to know about Uttrakhand tea and it can be marketed as good quality flavour tea in the world market. At present we are not allowed to sell at par with Darjeeling tea and are forced to sell it with Assam orthodox black tea.

Issues that confront tea cultivation in Uttarakhand are firstly, the tea processing factories are small in capacity. In future, there will be more tea production, as newer areas are being brought under tea cultivation, this requires more investment in infrastructure by the Uttarakhand Tea Board. Secondly, how to bring down the cost of production is another challenge. Also, regular presence in market of Uttarakhand tea is also important so that the traders come to know the quality and flavour of Uttarakhand tea. Continious skill and monetary support by the Tea Board is another important factor to help the growth of tea cultivation in Uttarakhand.

Future Plan:

A large portion of suitable cultivable land is available with 'Van Panchayats'. To grow tea plantation in these sites, a proposal has been sent to the Government and it is awaiting cabinet's approval. If it gets the approval, the district Champawat about 250 to 500 Ha of suitable land will further be available for tea cultivation. This will significantly add to the area under tea plantation

Conclusion

Tea plantation is gaining momentum in Uttarakhand. Uttarakhand is growing similar varieties as those in the Darjeeling hills and producing orthodox black tea which is as good in flavour and quality as that of Darjeeling. It is hoped that in near future when the production increases, it will make its presence felt in the international market. Also, the Uttarakhand Tea Board and Uttarakhand Tourism Department have ambitious plans to promote eco-tourism and village tourism at tea plantation sites. By providing sustainable employment to farmers and rural people especially the weaker sections of the society, tea cultivation will minimize migration of rural population to the plains. The future of tea cultivation in Uttarakhand holds a lot of promise for hilly tracts of Uttarakhand.

Grain Bank : Linking Credit with Marketing

Gopabandhu Satpathy, IAS

Paddy is a predominant crop produced in Bargarh district of Odisha in both Kharif and Rabi seasons. The district used to have huge surplus of paddy produce and farmers find it difficult to dispose of their huge produce within the short period of time between harvesting of paddy and agricultural operation for the next crop raising. Delayed procurement of paddy by the Rice Mill owners for delivery of the same to the FCI on the plea of lack of godown space, inadequate milling capacity and slow uptake of rice by FCI and purchase of paddy much below MSP announced by the Govt. often led to the distress sale of paddy by the farmers. The author in this paper has described how the District Administration had intervened in ensuring minimum support prices to the farmers by linking them to Credit Co-operative Societies (CCS) to provide input finance supported by output marketing by CCS thereby frustrating the unholy nexus between Rice Millers, middlemen and money lenders/traders.

Introduction

An innovative intervention in the year 2002 by the district administration of Bargarh district in Odisha brought about a transformation that ensured payment of minimum support price to the farmers for their produce i.e. paddy, thereby, saving the farmers from being exploited and effectively putting an end to the law and order situation arising out of farmers unrest and discontentment on account of distress sale of paddy.

The district of Bargarh is situated in the western part of Odisha and a large chunk of its cultivable land is covered under the command area of Hirakud Dam Project. Paddy is the predominant crop produced in the district in the irrigated areas both in Kharif and Rabi and in the non-irrigated areas in Kharif. Hence, Bargarh is a district having huge surplus of paddy and farmers find it difficult to dispose of their produce to meet their day-to-day needs and expenses for raising next crop.

Most of the farmers in the district depend on paddy cultivation for their livelihood support. Major portion of the cultivable land in the district being covered under Hirakud Irrigation system, farmers raise paddy crop both in Kharif and Rabi and, therefore, need to dispose of Kharif paddy before Rabi agricultural operation and Rabi paddy before Kharif operation to meet the cost of cultivation as well as for their own sustenance. Hence, farmers hardly get one/two months time in between the harvesting of paddy and next agricultural operation to sell their paddy and raise the required working capital for next crop.

However, the Rice Millers tend to delay procurement of paddy on various pleas like lack of adequate godown space, inadequate milling capacity and slow offtake of rice by Food Corporation of India (FCI) etc. and take up selective procurement much below the Govt. support price. The farmers are thereby subject to distress sale of paddy to make both ends meet and to raise capital for next crop in time.

Backdrop

During the years 2000-2002, there was widespread farmers' unrest and disaffection as the

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farmers could not sell their paddy in time and at a remunerative price. Minimum Support Price (MSP) declared by Govt. of India was not available to the farmers as the Rice Millers of the district procuring paddy on behalf of FCI under levy system exploited the farmers by not paying the support price and making delayed and piecemeal payments.

The Scenario

The prevailing situation was as under;

- i) farmers were not able to sell their paddy at the time of their need,
- ii) even if they could sell, the price was below MSP and payment of sale proceeds was delayed / made in instalments and
- iii) inmost of the cases, farmers were forced to sell their produce to middlemen and traders much below the declared support price.

Resultantly

- i) there was distress sale of paddy,
- ii) loanee farmers defaulted in payment of their loan dues and were not able to avail fresh lending for their next crops,
- iii) such defaulted farmers went to the money lenders to borrow required capital for their next crop at exorbitant rate of interest and
- iv) in most of the cases, such money lenders also acted as the middlemen/traders who purchased paddy from the farmers at a very low price on behalf of the Rice Millers.

The Scheme

In order to break the unholy nexus of middlemen/ traders, money lenders and Rice Millers and ensure timely sale and payment of proceeds of paddy to the farmers, the district administration decided to act upon an innovative intervention in a limited scale conceptualised by the Asst. Registrar of Co-operative Societies, Bargarh. The scheme involved –

- i) receipt of paddy by the Credit Co-operative Societies from loanee farmers for the paddy crop raised by availing loan from the Society creating 'Grain Banks' at the Society level. The godowns and other storage space available with the Co-operative Societies were used for the purpose,
- ii) immediately on receipt of paddy, the loan dues of the farmers were treated as closed and farmers could draw fresh loan from the Society for their next crop,
- iii) the district administration ensured that paddy received by the Societies was purchased by the Rice Millers on priority, otherwise, no Encumbrance Certificate (E.C) was issued by the Collector of the district for delivery of rice by the Millers to FCI. In the process, the Rice Millers also got adequate scope to sail over the problem of lack of storage space, inadequate milling capacity and slow offtake of rice by FCI and
- iv) on receipt of sale proceeds from the Millers, the loan dues of the farmers were appropriated from out of the same and the balance amount refunded to the farmers/deposited in their account.

Benefits

Implementation of the scheme pre-empted the pleas taken by the Rice Millers effectively and streamlined the process of procurement of paddy. Since most of the farmers in the district availed crop loan from the Co-operative Societies, this intervention benefitted the farmers as under;

- i) timely sale of paddy
- ii) avail support price for paddy
- iii) avail fresh loan for next crop by being default free
- iv) avoid exploitation by middlemen/traders, money lenders and Rice Miller nexus.
- v) Solve the problem of storage space and low milling capacity of Rice Mills and slow offtake of Rice by FCI.

The Co-operative Societies, in their turn, could recover their loan dues and provide fresh finance to the farmers for their next crops, thereby, fulfilling their mandate of input financing supported by output marketing.

Conclusion

The operation was implemented on an experimental basis during Kharif, 2002 by about 35 Service Co-operative Societies of the district affiliated to the Sambalpur District Central Co-operative Bank, Bargarh. During Kharif, 2002, paddy worth of Rs.63.00 crore was procured from the farmers under the Scheme. Subsequently, the Scheme was extended to the whole of the district covering all 58 Service Co-operative Societies and the paddy procurement operation was conducted on a much larger scale.

The operation was commended by the Hon'ble Chief Minister, Odisha who visited the district and some of the Co-operative Societies to have first hand knowledge of the intervention. During his visit, ARCS, Bargarh was awarded the best officer prize and a commendation certificate for operationalizing the scheme, better known as 'Bargarh Experiment'.

Subsequently, the scheme was implemented throughout the State with required modification as a State Scheme under decentralised paddy procurement operation and distress sale of paddy has become a thing of past. In the process, the Credit Co-operative Societies have also become viable by having sizeable crop loan business as well as earning from paddy procurement in shape of Commission.

ICTs and Good governance: An example of Shahid Bhagat Singh Nagar

Amar Partap Singh Virk, IAS

The author has described how Punjab has emerged as a leading ICT growth economy in the country through sustained interventions ranging from informative, interactive, Transactional, and Transformational. The enactment of Right to Service Act Punjab 2011 for timely delivery of citizen services across the State has infused a fresh thrust to e-Governance programmes of the State. The Government of Punjab has taken many important steps like Integrated Financial Management System, Integrated Workflow & Document Management System, Computerization of offices of Divisional & Deputy Commissioners etc. towards using Information Technology for improving the efficiency and transparency of various Departments. To bring transparency in various policy matters related to departments, Department of Governance Reforms has also issued policies like Laptop Policy, Policy for Providing IT Equipment's in Punjab Government Offices, E-Mail policy and Policy for Standardization of Punjab Government Websites. The ambit of e-governance has been expanded to most of the Departments that have a substantial public interface. A range of services are being provided to people in rural and urban areas through Citizen Service Delivery channels like SUWIDHA centers, Fardkendas, Gram SUWIDHA kendras, SevaKendas, SaanjhKendas etc.

Introduction

The primary purpose of governance is the welfare of citizens. While one aspect of governance relates to safeguarding the legal rights of all citizens, an equally important aspect is concerned with ensuring equitable access to public services and the benefits of economic growth to all. It is expected that e-Governance would enable the government to discharge its functions more effectively. As part of e-Governance initiative ShahidBhagat Singh Nagar had been chosen as a pilot district to developed as an e-District with near total dependence on ICT for delivery of public services.

e-Governance is, in essence, the application of Information and Communications Technology to government functioning in order to create 'Simple, Moral, Accountable, Responsive and Transparent (SMART) governance. This would generally involve the use of ICTs by government agencies for any or all of the following reasons (Figure 1).



Figure 1: Reasons for choosing ICTs by government agencies.

Amar Partap Singh Virk, IAS, Dy. Commissioner, Shahid Bhagat Singh Nagar, Punjab

e-Government essential means better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions.

2. National e-Governance Plan

Government of India has approved National e-Governance Plan (NeGP), comprising of 27 Mission Mode Projects (MMPs) on May 18, 2006. Later on the number of MMPs increased to 31 by adding four new MMPs i.e. Education, Health, PDS & Post. These MMPs have been divided in three categories according to their nature & implementing strategy of the project (Figure 2)

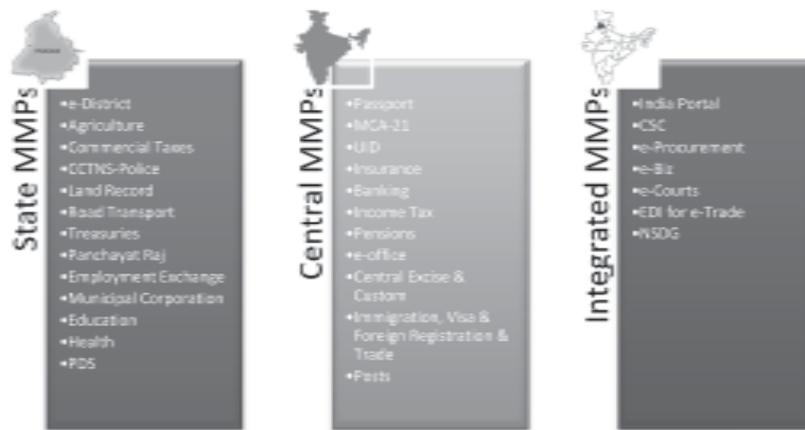


Figure 2: Classification of Mission Mode Projects (MMPs)

Apart from these MMPs, NeGP has also approved two common and support infrastructure projects i.e. State Wide Area Network (SWAN) & State Data Center (SDC) that can allow information to be shared electronically between different agencies of the government and with citizens. These both projects are considered as the converged backbone network for data, voice and video throughout a state and the State Data Centers (SDC's) which can provide common secure IT infrastructure to host state-level e-government applications and data.

3. Core Infrastructure and e-Governance projects

In Punjab, the five core projects viz. SWAN (State Wide Area Network), SDC (State Data Centre), e-District, SSDG (State Service Delivery Gateway) and CSC (Common Service Centres) are being implemented by Punjab State e-Governance Society (PSeGS), Department of Governance Reforms. The Seva Kendra project is forthcoming ambitious project of Punjab Government to provide G2C services at doorstep by building service delivery centers for small cluster of villages.

3.1 PAWAN (Punjab State Wide Area Network)

Punjab State Wide Area Network (PAWAN) is a converged fiber network for data, voice and video communications throughout the State of Punjab with the following salient features:

- Dedicated state owned fiber Network infrastructure to connect Government offices at State, District & block levels.
- Designed to cater to the Governance information and communication requirements of whole State of Punjab.

- Aims to create a dedicated Closed User Group (CUG) network among State's Civil Secretariat, Departments, Corporations, Boards, District offices and Block offices.
- Dedicated e-mail service for official use by employees of State Government.

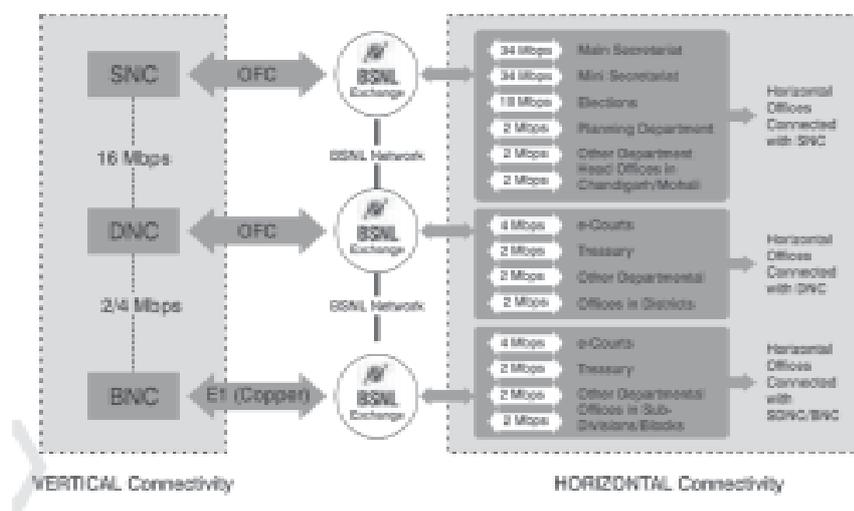


Figure 3:PAWAN Connectivity.

Vertical connectivity: A total of 193 Point of Presence have been created at State, each District and Sub-Division / Block Headquarters. State Headquarters (SHQ) has been connected with District Head Quarter (DHQ) with a bandwidth of 16 Mbps on optical fiber cable. District Head Quarter (DHQ) has been connected with Subdivision/Block Head Quarter (BHQ) with bandwidth of 4/2 Mbps. Backup link of 2 Mbps has been connected to all District Head Quarters (DHQ).

Horizontal connectivity: PAWAN has been extended to CM Residence, Punjab Civil Secretariat I and II and 20 State Departments with more than 400 Field offices.

3.2 e-District

e-District project envisages integrated and seamless delivery of citizen services by district administration through automation of workflow, backend computerization, data digitization across participating departments. The initiative has provisions for seamless integration of various offices situated at District, Sub-division, Tehsil and Block level etc. for providing services to the citizens through a common delivery interface. SUWIDHA Centres and Gram SUWIDHA Kendras/ SevaKendras would be the primary front end channels.

In Punjab, e-District project has been implemented in two pilot districts of Kapurthala & SBS Nagar. The Project aims at electronic delivery of identified high volume citizen centric services, at district and sub district level, with a view to improve the efficiency and effectiveness of the service delivery. The project envisages leveraging and utilizing the four pillars of e-infrastructure namely, State Data Centres (SDCs), State Wide Area Network (SWANs), State Service Delivery Gateways (SSDGs) and Gram SUWIDHA Kendras (CSC Scheme), optimally to deliver public services electronically to citizens at their door steps. New services will be added to the portfolio subsequently, once the demand for the initial set of e-enabled services increases.

Broad Objectives of e-District

- Undertake back end computerization of district and tehsil level offices to ensure electronic

- delivery of high volume citizen centric services at the district level.
- Efficient delivery of services with improved service levels by undertaking extensive Government Process Re-engineering (GPR) of identified services.
 - Extensive capacity building and training of field level functionaries to ensure smooth migration to electronic delivery of e-District services and phasing out manual delivery of services.
 - Delivery of services through Gram SUWIDHA Kendras (CSC Scheme) by leveraging the common infrastructure of SWAN, SDC, and SSDG.
 - Development of applications to be hosted at the SDCs for delivery of services.
 - Delivery of all public services at district/ sub district level in electronic form through state portals by using the SSDG.
 - Providing easy, anywhere and anytime access to government services (both information & transactional) to ensure reliability, efficiency, transparency and accountability.
 - Reducing number of visits of citizens to a government office / department for availing the services and thereby eliminating harassment.
 - Reducing administrative burden and service fulfillment time and costs for the government, citizens & businesses.
 - Reducing direct interaction of citizen with the government and encourage 'e'-interaction and efficient communication through portal.
 - Enhancing perception & image of the Government and its constituent Departments.

3.3 State Data Centre (SDC)

State Data Centre is one of the core infrastructure components of National e-Governance Plan (NeGP) and is being set up across 35 States/UTs under the National e-Governance Plan of Department of Information Technology, Government of India. State Data Centre has been planned to provide following key functionalities: Central Data Repository of the State, Secure Data Storage & Online Delivery of Services, Citizen Information/Services Portal, State Intranet Portal, Disaster Recovery, Remote Management, Service Integration etc.

3.4 State Portal and State Service Delivery Gateway (SSDG)

The SSDG/ Electronic Delivery of Services project aims to achieve a high order of interoperability and facilitate G2C services delivery. It would enable citizens to submit their applications electronically through a common gateway and collect the certificate/ service from the same location.

The State Portal (SP) along with State Service Delivery Gateway (SSDG) is being developed and implemented so that citizens are provided with outlets where they can access the services under a single interface mechanism in the form of the Portal.

The project entails delivery of the services through Gram SUWIDHA Kendras by leveraging the common infrastructure (SWAN, SDC etc.) and develops the applications and infrastructure required for deployment of State Portal and State Service Delivery Gateway (SSDG) for the State. This will enable citizens to download forms and submit their applications electronically through a common gateway. This important initiative facilitating Electronic Service Delivery will provide significant benefits to the citizens especially in the form of a single gateway to citizen for service delivery. Thus holistic and harmonious use of the Gram SUWIDHA Kendras along with the common infrastructure (SWAN, SDC) and technology across the state for all application and services shall be achieved. Total approved outlay of this project is Rs. 1011 lacs.



Figure 4: Objectives of SSDG Project

4. Frontend service delivery Channels

In order to deliver various services across the counter, following channels are currently operational in Punjab:

4.1 SUWIDHA (Single User Window Disposal Help Line for Applicants)

This is one of the early initiatives of e-Governance in Punjab to provide G2C services in a time bound manner. This project was conceived and implemented in 2005 with the sole purpose of providing citizens single point receipt and delivery of various services related to various departments. The government fee for the respective services is accepted at the counter and services are delivered in a pre-defined time period. Presently 115 SUWIDHA Centers are operational to provide more than 35 Public services at District/ Sub Division level.

4.2 SAANJH Kendras

An initiative by Punjab Police to provide an access point to the citizens to lodge a complaint or to find out the status of their complaint. Under this project, more than 500 SaanjhKendras are already operational and are providing more than 20 services of police department to citizens.

4.3 Fard Kendras

Punjab Land Record Society (PLRS) was formed by department of Revenue with the objective of computerizing land records and make these accessible to the citizens. The society has setup 163 FARD Kendras in Public Private Partnership to facilitate citizens to collect their documents across the counter after paying nominal fee. Record of Rights of about 12780 villages has been computerized.

The data of all 22 districts has already been put on the website for Public access. Currently citizens can get the copy of FARD (nakal) across the counter by paying a very nominal fee on the same counter. PLRS is planning to deliver more land record services though these Kendras in near future.

4.4 Gram Suwidha Kendra (under Common Service Centre (CSC) scheme)

This scheme envisaged by the Government of India and adopted by the Punjab State Government aims to establish and operating 2112 rural CSCs under the state's brand name "Gram SUWIDHA Kendra" (GSK) with total approved outlay of Rs. 3349 lacs. All the planned 2112 GSKs are already operational. Currently B2C and G2C Services are being offered by all the Gram SuwidhaKendras.

5. Integrated Land Administration System (I-LAS), Punjab

The Department of Revenue, Punjab administers a variety of Acts related to land Records and registration of Documents. The department has recognised the need to modernize the State's Land Record & Registration of document administration so as to be in tune with current IT, economic and globalization trends. Land & Registration reform measures are also needed to ensure buoyant revenue flow, making the environment conducive for increased compliance levels and increased levels of transparency.

The department has embarked on a mission "I-LAS" for implementing e-Governance by deploying the Land Record & Registration of Documents Project as an end-to-end holistic ICT initiative covering all stake holders. The department believes that such an approach would bring about qualitative improvements in the interaction of the Government with the Client and External agencies.

5.1 Project Objectives

The fundamental objective of the computerization of Land Records and Registration is to minimize the manual records with the help of ICT and bring efficiency in the existing processes. The refined system would boost revenue collection, provide better and faster services to the citizens and considerably reduce the workload of revenue officials. The key objectives of this project include the following:

- Provide complete access to the dynamically updated Land Records (RoR) to the citizens.
- IT enabled systems to capture ground situation and depict the true picture in RoR.
- Facilitate easy and transparent transfer of title.
- Remove inconsistencies in procedures due to difference in units, perceptions, terminology, practices with a view to standardize systems.
- Make all holdings as per RoR positively identifiable on cadastral map and on the ground.
- Provide inbuilt checks and balances to avoid litigation, fraud, duplication of title, unauthorized transfer of title etc.
- Develop a land evaluation method for assessing commercial potential of land for government levies, fee, taxes and mortgage purposes.
- Provide secure access to third party organizations such as financial institutions, banks, courts, UID, PAN etc. for financial and legal purposes.
- Ensure multi-layered data security for RoR and other information catering for assured backup and recovery system.
- Periodic modernization of all the above systems.
- Digital citizen interface at SRO/JSROs of Government of Punjab.

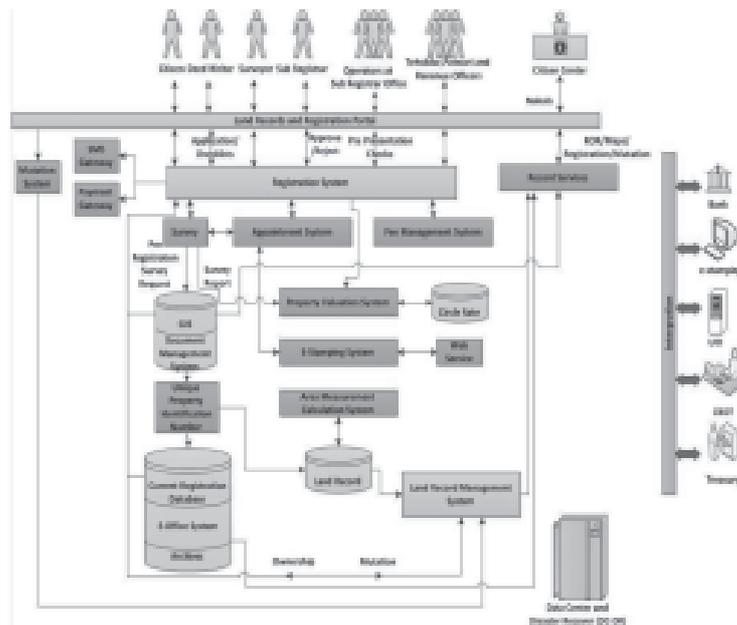


Figure 5: Block diagram of the proposed I-LAS project.

5.2 Collector Rate Management Module

District administration at ShahidBhagat Singh Nagar has taken an initiative in implementing the objectives of I-LASproject. Collector Rate Management Module (CRMM) has been developed to address the following issues in the present system:

- Presently the Collector Rates are approved by a Committee headed by The Collector of the district
- The Committee receives the list of recommended rates for each Sub-Division and there is no mechanism to verify the value and extent of each segment of Collector Rates
- After finalization of the Collector Rates, the list is made available to the deed writers, stamp vendors etc. The rates are also displayed on the website of the district concerned.
- The rates are entered into a database of PRISM system which is used for registration of documents.
- The exercise which appears to be logical, is in effect, nothing more than the recommendations of the revenue staff because it is not possible for the Committee to visit every segment.
- Public finds it extremely difficult to correlate the Collector Rate segments given on the website with the actual location on ground which leaves lot of opacity in the system
- Public or revenue officials can manipulate the system to pay lower stamp fee by referencing to wrong piece of land due to gaps and overlaps
- SR/JSR has no way of knowing the actual location of the land parcel being transferred except by visiting the actual location

The Proposed system

- Creation of mosaic by stitching Google Map snap shots
- Printing of mosaic on A0 or larger sized paper
- Demarcation of each Collector Rate segment on the printed mosaic
- Identification of ambiguities, gaps and overlaps
- Strategy to deal with the ambiguities, gaps and overlaps
- Re-drawing of the Collector Rate segments after removing ambiguities, gaps and overlaps

- Building database of coordinates
- Use of coordinates for web-enabled application for public as well as SRs/JSRs

Technical Details

- The web based application displaying the Collector Rate segments with Stamp Calculator has been created using googlemapis, html, CSS javascripts, AJAX, JSON and php.
- Database of Collector Rate segments and corresponding rate list is created in MySQL.
- Mobile App has been created for the survey of Collector Rate segments.
- Web application has been created to mark the coordinates of the Collector Rate Segments as an alternative to the field survey.
- The revised Collector Rates and new land classifications are also PRISM compatible.



Figure 6: Web application displaying Collector Rate segments, Property Location & Stamp Calculation of the property

Public Service Guarantee Act and Establishment of Lokseva Center

Arun Kumar Tomar, IAS

Public Service Delivery Guarantee Act is the most novel, unique and worth emulating initiative taken in the 56 years old history of Madhya Pradesh. It's biggest concern has been to ensure that common people's problems are redressed effectively and immediately. It is the first law of its kind in the world under which a government servant can be fined for not delivering service with a prescribed time-limit. The Act Covers 136 Services of 23 departments. This Act was introduced in the year 2010 with effect from PanditDeenDayalUpadhyay's birth anniversary 25th September. The revolutionary law has been honoured with United Nations Public Service Award for the year 2012. The author in this paper has described how Public Service Delivery Guarantee Act has been implemented successfully in the last 5 years through receipt of online application at the LokSevaKendras opened in the district headquarters at the State and disposal of their application in stipulated timeline by the Designated Officers / First Appellate Officer / Second Appellate Officer with provision of imposition of penalty on the concerned officer in case of failure to dispose in time.

Introduction

Public Service Delivery Guarantee Act is the most novel, unique and worth emulating initiative taken in the 56 years old history of Madhya Pradesh. Only people are supreme in democracy. Therefore, Chief Minister initiated to enact the Act incorporating a number of strict provisions with a view to making administrative machinery more accountable and people-centric. Works carried out in public interest are not only lauded but also replicated. His biggest concern has been to ensure that common people's problems are redressed effectively and immediately.

The Public Service Delivery Guarantee Act is the first law of its kind in the world under which a government servant is fined for not delivering service with a prescribed time-limit. A maximum of Rs. 5,000 fine can be imposed at the rate of Rs. 250 per day for delaying delivery of service. The amount of fine is given to concerning applicant as compensation. This Act was implemented in the year 2010 with effect from PanditDeenDayalUpadhyay's birth anniversary September 25. The revolutionary law has been honoured with UN Public Service Award for the year 2012. The Act has been replicated in 14 states. Presently, the Act covers 136 services of 23 departments. The Act aiming at delivering government services to common people has completed five successful years. The Act has boosted morale of common people who used to take rounds of offices repeated and entreat officers to get their works done. Now, people are getting their works done as a right under the Act.

A government servant not delivering a service under the Act within prescribed time-limit has to pay fine.

Functioning of Public Service Centres

Besides the facility of submitting applications under Madhya Pradesh Public Service Delivery Guarantee Act to the office of concerning designated officer, 336 public service centres are being opened in all the districts of the state under PPP mode as an alternative arrangement. In

Arun Kumar Tomar, IAS, Collector & DM, Ashoknagar, Madhya Pradesh

the first phase, 95 public service centres are being established. Remaining centres will be established by December. At these centres situated at block headquarters and urban areas, online applications under the Act are received and receipt thereof given immediately.

An applicant will not have to bring his application for submission in any format but produce only the necessary documents. Operator of Public Service Centre will register application online after seeking required details and pursuing documents. Self-verified photo copies of documents will also be received and tallied at the centre. Later, the documents will be scanned and uploaded with application. Centre operator will also realise prescribed fees from applicant. Copy of application will be provided to applicant for Rs. 5 on demand. As far as possible, only duly completed applications will be received. But if an applicant wishes to register incomplete application online, he or she may do so. It will be received online and applicant will be asked to move complete application within 30 days. If not completed within 30 days, such an application will be deemed to be cancelled. Complete applications will be forwarded to designated officers within prescribed time limit. If designated officer does not provide service in time limit or refuses to do so, the centre operator will bring the matter to the notice of the First Appellate Authority. The centre operator will also be responsible for bringing the matter to the notice of the Second Appellate Authority if the first appeal is not redressed within time limit and making available a copy of passed order to applicant. After deducting process fees from application fees, operator of Public Service Centre will deposit remaining amount in the account of District E-governance Society. Chief Minister inaugurated Public Service Management Department's website -<http://www.mpedistrict.gov.in> Through videoconferencing, the Chief Minister has directed collectors to pay special attention to the management of LokSewaKendras so that people get effective and immediate services.

As a result of enactment of this Act, government officers and employees have become alert in providing services to common people within time-limit. On the other hand, awareness has also been created among people that it is their right to get government services within time-limit and the officer not doing so will be punished.

Innovation of M.P. Govt to make the effective system of service promotion

- To ensure the time bound services, the M.P. Govt. imposed LoksewaGauranteeAct on 18th August -2010;
- This is the first act in the country regarding public service.

Under the Act of the notified services it is required to provide the information to the people in time;if not process of appeal at the first and second level officers to be started.

Public service related Officersinclude

1. Revision officer (Public service management Dept.)
2. Second appeal Officer
3. First appeal Officer
4. Designated officer

Under the Act responsibilities of officers as given below :

Designated Officers

1. To receive the application for the notified services
2. To Provide services In time limit
3. To cancel the application with appropriate reason

First appeal Officer

1. To get first appeal within 30 days by the date of the time limit end to provide services or to cancel the application by the Designated Officer.

2. First appeal Officer can Order to the Designated Officer to provide the services in time limit or cancel the complaint with a logical reason

Second appeal Officer

1. To get second appeal within 60 days from the date of decision of the first appeal officer
2. Second appeal officer can order to the Designated officer to provide services within time limit or can reject second appeal application with appropriate reason.
3. Second appeal officer impose fine over the Designated officer/First Appeal Officer.
4. Second appeal officer can order for disciplinary action to Designated/ first appeal officer

Process of punishment / fine

1. Service not provided in time limit Designated Officers can be punished by Rs 250/- per day or maximum uptoRs 5000/- fine can be imposed
2. Rs 500/- to 5000/- by First appeal officer for the delay in redressal.
3. Provision for recoverof penalty from salary of concerning officers.

Provision of compensation -

- Second appeal officer can order for compensation equal to the fine imposed on Designated officer/ First AppealedOfficer.

Appeal provision for the DesignatedOfficer/ First officer

- Appeal can be made by DesignatedOfficer/ First AppealedOfficer before nominated officer by State Govt. within 60 days against the fine imposed by Second AppealedOfficer

Eligible person (Notified services of central point)



Other Provision

- Time limit start from the date of receiving application by the Designated officer
- Govt. Holidays not counted in time limit
- Determined certain formatto give receipt of the application.

By Designated officer

- Information Regarding people should be display on the notice board
- Notice board will be put up at the proper place
- Required documents with the application form should be display on the notice board
- Notice board will be according to format number

Part of the format of notice board

- Name of the Designated Officer, Designation and office
- Serial number
- Notified services
- Time limit for the services
- Name of the first appeal officer
- Name of the Second appeal officer
- Authorized person to receive application
- Time limit for the first and second appeal

If Documents Not Attached

- The last date of providing the services will not be mentioned in receipt.
- Application can be cancelled
- No Guarantee for the time limit services if Essential Documents not attached

Why Receipt is Necessary

Receipt is Necessary Because

- That is the base for the applicant by which he can justify that his application has been received
- information of time limit of Services will be in the same receipt
- Receipt is must for appeal

Establishment of Lokseva Center

- Objectives – To Provide the Information to the People about the receiving of the application and to take decision under the LokSevaGuarantee Act, 2010
- Conduction :- On the basis of PPP Mode establishment of LokSeva Centers through District E-governance Society.
- Other application can be collected addition to the notified services at the LSK.
- Service Fee :- There will be certain fee for every application & all kind of facilities.
- Format will be available at the centers for all services.

Application Process

- ▶ Application for the Notified services will be recorded online under the Act, 2010.
- ▶ If application received in hard copy it will be processed online at centers.
- ▶ Enclosed documents will be scanned and prepare soft copy and operator will make digital sign.
- ▶ The computer generated printed application form will be signed by applicant and to be submitted to the center.
- ▶ Receipt will be provided to the applicant.
- ▶ Application and scanned enclosure will be sent online to the concerning designated Officers.
- ▶ Designated officers immediately process the online application.
- ▶ The time limit of redressal will start from the date of receiving of the application.
- ▶ Through software note sheet will be generated automatically in the office of designated officers.
- ▶ After preparing the note sheet it will be signed digitally by designated officers and sent to the concerning LSK.
- ▶ Now hard copy of the documents to be signed by designated officers to the LSK.
- ▶ Applicant will get the SMS from the centers/through software if he/she mentions mobile number in the application.

District Ashoknagar have four lokseva center at Block levels .

1- Ashoknagar

2-Mungawali

3- Chanderi

4- Ishagar

- ▶ At the Lokseva Centers, Operators coordinate all kinds of activities of LSK.
- ▶ LSK have one manager,PRO and three operators are working and at district level District manager, coordinate the all kind of activities of LSK.
- ▶ Under the Act at present 23 Departments of 136 services are in process
- ▶ Online Services through LSK 16 dept Of 68 Services
- ▶ There are some Departments of services as below :

S.No	Dept	Services	Designated officer	Time limits	First appealed officer	Second appealed officer
1	Revenue	Khasra, BPL Card	Tehsildar	7,30	SDM	COLLECTOR
2	Panchayat	All Old age Pensions	CEO	30	SDM	COLLECTOR
3	GAD	Cast certificate	SDM	30	COLLECTOR	COMMISSSIONER
4	Food	BPL Card	AFO	30	DSO	COLLECTOR
6	Health	Maternity	Civil Surgeon	15	CMHO	COMMISSIONER

In District Ashoknagar under the Act services provided by the offices to the Citizen as below

S.no	Total Application	Disposal in Time Limit
1.	568432	568432

Monitoring

- Dashboard
- Automatic Generation of Registers
- Monthly reports
- In-depth analysis
- Thematic Maps
- Bar graph, Line Graph, Pie charts
- Drill down to next lower level
- Video Calling directly from report
- Broadcasting
- Alerts (SMS, Email)
- Reality check of Services from Citizens (calling over cell phone ; facility from Bhopal Only)

Improving Civic Amenities at Ranchi Municipal Corporation : Solid Waste Management

Manoj Kumar, IAS

Increasing Solid Waste is the menace in most of the cities in the country. Its major source is households (3/4 of the total waste). Scientific solid waste management and making available the basic amenities to its citizens is a challenge for the civic authorities. This paper explains how such problems can be tackled with the strong will. It explains the various types of wastes and the effective strategy taken up by the Chief Executive Officer of Ranchi Municipality. First he terminated the non-performing agency and visited extensively in the wards and found the absence of segregation of wastes at the source into biodegradables, non-biodegradables and recyclables. He engaged a new effective agency through global tender for Solid Waste Management, improved the manpower, increased vehicles, dust bins and other equipments and ensured Micro-Management from segregation of wastes at source to street sweeping, Drain cleaning, setting up of Mini Transfer Stations, Parking lots, Waste Processing Plants, organising workshop etc. and made the city garbage free. He also improved the Basic Services to the urban poor by redeveloping two slums under the JNNURM.

Introduction

Ranchi is after the name of Purani Ranchi, a small hamlet on the foot of a hillock popularly known as Anchi Hill. The old administrative core of Ranchi known as Kishanpur derived its name from Wilkinson, the first sent to the Governor General in the province of West Bengal. Finally, however, the name was changed to Purani Ranchi after the name of village Arachi. Thus, Ranchi came into existence mainly for the convenience of administration sometimes in 1834. In the year 1842, the headquarters of the Principal Assistant were transferred from Lohardaga to Kishanpur. The setting up of regular court brought offices to Ranchi and the small hamlet embarked on its career of an administrative headquarters.

2nd August 2000, the bill to create a separate state of Jharkhand to be carved out of Bihar was passed in Lok Sabha and the new state which used to be summer capital of undivided Bihar state became the capital of new state. Ranchi the Capital City of newly formed Jharkhand State, is known for its rich deposits of minerals rivers, streams, lakes, dams and forests. Ranchi Municipal Corporation was established on September 15, 1979 vide Government Notification No. 1406 by merging erstwhile Ranchi Municipality, Doranda Municipality and Ranchi Doranda.

LOCATION & REGIONAL SETTING

The district of Ranchi is situated between 20°21' and 23°43' North latitude and between 85°00' and 85°54' East longitude. It is bounded on the north by the district of Palamau and Hazaribagh; on the south by the districts of Singhbhum (Bihar) and Sundergarh (Orissa), on the east by Singhbhum and Purulia (West Bengal) and on the west by the districts of Raigarh and Surguja (Madhya Pradesh) and Palamau. It extends over 7,574.17 sq. km with a population of 29,12,022.

Manoj Kumar, IAS, Special Secretary, Health Department, Govt. of Jharkhand

WASTE

Waste is defined as any material that is not useful and does not represent any economic value to its owner, the owner being the waste generator. Depending on the physical state of waste, wastes are categorized into solid, liquid and gaseous. Solid Wastes are categorized into municipal wastes, hazardous wastes, medical wastes and radioactive wastes. Managing solid waste generally involves planning, financing, construction and operation of facilities for the collection, transportation, recycling and final disposition of the waste.

Sources	Typical waste generators	Components of solid waste
Residential	Single and multifamily dwellings	Food wastes, paper, cardboard, plastics, textiles, glass, metals, ashes, special wastes (bulky items, consumer electronics, batteries, oil, tires) and household hazardous wastes
Commercial	Stores, hotels, restaurants, markets, office buildings	Paper, cardboard, plastics, wood, food wastes, glass, metals, special wastes, hazardous wastes
Institutional	Schools, government center, hospitals, prisons	Paper, cardboard, plastics, wood, food wastes, glass, metals, special wastes, hazardous wastes
Municipal services	Street cleaning, landscaping, parks, beaches, recreational areas	Street sweepings, landscape and tree trimmings, general wastes from parks, beaches, and other recreational areas

Following are the major sources of generation of solid waste

S Domestic Waste S Commercial Establishments S Marriage/Function/Community Halls S Hotels, Restaurants and Lodgings S Markets S Street Sweeping !S Other Bulk Generators

About 580 MT of solid waste is generated every day within the administrative jurisdiction of the Ranchi Corporation. A summary of various sources of waste generation in Ranchi.

Domestic; Waste Generation from households comprising vegetable waste, food waste, paper, packing material, glasses, metals etc., in Ranchi is estimated at 437 tons per day which constitutes nearly 75% percent of the total waste generation.

Commercial/Institutional/Bulk Waste: Commercial establishments such as hotels, restaurants, shops, trading units, small time street-traders, wedding halls and related generate solid waste which mainly comprises of paper, plastics, food leftovers, vegetables rejects and other inorganic material. Ranchi has approximately 20 daily markets and 4-5 weekly markets. The total quantum of waste generated from these sources is 103.00 tons per day, which constitutes about 18 percent of the total waste generated. Waste collection in the market areas and the bus stand are managed by means of contract employees.

Waste from Other Sources (Street Sweeping , C&D, etc): The municipality also collects waste generated from street sweeping, drain desalting and construction. The quantity of solid waste generated from the above sources is of the order of 40 tons per day which is about 7 percent of the total waste generation, including construction debris which is approximately 5-8 tons per day.

industrial Waste: The industrial waste from the existing units is not mixed with the municipal waste other than package material and food waste generated from the human activities. Bio-Medical Waste: Ranchi Municipal Corporation maintains health Centre and maternity homes. In addition, Ranchi Consists of large private hospitals and health care institutions generating nearly 2-3 tons of bio-medical grade waste. Bio medical waste from private hospitals are collected and

disposed separately through Bio Medical Waste Management System.

MY OBSERVATIONS:

The major source of waste generation in the city was the households, generating over three-fourth of the total wastes generated in the city, followed by the shops and commercial establishments generating little less than one-fourth of the total wastes generated in the city.

- Here is no industrial waste (large-scale industries) added to the municipal waste, as the industries are disposing commercially or stored within the premises to dispose it as per the direction of JSPC board.
- Waste generated by the hospitals and clinics is relatively low compared to the total waste generated in the city; and this will not be under the municipal solid waste management- The waste generated by the floating population is variable and high during festival seasons.

MY EXPERIENCE:

As a Chief Executive Officer when I joined Ranchi Municipal Corporation the task of Solid Waste Management is carried out by an outsourced agency named M/s A2Z. The C&T and P&D work which was assigned to them as per the agreement clauses was not found satisfactory. Every day in newspaper, through public grievance we are receiving numbers of complaint regarding the non-performing of the assigned task to the company.

Based on these, I had decided to personally monitor their task at field level rather than taking review meetings in my office chamber.

When Chief Executive Officer started visiting the different wards of RMC, Chief Executive Officer found that Storage of waste at source is not practiced in a scientific manner in accordance with CPHEEO norms.

Waste is thrown onto streets, drains and in some cases water bodies and tow-lying areas due to absence of effective door to door collection mechanism. There is a partial and rudimentary system of door-to-door collection which is being practiced in 60-70% ward areas. Un-segregated waste is collected with the help of push carts and tri-cycles and emptied into the waste bins placed within the wards at specific locations. Construction/demolition wastes are also generated in the city to a significant extent from repair, maintenance and reconstruction activities. Construction related waste is deposited, after salvaging useful material, on the periphery of the roads abutting the dwellings, low lying areas and small quantities were also found along with the garbage at their dumping site. It was observed that containers/bins of sufficient capacity and numbers has not been provided at strategic locations for receipt and storage of domestic, trade and institutional waste Essentially, segregation of waste into biodegradable, non-biodegradable and recyclable material is not in practice.

After seeing the pathetic conditions on the field I had asked M/s A2Z to improve the work culture but after several reminders their work progress was still unsatisfactory. At last I had terminate the M/s A2Z as per clause agreement from this task and forfeit their Bank Guarantee as per the process defined in the agreement clauses.

Now the challenge was that how to carried out the task again, so we had decided to execute this task at RMC level till next company will not be finalized.

So we had decided to proceed in below mentioned manner:-

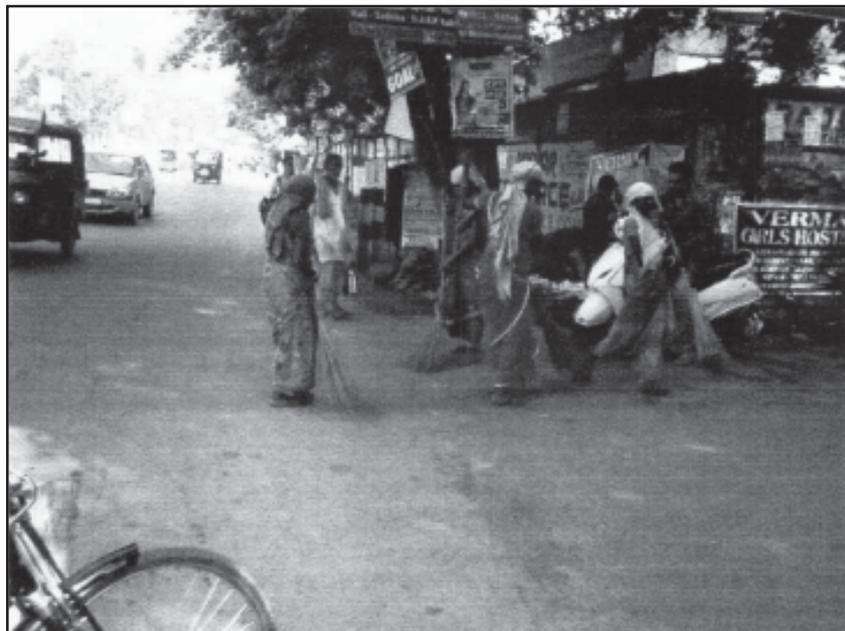
Door to Door Collection through RMC Employed Collies.



Defined Set of 4-10 points per ward for placement of container where primary is disposed on the vats.



We had created a schedule chart for street sweeping also in each and every ward.



We had started the task of solid waste management at organizational level and we have also recruited sufficient man power as per the recommendation of ward councilor and we had also procured the vehicle and dustbin which had installed at the required places in the ward.

But as per the Guidelines of the Govt an Integrated Municipal Solid Waste Management should be carried out by an outsourced agency so we had also started to float a global tender to select a suitable agency for this task. I had assigned M/s Jinfra to prepare a Bid Document for this and execute the bidding process on behalf of RMC having following Scope of Work.

• **Preparation of Detailed Project Report within 2 months detailing out C&T and P&D plan based on parameters set out in Project Information memorandum**

• **Approvals for the Project: all approvals including environmental approval**

• **Collection of Waste:**

- Door to door collection of waste from all the 55 wards (Segregation at Source).
- Street sweepings and collection of waste from road side litterbins
- Collection of horticulture waste

Drain Cleaning and disposal (separate land to be provided by RMC for disposal) Setting up of Mini Transfer Stations:

- Initially in 20 wards (site for 16 wards identified by RMC, balance 4 will be identified before signing of Agreement with PSP.

- Long term, in all 55 wards (land for the same to be provided by RMC) Transpiration of Waste

- Closed body compactor from MTS

- All vehicles shall have OSRT and GPS Setting up of Processing Plant Segregation and Processing of Waste Procurement of Equipments/ Machinery

Operation & Maintenance: In line with Operation Standards given in the RFP document and Operation Plan as provided by the Selected Bidder (Concessionaire) and approved by RMC (Independent Engineer). O&M shall be in line with Municipal Solid Waste ("MSW") (Management and Handling) Rules, 2000 vide its S.O. 908(E) or as revised from time to time (hereinafter referred as

the "MSW rules") and Good Industry Practices.

Development of Support Infrastructure

- Workshop

- Parking Lot

- Land at Harmu and any additional land will be provided by RMC to the Concessionaire

Manpower

All Financing (save & except the Grant-in-Aid): Envisaged Grant-in-Aid is limited to maximum of 60% of the Estimated Project Cost.

(URBAN HOUSING SLUMS)

BSUP (BASIC SERVICES TO URBAN POOR) SCHEME

Basic Services for the Urban Poor (BSUP) is a mandatory urban poverty reform for all local bodies supported under JNNURM. Its goal is to; "Provide basic services (including water supply and sanitation) to all poor including security of tenure, and improved housing at affordable prices and ensure delivery of social services of education, health and social security to poor people".

Once implemented, the BSUP reform will ensure the following outcomes for the city:

All urban poor, in particular slum dwellers, will gain access to basic municipal services such as water supply, toilets, waste water drainage, solid waste management, power, roads, transport, etc. All urban poor settlements will be integrated and mainstreamed with municipal supply networks resulting in sustainable improvements in the quality of life of the urban poor.

Urban poor communities will have better access to legal and affordable housing with in- house basic services that will allow them to live as legitimate citizens.

Urban poor communities will have improved access to social services such as education, health and other social programmes of the government. This will ensure better education, improved health and access to sustainable livelihoods which in turn would help reduce poverty.

Urban poor will be able to voice their demands/grievances related to basic service provision.

Their participation in political processes and city governance will also be enhanced.

Implementing the BSUP reform is important for all cities. While it will benefit the urban poor by improving their access to housing and basic services it has many advantages for the ULBs and the states as well.

The rationale for BSUP:

Urban poor constitute between 30 to 50 percent of the population of large cities. They contribute through their work, largely in the informal sector, to a city's economic growth. They provide the labour that drives urban infrastructure development. The poor also pay local taxes for goods and services purchased in the city

Providing access to basic services such as water supply, sanitation, power, roads, transport, housing, etc. helps improve the quality of life of urban poor communities.

Networking slums/squatters with city level infrastructure systems has the potential to improve the overall quality of city environment. This has ramifications for all; rich and poor alike. For example, providing drains for wastewater disposal in slums and linking these to off-site city drains will improve the overall quality of environment in the slum, as well as that of the city.

Networking urban poor settlements with city infrastructure systems helps create "slum free" cities.

Investing in upgrading slums and urban poor settlements and providing them with basic municipal services at a level that is equitable with that supplied to the rest of the city will help build sustainable cities.

Providing legitimate services at an individual level to the poor for which they pay as per their affordability will help improve cost recovery, reduce transmission losses and strengthen city's finances; and will help cities to make savings/generate additional resources for investment in future infrastructure development. Provisioning of legitimate services will help create an enabling environment for poor people to benefit from city economic growth.

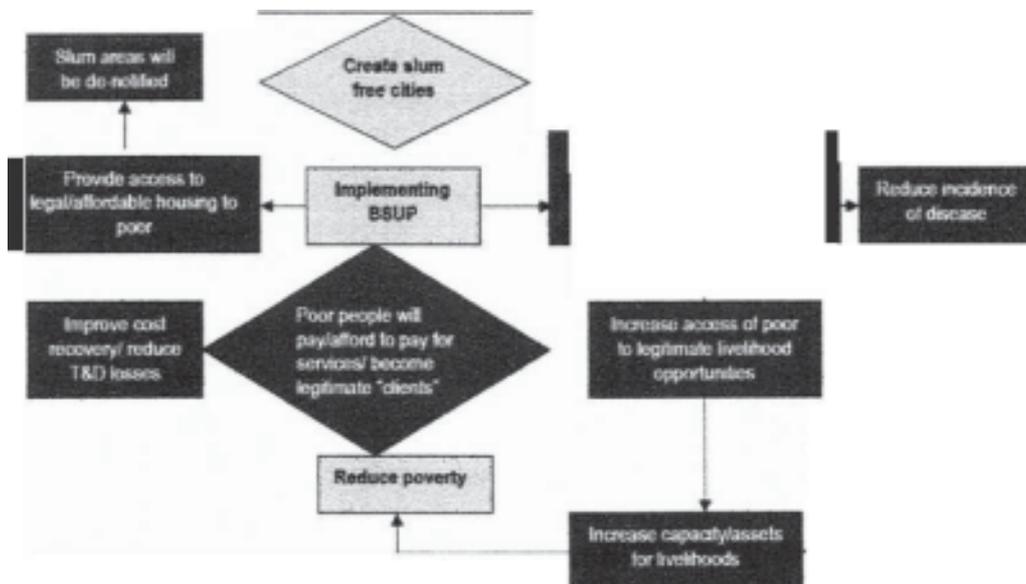
Providing affordable housing with tenure to poor families will make them less vulnerable and more secure. Secure tenure (patta) encourages urban poor families to invest and upgrade their housing. It also encourages them to connect and pay for municipal services inside their homes, i.e., metered water connections, toilets with sewerage, metered power supply, etc.

This will also mean significant reductions in ULB's O&M costs for common and free services such as community toilets and community stand-posts. Legal housing made available to women independently or jointly with men will help empower them and improve their status. Over time the poor can be fully integrated into the city and be included in the property tax net, adding to city revenues.

Secure tenure for livelihood (place of work/micro enterprises) will enable urban poor to undertake formal economic activities/livelihoods

. Participation in formal livelihoods will result in increased incomes. Access to social safety nets (pensions, paid leave, health care, etc.) and formal credit at low interest rates will reduce their indebtedness and protect their rights.

With legal access to municipal services, housing, etc. the poor will be able to "voice" their needs and demands during planning of services. When people participate in planning of services, it ensures greater ownership and sustainability of public interventions. They will be able to voice their concerns/grievances related to service provision and will be able to hold ULBs accountable. In the long term, they will be able to effectively participate in city governance.



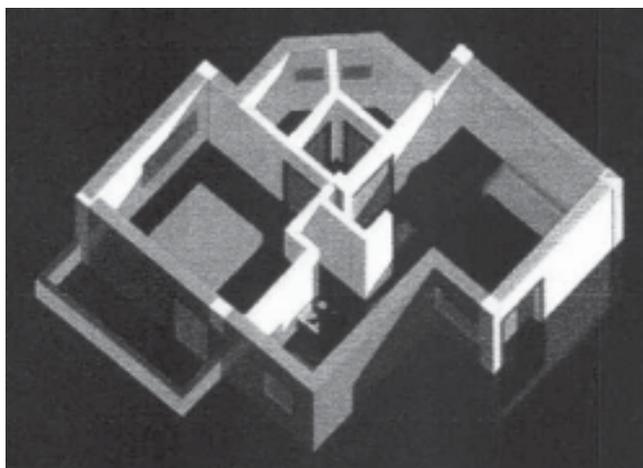
At Ranchi Municipal Corporation the sanctioned amount of this scheme was Rs. 26358.41 Lakhs in which the Central Govt Share was 20059.79 lakhs and the State Govt Share was 4413.36 Lakhs. Apart from this RMC has to contribute around 514.84 lakhs from their own sources and rest will be contributed by the identified beneficiaries itself.

For this scheme total 95 slums had been identified in RMC jurisdiction. Among the 95 slums the CSMC has given the approval on DPR for 60 slums.

Based on the nature of Land the Slum had been categorized in three part:-

1. Slums on Govt./RMC land
2. Slums on Private land
3. Slums on litigated land

On private land 43 slums are there in which approx. 4832 single storied building had to be constructed.



3 D image of House.

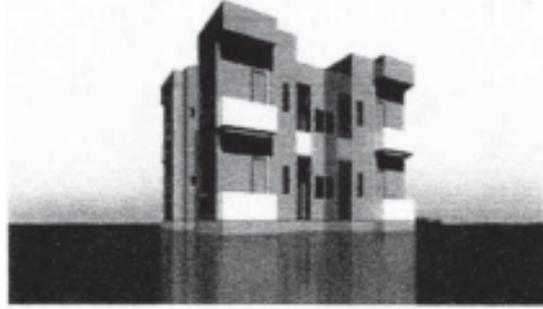
Mv Experience

When I had joined RMC as Chief Executive officer, I hasreviewed the things and Chief Executive Officer had directed to release the first installment to make the work start. So in first phase first installment had been transferred to 1793 beneficiaries to start the work in 35 slums.

Chief Executive Officer has also instructed to the BSUP Monitoring team the work should be completed within the time frame and before releasing the next installment all the details and construction progress details . Chief Executive Officer had also instructed to the monitoring team to present the snapshot of current construction status before releasing the second or third installment.

Apart from this slums on Govt/Municipal Land had to be redeveloped. So in first phase two location had been identified i.eRugrigarha and Madhukam. In Rugrigarha 400 (G+3) proposed to be developed and in madhukam 456 was proposed to be developed.

For this development project Chief Executive Officer had selected a developer through tender process and started the work.



G+3 Flat Design

Before Chief Executive Officer Got transferred from RMC 1066 individual houses work had been completed and in madhukam 336 units flat with water and electricity provisions had been completed. In Rugrigarha 352 units flat work was completed.

Personnel Information System (PIMS)

Chubasangla Anar, IAS

State Government of Nagaland has targeted to leverage the potential of IT and ICT to provide quality and speedy services to its employees. The Department of Personnel & Administrative Reforms has developed a comprehensive web-enabled Personal Information Management System (PIMS). It is a centralized web-enabled application maintaining a centralized repository that will enable efficient data input and transparency. The features of the module include i) managing unique employee ID, ii) employees' personal details (like name, family details, qualifications, training etc.), service record (from appointment time to tenure in the Department). Details maintained in the service record include (transfer, promotion, nature of postings on (a) probation, (b) deputation, and (c) permanent or temporary), educational qualifications, training record, family record, pay scales, ROP & its effective date, designation grade, posting details, Pay Scale, post and Cadre details of employee. PIMS will facilitate instant access to accurate information of State Government employees in all the Departments which, in turn, will help in assessment for promotion, deputation, transfer, posting, service records, claims & reimbursement, employee leave management, travel & settlement of tour claims, APAR and planning deployment of employee resources for special and time-bound tasks/projects as well.

Background

Government of Nagaland has envisioned implementing e-governance in the State with a view to enhance transparency and efficiency, minimize errors and provide quality and speedy services to its employees.

The need for a comprehensive database of employees to enable rule bound, transparent and efficient management of human resources is a priority. The process of culling out information about individual employee in our present system is time-consuming and erratic. Absence of a consolidated and centralized system for managing State-wide employee data base has had an adverse impact and is a serious administrative concern in day-to-day management of State Government employee.

The Personal Information Management System (PIMS) will help in getting instant access and accurate information of State Government employees including information on transfer and posting details and service history. Availability of timely information is the key to improve efficiency as well as timely decision making in matters pertaining to State Government employees.

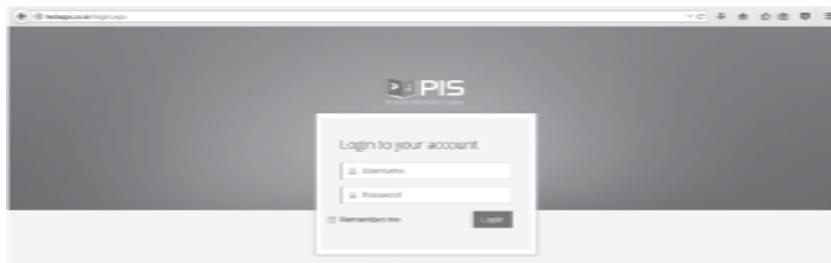
On full implementation, PIMS will facilitate planning of human resources and serve as a fully automated centralized system to bring about comprehensive and advanced solutions in the management of manpower. It will be secure and easily accessible by the administration for efficient management of employees in all the Departments which, in turn, will help in assessment for promotion, deputation, transfer, posting, service records, claims & reimbursement, employee leave management, travel & settlement of tour claims, APAR as well in planning deployment of employee resources for special and time-bound tasks/projects and also in planning for annual budget.

Chubasangla Anar, Secretary, P &AR Deptt, Govt of Nagaland

The PIMS

In keeping with the policy of State Government of Nagaland to leverage the potential of IT and ICT for the benefits of its employee resource, Department of Personnel & Administrative Reforms (P&AR), has undertaken the initiative of implementing a comprehensive web-enabled Personal Information Management System (PIMS) to address the administrative requirement for managing its employees right from the date of their joining into service till they retire.

It is a centralized web-enabled application on Microsoft platform with data, at a centralized repository, that will enable efficient data input and transparency, allowing better management of human resources and administration. Utilization of central database brings data authenticity, real time information flow and removes data multiplicity / duplication and ultimately improves quality of employee related information administration.



Interface: Application login Page

The main activities of the presently developed modules are - managing unique employee ID, employees' personal details (like name, family details, qualification, training etc), employees' service record (starting from his/her appointment time till existence in the Department). In the service record various types of details are maintained (like transfer, promotion, nature of post such as probation, deputation, and permanent or temporary), educational qualifications, training record (which he/she attended officially, employee family record, managing office under particular district, employee pay scales, ROP & its affective date, managing designations grade, managing overall official posting detail of employee (from joining posting to current posting), managing pay scale, post and cadre detail of employee. Generating various decision making reports.

Interface: Employee Registration

The ultimate objective is for creation of a Government-to-Employee (G2E) portal - a self-service zone for state government employees by automating the employee profiles and providing a unified view of statewide deployment of employee resources.

Benefits to the Employee:

- Taking P&AR nearer to employee;
- Employee personal details in electronic form
- Employee transfer & posting details in electronic form
- Employee service history record in electronic form
- Transparency in employee related administration;
- Speedier responsiveness to employee-related issues;

Benefits to Government

- leveraging the potential of IT and ICT
- A centralized database of all State Government employees
- Getting a consistent and unified picture of the employee data
- Employee data is stored centrally in PIMS and is accessible online at any time to administrators and decision makers.

Activity Listing

- Collection of employee personal detail information from all the State Government Departments and subsequent uploading into the PIMS by P&AR Department Govt. of Nagaland.
- The implementation of PIMS development is envisaged to be carried out in phase manner. As per the suggestions made by the Governing Committee, 1st phase is implemented with modules like personal details, service history records, transfer & posting details and associated MIS reports for the entire employees under the Government of Nagaland.
- Cross checking of employee data by respective Departments. 'Employee' and 'HoD' will owe joint responsibility for correctness of data.
- Training & capacity building for respective departments through the P&AR Department for facilitating their day-to-day usage of the PIMS.
- Identification of a PIMS Nodal Officers in each Department by the respective HoDs, who will be the single point of contact for liaising with P&AR Department for any issues pertaining to PIMS.
- The PIMS Nodal officer nominated by the respective HoDs should be at least middle level officer (Deputy Director rank) having a proficiency in computer operating. It is advisable that the PIMS Officials of the respective Department should have point to point direct access/contact with his/her concern HoD, as it is required for effective/faster implementation of the PIMS.
- State PIMS Officials (Core Member) will play a key important role for keeping the PIMS system in place. State PIMS Officials will train, assist and guide all the Departments in the State in the entire process of the implementation of the PIMS system.

Implementation Strategy

- Centralized Initiative & Decentralized Implementation
- Data Reliability is Important : Those Nodal officers who possess the data are to be made responsible for
- Data entry
- Its Correctness
- Certificate of its correctness
- 'Employee' and 'HoD' owe joint responsibility for correctness of data;

- Employees' data record in PIMS portal has to be cross checked from respective Departments referring the employee's Service Records (existing hard copy govt. records).
- In case of any duplication in the PIMS employee database, the same can be deleted. However, in the event of any missing employee record, the same has to be reported to P&AR Department for allotment of employee code for registration in the PIMS system.
- Printout of data as entered in PIMS to be given to each of the employee and also to be kept in Official Record.
- Certification to be issued by 'HoD' to P& AR Department about the correctness of data for each employees in their Departments.
- It is suggested that, the Departments may set up Internal Validation Committee under the Chairmanship of HoD consisting of about 3-4 members including PIMS Nodal Officer having an access to service records for validation of every record of the employees.
- The employee data once corrected and updated in the PIMS portal by the concerned Department and certified by respective HoD. The database will be verified by P&AR Department for any discrepancies and locking of the fields disabling any further editing.

The screenshot shows a web-based form for entering employee service history. The form is organized into two columns. The left column includes fields for Service Cases (dropdown), Code (dropdown), Office Level (dropdown), Office Address (text), Office Branch (dropdown), BDO Code (dropdown), BOP (dropdown), Add/Deput. Desig (text), Order No (text), From Date (calendar), and Effective Date (calendar). The right column includes Service Category (dropdown), Sub Code (text), Department (dropdown), District (dropdown), Difficult Area (dropdown), Post Ranking (dropdown), Add/Deput. Post (text), Order Date (calendar), To Date (calendar), and Remarks (text area). At the bottom, there are three buttons: Add, Cancel, and Back to Search Page.

Interface: Employee Service History Record & posting details

Advantage: PIMS

- PIMS can be used with advantage to bring in a uniform-Governance practice in personnel administration for better governance and effective management of the government employees.
- It will not only save time, human resources and papers but also simultaneously make relevant information readily available to serve the general public.
- With Right to Information Act, 2005 in place, the PIMS can help in making various Government Departments more efficient and transparent pertaining to employee related profiles.
- Census of Employees of Nagaland Government and its Autonomous Bodies.
- Efficiently manage how employees are deployed in your department, thereby reducing lead time in allocating human resources to key position in Government i.e. informed decision

- making related to employees transfer and posting,
- Paperless work atmosphere ;
- A uniform e-governance practice in personnel administration for better governance and effective management of State employees

The PIMS Modules as envisaged (Roll Out)

First Phase (Roll Out)

- Master Tables
- New Employee Registration and Employee details (to be controlled by the Super Administrator Level i.e. P&AR)
- Employee Registration Edit (can be conducted at the Administrator Level i.e. Departments)
- Employee Posting Details
- Employee Service History

Second Phase

- Sanctioned & Vacant Posts
- APAR
- Leave
- Personal Details (training, address, family, identity, medical, communication, banks etc.)
- SMS facilities
- Travel
- Service Book

Third Phase

- Account Section (Pay Bill Related)
- Pay & Allowances
- Claims –Vehicle – Pol, Medical, TA



Implementation & Sustenance. The most important and challenging aspect of this Initiative is the need for commitment and involvement of each stakeholder to continuously remain

- Creative to generate interest of users
- Responsive to renewed demands,
- Innovation to finding solutions
- Prompt to incorporate the renewed requirements

Bhabhua in Bihar is now India's first Green City

Arvind Kumar Singh, IAS

Bhabhua, district headquarters of Kaimur District in Bihar was officially declared green on 16.1.14. It was arguably the first town in the world where all buildings on the main thoroughfares have been painted green. The main objective was to spread the message of forestation. It was also expected to promote tourism in the city. This was one of the rarest examples of community leadership, mutual cooperation and understanding in the caste ridden society. The concept was visualised and publicised by District Magistrate with active support of the people of Bhabhua. Now, Bhabhua is "green city" giving a pleasant feeling to the visitors and local citizens are proud of their town.

Introduction

Bhabhua is headquarter town of Kaimur district in the State of Bihar. Kaimur is the westernmost district of Bihar and its boundary is common with the State of Uttar Pradesh. It is famous for vast tract of Adhaura forest and Maa Mundeshwari temple built in 600 BC, octagonal in shape and located on hills. The district is also known as "rice bowl" district of Bihar covering an area of 3363 square kilometers having a population of 16.26 lakh as per census 2011.

A new officer joined as District Magistrate cum Collector of Kaimur on 16 Jan 2013 and Bhabhua, the district headquarter town was officially declared "Green City" on 16 Jan 2014 amidst chanting of mantra by different religious priests before a mammoth gathering of about 25,000 belonging to all parts of the district as well as public representatives of adjoining districts. The general people at large as well as public representatives of the district were overjoyed, enthusiastic, sentimentally charged, filled with feeling of pride. Various news channels have taken pain to cover live telecast of the Public declaration of "Green City". It was a historic moments which has taken place in India after 137 years, after "Pink City".

Concept and Planning

The new District Magistrate was keen to contribute something very positive which should go unbroken into the annals of the history of Kaimur. The idea was to start such a project which connects the heart of the people, brings them closer to each other, enhances their prestige, shows some uniqueness, attracts the attention of tourists and should be eco-friendly too. Kaimur was a forest area since long. Due to vast deforestation in previous years ecological balance in the district was in danger. To spread the message of forestation, was a main reason for this concept. Also, Green color denotes beauty of nature as stated truly in slogan 'Satyam Shivam Sundaram'. Though, the idea seemed to be great in thought but it was difficult to translate it in a civil society which is badly caste ridden and does not have faith in administration.

How onerous the task was made easier with the support of general mass.

For fulfilling such a gigantic and onerous task, it was must to have unflinching faith of the people in administration; so that they can toe the line of their representative backed by civil

Arvind Kumar Singh, IAS, M.D., Bihar State Food & Civil Supplies Corpn. Ltd., Bihar

administration. Keeping this in mind and to bring the general mass closer to the administration and to win the faith & confidence of the people, following steps were taken by me as District Magistrate of the district:-

(a) Quick disposal of pending cases in Collector's court

A large number of cases were pending unattended in collector's court. The DM religiously made it a point to attend court on the fixed date. Very soon advocates started attending in large numbers, in DM's court. He introduced a new system as is practiced in Hon'ble High Court. After hearing the parties, started pronouncing judgment instantly in open court. This type of transparency of which none were used to became popular among litigant, and learned advocates. Advocates who are the intellectuals of the society started talking good of DM's court and this initiative moved the society in general. The people including intellectuals drew inference that the DM is honest having good intention to serve the people.

(b) Holding chaupals in Rural Village at night

Though, it is the direction of the Bihar Government to all District Magistrate of the State to hold chaupals (meeting of the villagers at night at their respective village), but it is seldom practised. This can be practiced by only those officers who really want to have close hearing of the people. This takes a lot of time and creates headache for the officers. The DM started to visit remote villages in night with officers of all departments, gave calm hearing to the people and tried to solve their problem honestly. This step though tiresome, raised reputation of DM in the eyes of general public.

(c) Inspection of Police Station and Hospitals at mid night

Usually DM seldom go outside at midnight. The DM started making surprise visit of PHCs, Referral Hospitals and Police Stations at around 12 or 1 PM to ensure presence of doctors in hospital and police officers doing night patrolling. This unusual practice of mine ensured the availability of doctors in hospitals in remote areas. Now, people started making complaints even during night directly to me on mobile about absence of doctors and my quick action raised a ray of hopes among the people.

(d) Inspection of Primary & Secondary School

The DM regularly made inspection of schools with senior Education Department officials and took action against the teacher including suspension of Headmaster of High School in anticipation of Government approval. This ensured attendance of teachers in almost all schools.

a. Siksha Darbar at Village in evening at about 7- 8 ° clock

A new practice of Siksha Darbar was introduced by me. In this scheme, the DM along with senior officials and teachers of the locality used to go to remote areas in the evening in any selected village. List of the students studying in Government school was kept ready. Many groups of officers and teachers were made. These groups along with DM used to visit the houses of the student to enquire whether they are pursuing their self study at home or not. Each and every guardian of the students was advised to sit with their wards so that their wards maintain self study regularly. At about 9' O clock, a meeting of the students and their parents with teacher and officers were held at that village in which importance of education was emphasized to them by District Magistrate himself.

b. Removal of encroachment from town

The road and open lands were badly encroached by encroachers. Whenever, anti encroachment drive had been undertaken, people used to resort to brick batting and the administration had to go on backfoot. This has emboldened encroachers and as a result agricultural farm near

Collectorate was badly encroached upon by erecting more than 100 hutments by weaker section of the society and the roads leading to town were so congested that it has become difficult for the people to move freely in town. It was a great challenge for me to remove encroachment without using force.

To achieve this goal, a general meeting of President/Secretary of all political parties, advocate, doctors, professors, shopkeepers, media persons, vendors and encroachers were called and this matter was discussed in details and the provision of law was explained to the encroachers. An unanimous decision was taken in the meeting that the administration should take strict action to remove the encroachment. All political leaders were of the view that they will extend full support to the administration. This measure discouraged the encroachers. They were given 30 days time to make alternative arrangement. Nagar Parishad was directed to identify and register the vendors and allocate suitable space for them. Thus, when the drive was launched after 30 days, there was a different scene. People were on the road, and the encroachers were on run. The market was free from encroachment without using force.

c. Constitution of peace committee in all villages

To solve the local dispute especially land disputes by mediation, peace committee of 11 persons from different section of society was constituted in all villages of the district. It was mandatory to hold meeting on Sunday. Officers of the district administration such as circle officer of Anchal, officers incharge of Police Station and one senior officers from the district used to attend the meeting on rotation. In that meeting all local problems, petty cases, land disputes were heard and help was extended to villagers to solve their problem themselves. This measure sent good message among the villagers.

Besides administrative work, developmental schemes were also taken in full swing with greater speed of implementation.

- (i) Vegetable markets from the main road of Bhabhua were removed and relocated with all basic facilities.
- (ii) Roads were widened. Pavers stones were laid down, foot paths were constructed on both sides of roads and green plant pots were kept on dividers. With expanded roads and foot-paths, road jams due to parking of heavy vehicles and cars on the busy roads have become a thing of past in the town.
- (iii) New bituminous roads were constructed in town with green vegetation on divider.
- (iv) A beautiful city park was developed and also small greenery were developed at some spaces by the side of road. Heavy plantations were done by the side of road.
- (v) Renovation of Jag Jivan stadium was undertaken and completed.
- (vi) Renovation of Lichavi Bhavan, the only town hall of the district was taken.
- (vii) Drains alongside the road was constructed at the cost of about 5 crore.
- (viii) Signs and reflectors were fixed on all trees along the roads leading to the district headquarter town. Thus major problem of the town was solved.

Incidentally, the town got an excellent image make over in only 4-6 months. Now the public opinion was in favour of District Magistrate. Uptill now the people of the district were convinced that the new District Magistrate has good intention and really wants to serve the people without any discrimination.

In said circumstances a meeting of all journalists offices bearer of political parties, intellectuals from all classes were called to discuss further developmental works and problem facing the district in month of September 2013. In that very meeting idea of green city on patterns of Jaipur was floated to attract tourist from Varanasi and Gaya. It was discussed at length and it was unanimously supported by masses. All section of society started their efforts to achieve the

target and with their full support and also support from ward members of Nagar Parishad onerous task of painting the city green was achieved within four months by the peace loving people of Bhabhua.

Conclusion:Green City in the eyes of Print Media/ Social media

According to Hindustan Times, Patna 16th January 2014.

“Probably it is first town in the world where all buildings have been painted green. And more importantly, people have painted Bhabhua green without using government money. Though the concept was visualised and publicised by District Magistrate Arvind Kumar Singh the credit goes equally to the peace loving people of Bhabhua.

According to Decean Herlad, 16 January 2014.

“Bhabhua, district headquarters of Kaimur District, was officially declared “green city” on Thursday. It is arguably the first town in the world where all the buildings on the main thoroughfares have been painted green. The idea to paint the town green and make it environment friendly was mooted by the District Magistrate of Kaimur, who took a leaf out of Jaipur’s “pink city” book. Jaipur was painted pink on the royal orders of Swai dynasty in 1878, to welcome Prince of Wales, whereas in Bhabhua people have done it on their own.

This was one of the rarest examples of community leadership, mutual cooperation and understanding in the caste ridden state.”

According to wikipidia.

“Bhabhua is all set to become world’s first green city. Endowed by Natural Resources with Hilly Terrain and lush green forests, Bhabhua has tremendous potential of Tourism which remains unexploited till date.”

Now Bhabhua is “green city” giving a pleasant feeling to the visitors and the local citizens are proud of their town.



Urban Transportation System in West Bengal

Ujjal Kumar Sengupta, IAS

Urban Transport in West Bengal has undergone rapid development with rapidly rising urbanization; vehicles have multiplied in the State both in numbers and varieties – the journey from traditional State Transport buses and trams to mini buses, private buses, trekkers, jeeps, auto rickshaws and private cars and metro rail has added varieties to transportation mode. Improvement of road infrastructure including widening or multi-lane facilities, construction of flyovers to control traffic jams, installation of signals in crucial junctures, deployment of huge no. of trained traffic police in Kolkata and surrounding areas for traffic management have been made. Inter connecting RTO offices in towns and district headquarters through computer network, issuance of computer generated (1) Smart Card type Driving License, (2) Smart Card type Registration Certificate and (3) Smart Card permits for commercial vehicles, (4) Installation of highly secured 'Number Plates' are some of the remarkable interventions made in the State Transport Sector which have facilitated easy tracking and tracing of vehicle, if found missing or committing vehicular offences. The only odds are increase in the pollution load (air & sound) and huge traffic jams requiring discarding of old vehicles prior to cut off date and regular amendments of Traffic Rules & Regulations.

Urban Transportation System in West Bengal

Cities play a vital role in generating economic growth & prosperity. The sustainable development of cities largely depends upon their physical, social & institutional infrastructure. In this context, the importance of urban transport infrastructure is paramount. To facilitate this, what is required is a sound urban transport policy.

The urban population of India has increased significantly from 62 million in 1951 to 285 million in 2001 and is expected to grow to around 540 million by 2021. Consequently the size & number of cities have also increased. It has put pressure on the Govt. to introduce & maintain an effective and hassle free transport system in India. To create such, the State Governments have been entrusted to introduce certain reforms that will help to achieve the goal of attaining a good transport system in their state. The main motive behind this is not only to generate more revenue for the Govt. but also to instill in the public, a faith regarding the role of the Government in taking the problems & giving a quick effective solution for making their lives more easy and pleasant. Let us talk about the Urban transportation in West Bengal & measures taken by the Government.

Urban Transportation system in West Bengal has a key role in economic and social development of the State as a whole. It caters the need of the common people by way of their quick movement from one place to another and also by way of transport of essential commodities in a faster way.

Urban Transportation system in West Bengal has its long history which goes back to creation of the State after partition of Bengal. That time there were a few State Transport buses. There was also Tramways in Calcutta. The movement of commodities was done by a few number of Trucks / Lorries, although there were local trains both for the common people as well as for

Ujjal Kumar Sengupta, IAS, CEO, Haldia Development Authority, West Bengal

movement of goods. Gradually, population in urban areas went on increasing due to influx of a remarkable size of the rural population to urban areas in search of jobs, as cultivation and farming were no longer found as dependable source of livelihood. As a result, there came private buses and a few member of Taxis of black and yellow colour. Kolkata Babus used to move by 'Ambassador Cars'. It was in the 70's when Mini-Buses came into picture only in Calcutta. In urban areas other than Calcutta, private buses and a few State Transport buses were the only sources for movement of people.

Rapid development in the Transport sector came in the 90's when sizeable number of vehicles of different types came on the road to cater the demand in the urban part of the State. These include private buses, Trekkers, Jeeps etc. which began to move as the best means of transportation. In Calcutta, huge changes came in the transport sector with introduction of private cars by Maruti Suzuki Company. Following the said company, the other companies like 'Hundai' started manufacturing varieties of cars. Auto-rickshaws came into the picture to cater the needs of the people in local areas.

Revolution in transport sector for urban areas comes with introduction of Metro Railways which is found the quickest means of journey from one place to another.

At present, the vehicle population in the urban part of the State is so heavy that the Government has no option, but to regularize their movement by way of construction of fly over and by making arrangement for a huge Police force specially for Calcutta for Traffic management.

With the increase of traffic population, the Government has to think for enactment of Act and Rules for better regularization of Motor vehicles. So there comes the Motor Vehicles Rules with time to time

Amendments. Road Taxes for such vehicles are realized by the Central Government, while the fees like licence fees, registration fees are collected by the State.

With the increase of modern technology, decisions are taken to computerize the entire traffic management to maintain and to track the old records of vehicles and the vehicle owners / drivers. From the year 2005 -2006, all the Motor vehicle offices in the urban areas are computerized. The previous paper type 'Driving License' are changed into 'Smart Card' type Driving License in order to check fake licenses and ensure genuineness. The old paper type Registration Certificates are changed into Smart Card type Registration Certificates to identify the owners of the vehicles and to minimize vehicle related offences. Smart Card system has also been introduced for issuance of Permits for commercial vehicles. Highly secured 'Number plates' (i.e G.P.S system) are introduced in Kolkata to identify the vehicle and the offence, if committed by any vehicle.

This smart card system has the following benefits in addition to ensure genuineness :

The smart card has computerized chip where the basic identities of the concerned person such as his signature, finger prints are stored. These help the Authority to detect the person in case any offence is committed by him relates to his license etc.

In case of 'highly secured number plate, it may be noted that previously number plates are fixed by the owner of the vehicle on the basis of Registration Certificate of his vehicle. There were high risks in the system, as it was very difficult to detect such vehicle, if any vehicle owner committed any vehicular offence. Furthermore, there were limited scope to trace the vehicle, if it was found missing by the owner. In order to bridge those, gaps, this high security number plates are introduced; these plates are affixed by R.T.O. Offices themselves in order to ensure that vehicle can be traced if it is found missing or if any offence relates to vehicle is committed.

R.T.O offices in the State are now working through a computerized network to detect any

type of informations regarding vehicles and their owners. To cope with the huge vehicle population, Additional R.T.O. Offices are opened in important Sub-Divisions like Asansol, Durgapur and Siliguri. Effective teams of Motor Vehicle Officers are checking vehicles on the road to ensure proper traffic management in Calcutta and the urban surroundings. Traffic police are also enforcing the proper movement of vehicles on the road to avoid accident. Thus the development of urban transportation helps the State in the following manner

- 1) Generate revenue to the Government
- 2) Generate employment opportunities
- 3) Generate social and economic development of the State by way of quick movement of the common people and also the commodities which the people are used to consume.

There is also the other side of the coin. Such huge traffic population leads to heavy pollution and bring down the ozone layer which causes a variety type of diseases.

Besides, there are traffic congestion causing unnecessary delay for arrival at the destination.

The following measures may be taken up to regularize this huge traffic population, especially in Calcutta

- a) to fix up a cutoff date and before that date all the vehicles which were registered should be discarded and thereby the number of vehicles may be reduced;
- b) such reduction may control pollution to a large extent;
- c) introduction of gases like LPG / CNG instead of petrol / diesel to reduce pollution.

These measures have already be implemented by Delhi administration and have achieved a very significant result.

In fine urban transportation in its present form has achieved a remarkable position compared to the system prevailed 10 years back. Traffic management has been streamlined by installation of signals at crucial junctures. Police forces entrusted with traffic management are well trained and are vigilant to cope with the increased volume of traffic. Road accidents are reduced in number. Urban roads which play a crucial role in the entire system of urban transportation are highly improved. Flyovers are constructed where traffic congestion affects, traffic movement seriously. All these have made the State to hold a key position in the Urban Transportation sector of the country as a whole—

A Widow village in Sundarbans

Rajat Kumar Bose, IAS

Jamespuris avillage with 300 families in Gosaba Block of Sundarban, a World Heritage Site famous for the largest delta & Tiger Reserve in the Bay of Bengal. All the 300 families had lost the men folk, the prime bread earners who had ventured into the deep forest for livelihood and fallen prey to tiger or crocodile or shark thereby rendering their widows and children to live in abject poverty and starvation. Providing Govt. compensation to those hapless families was not plausible as most of the menfolk used to earn livelihood in the jungles without valid license of Forest Department. For livelihood the women folk of the bereaved families fall victims to evils like trafficking, prostitution, smuggling, etc. The author as Sudarban Development Officer along with Block administration & a local NGO funded by the United Nations working in the locality drafted a two-pronged plan for ensuring livelihood and security for these families. This plan envisaging i) education for children, ii) distribution of income generating assets and iii) imparting skill development training to the women along with formation of Tiger Widow Association has helped these families living in dignity and fighting for women empowerment and rights.

Rajat Kumar Bose, IAS, Director, Tourism Department, Govt. of West Bengal

Special Rehabilitation Economic Package after Agitation of Farmers

Lalit Kumar Gupta, IAS

The author in this paper has described how the State Government of Rajasthan had helped implementation of Kalisindh Thermal Power Project in Jhalawar district of Rajasthan by working out a rational compensation and rehabilitation policy to meet the demands of the agitating farmers for enhanced compensation and rehabilitation for the lands acquired from them for the said project. On obtaining written demands from the KisanSangarsh Samiti representing the agitating farmers, the State Government constituted a Committee headed by the Divisional Commissioner, Kota comprising members including Collector, Jhalawar, officers of Water Resources and BidyutUdpadan Nigam. This Committee after a resurvey submitted its recommendations envisaging a) 50% enhancement of land price, b) payment of difference of cost of trees as per award of Thermal Project, c) effecting electric connections to other lands of affected farmers on priority and d) payment of compensation of temple lands which the State Government accepted without modification as a special rehabilitation economic package on the stipulation that the beneficiaries would withdraw all pending cases and no new cases of compensation to be preferred further in any Court of Law in future. Thus the work of Kalisindh Thermal Project started smoothly without any financial loss.

Lalit Kumar Gupta, IAS, Collector & D M, Baran, Rajasthan

Urban Governance : Municipal Administrative Structure with reference to the Municipal Corporations

Amarnath Mallick, IAS

Urban governance is significant matter in India. Governance in Metropolitan Cities in India are run by the Municipal Corporations which are the custodians of democratic governance and are all Body Corporates. The author in this paper has delved upon Municipal Governance vis-à-vis the varying patterns of municipal administrative structures with reference to the Municipal Corporations of Mumbai, Chennai, Delhi and Kolkata. In the face rapid urbanization, the Municipal Corporations bear the huge responsibilities of delivering multifarious services some of which are obligatory and some are discretionary. All the 18 sectors of activities as prescribed by the Constitution of India are not uniformly allowed to all the 4 Municipal Corporations. While the Corporation area is broadly divided into bigger Administrative Units called Zones or Boroughs comprising the smaller Administrative Unit called Wards/Divisions, the pattern of Municipal Authorities in the four Municipal Corporations varies. The Municipal Administrative models followed these Corporations fall in two categories- (1) Mayor-Council System followed by KMC and (2) Commissioner-Council System followed by Mumbai, Delhi and Chennai. Both the models have their merits and demerits. Effective and efficient Municipal Governance however depends on both administrative and functional decentralization as well as well co-ordination at all levels of administrative structure of Municipal Corporation.

Amarnath Mallick, IAS, Addl. Secy., Labour Deptt., West Bengal

Integrated Farming : a means of sustainable livelihood in the Sundarbans

Chandan Chayan Guha, IAS

Agriculture and allied activities constitute prime economic activity of Sundarban Population. In the wake of Aila, the soil fertility of the agricultural lands has been damaged due to ingress of saline water. In this backdrop the Sundarban Development Board (SDB) has planned and started implementing integrated farming as model project. The project aims at integrating livestock, fisheries, poultry with crop cultivation. The strategy includes excavation of a pond in the plot, utilising excavated soil for preparation of a raised bed for growing vegetables throughout the year, Pisciculture (stocking of Katla, Rohu & Mrigala in the ratio 4:3:3), raising chicken housed in a shed over pond so that the excreta dropped serve as a feed to the fish, Black Bengal Goat farming, at a total project cost of Rs. 8000 per unit of which 90% financed by SDB as subsidy and rest 10% is the contribution of the beneficiary. The beneficiary farmers are now producing sufficient rice, vegetables, milk, fish, eggs to sell the surplus in addition to meeting their family needs, raising their income and augmenting the family labour force, increasing the soil productivity through optimal use of resources and recycling.

Chandan Chayan Guha, IAS, Member Secretary & Project Director, Sundarban Development Board, West Bengal

Dial 100 Project : An Information & Communication Technology (ICT) based solution

Durg Vijay Singh, IAS,

*Dial 100, the Saviour, is a technology based innovative project of Govt. of MP to deliver quick, efficient and effective services to the people to provide security and safety to the life and property of the residents. The Salient features of the project (2015-20) at a cost of approx. Rs. 635 crore envisage a-: i) A Central Control Room at Bhopal ii) Deployment of 24*7, 1000 PCR Vehicles iii) Digitalisation of MP Police iv) Training and deployment of Police Force. Elaborating on the benefits of the scheme to accrue to the general public the writer specifically deals in the vital issues concerning the scheme and argues that with the improved performance of the field Police services, the image of the Police Force as Protector and Saviour would improve and the overall image of the Government as “ Mai and Baap” for its citizens would be enhanced.*

Durg Vijay Singh, IAS, Dy Secy, Home Deptt, Govt. of Madhya Pradesh

Direct cash transfer / Direct benefit transfer scheme

Hari Chandra Semwal, IAS

The Direct Cash Transfer or Direct Benefit Transfer (DBT) scheme aims at transferring pension, scholarships, MGNREGA payments and subsidies under different Government Welfare Schemes directly to the bank accounts of the beneficiaries concerned avoiding undue time lag or delay, leakage in fund flow and duplicity and overlapping of beneficiaries. The scheme was launched on pilot basis first in the three districts namely, Bageshwar, Champawat and Tehri Garwal and later on introduced in the other ten districts of the State of Uttarakhand. Being a hilly state and having its population spread over remote and tough terrain, poor banking structure, poor internet connectivity posed hurdles for success of DBT. The benefits of this scheme including PAHAL DBTL scheme of LPG connection, Jan Dhan Yozana, Digital India and Banking Services Correspondent scheme can be successfully reaped by the beneficiaries if the huge no. of existing Post Offices and Rural Banks in the State are connected through internet and IT facilities and by so doing real means of good governance can be achieved..

Hari Chandra Semwal, IAS, Uttarakhand

Social Welfare Schemes in Bihar: Implementation in Munger District

Amarendra Prasad Singh, IAS

The Social Welfare Department of the Govt. of Bihar is implementing many programmes for promoting welfare of the under privilege sections of the society. To ensure this it is desired that benefits of the schemes should reach the rightful beneficiaries in time without any unauthorised deductions. Pensions under the Social Welfare scheme used to be distributed through Post office Savings account in the State since 2006-07, but the payment in that system was irregular and there was lack of reliable database of pensioners. After careful planning Bihar Govt. decided to distribute pension through cash payments by organising special camps at Panchayat Levels. For this also reliable data of pensioners was necessary. In this paper the author has described how the district administration of Munger had introduced a transparent system of payment of pensions online by linking the pension holders through their Adhar Bank and Bank account details fully. Thereby creating a reliable database of pensioners which can be accessed anytime.

Amarendra Prasad Singh, IAS, District Magistrate, Munger, Bihar

Flow of Agricultural Credit : Challenges and Prospect

Dhiren Kumar Pattnaik, IAS

The article deals in the pivotal role of Cooperative Sector in the agricultural development of the predominantly agrarian state of Orissa. In the Three tiers Cooperative structures of the Primary Agricultural Co-operative Societies, main activities include: i) distribution of fertilisers and seeds ii) paddy procurement iii) issue of Kissan Credit Cards (KCCs) iv) disbursal of Crop Loans. The article highlights the achievements of PACs vis-a-vis Commercial Banks in areas such as crop loan with necessary data and figures. Mentions have also been made in areas where notable achievements made in respect of i) Computerisation of PACs, ii) on-line registration of farmers, iii) issue of ATM Cards, iv) wide accessibilities v) providing Digital Signature certificates to PACS, vi) Direct payment to farmers for the purposes of ensuring transparency and efficiency into the system etc

Dhiren Kumar Pattnaik, IAS, Registrar of Cooperative Societies, Odisha & Additional Secy. to the Govt. of Odisha, Cooperation Deptt., Odisha

Skill Development in Bihar

Ajay Kumar Chaudhary, IAS

Knowledge and skill are the key driving forces for socio economic development of any country. If the decade of 90s belonged to knowledge sector, the decade of 2010s belongs to skill sector. Highlighting on the low level of skilled youth in Bihar, this paper argues how the Government of Bihar took up the ambitious scheme of imparting skill to one Crore People within 5 years both by way of formal and informal means. The author elaborates the short comings, inadequacies of the institutions coupled with lack of coherent policy of the Government. To give effects to the policies of the Government he advocates strategies of (A) Reformation of ITIs encompassing i) Training of ITI Instructors ii) Strengthening with necessary tools and equipments iii) Streamlining of admissions in ITIs. iv) PPP in strengthening ITIs v) Optimal use of Government finances; (B). Skill Development of workers, (C) Holding of Employment fair. The author in the paper presents initiatives taken by him as Director Employment and Training in Bihar.

Ajay Kumar Chaudhary, IAS, Registrar, Cooperative Societies, Bihar

Women Empowerment with a special reference to the state of Bihar

Uday Kumar Singh, IAS

Women empowerment refers to creation of an environment where they can make decisions of their own for their personal as well as benefit of the society. The author enumerates a number of steps taken by Government of Bihar for empowerment of Women of which mention maybe made of 50% reservation in educational institutions, employment, panchayats in addition to implementing a number of schemes like Mukhya Mantri Balika Poshak Yojana, Mukhya Mantri Balika Cycle Yojana, Mukhya Mantri Kanya Vikas Yojana, Mukhya Mantri Kishori Swasthya Yojana etc. The adoption of Bihar State Women Empowerment Policy, 2015 to bring them in the national mainstream of development is an important landmark. It endeavours to improve and further strengthen the socio-economic and cultural status of women. It further aims to provide them with enhanced skills and improved capacity for employability, protections against abuse, violence etc.

Uday Kumar Singh, IAS, Director, Emp & Trg, Bihar

HRM in the Government today

Anenla S Longchari, IAS

HRM is the backbone of Public Administration. Personnel/Employee are what make an organisation. Manpower by itself doesn't lead to success of an organisation. It has to be converted to Human resources. HR is turned to Human Capital through proper administration in the fields of recruitment, placement, training, incentives, benefits etc. It also involves Team Management, Disciplinary Measures, Motivation, Streamlining etc. The author points out that in most Third World Countries while most plans are theoretically sound, delivery system is generally weak. The author in this paper has shared his experiences of working as HOD in the Government of Nagaland where approximately 7% of Managers expected to ensure co-ordination and productivity of 93% size of employees. The paper mentions a case of a "Reporting System" and his managerial dilemma of either "To reprimand with negative productivity" or "Planned strategy to enhance morale" coupled with positive productivity. Far more important than financial incentives, it was the change in the behavioural pattern (motivation) that illustrated success of his initiative. The paper suggests that there is a need for creation of a separate HRM division in Central, State Government setups to ensure a more productive system.

Anenla S Longchari, IAS, Secretary, PHE Deptt., Govt. of Nagaland

Disaster of Uttarakhand

Bhupal Singh Manral, IAS

Proper planning and organizing of work forces is a vital part in Natural Disaster Management in combating the crises arising in the aftermath of natural disasters like earthquake, tsunami, tornado, hurricane, flash-flood, land-slides etc. Uttarakhand State is geologically fragile and highly eco-sensitive and situated in the seismically active regions being surrounded by the Himalayas and it is prone to certain types of natural disasters. It has experienced a plethora of such disasters in recent decades including flash floods, earthquakes and land-slides. The author as Collector of Bageshwardistrict in the State of Uttarakhand has shared his experience of the devastating and tragic disaster caused by flash-flood and land slide induced by heavy rain in the third week of June 2013 in Uttarakhand, the worst disaster occurred in the State during the last 100 years; and it has been described as a Himalayan Tsunami by the Government of India. More than 580 people lost lives and several others missing in the District. This article has described the challenges faced and lessons learnt from this disasters flood by the District administration of Bageshwar.

Bhupal Singh Manral, IAS, District Magistrate, Bageshwar, Uttarakhand

Postal Savings Schemes and Small Savings Department

Dorjee Eden Gyamtso, IAS

The Small Savings Department of the State Government promotes various postal savings schemes by undertaking publicity campaign through (1) distribution of leaflets on these schemes, (2) organizing meeting at grass-root levels, (3) floating advertisement in the local Newspapers, and (4) miking about these postal schemes at public gatherings. The postal schemes are all Central Government Schemes meant for Postal Savings Bank which is the largest savings Institution in the Country. The savings thus mobilized are used for meeting development expenditure of the nation. Out of the revenue collected during a financial year the State Government gets 50% as soft loan from the Centre. The promotion and mobilization of savings is done through appointment of commissioned agents who fall in three categories – (1) Standardized Agency System (SAS), (2) Mahila Pradhan KshetriyaBachatYozna (MPKBY) and PPF agency. While there are a good number of postal schemes of varying maturity periods and interest rates, with the ease of opening by any person at his own affordability, the success of the schemes suffers due to staff shortage in the Post Offices as well as Savings Development Officers in blocks and cutting down of commissions for the agents.

Dorjee Eden Gyamtso, IAS, Govt. of West Bengal

Implementation of Rural Livelihoods Schemes to Eradicate Poverty in Shahdol District, MP

Mukesh Kumar Sukla, IAS

Poverty in India is widespread. There is no one cause of poverty. As for Shahdol district, as against 35.47 % BPL in M.P., 61.97% of total population of Shahdol District is BPL. Shahdol is one of the poverty stricken districts. This paper presents various programmes initiated by the Government since Independence for removal of poverty but the achievement on this score is much to be desired. The author argues on account of multiplicity of programmes which were viewed as separate programmes in themselves, the desired linkages among the programmes were not established effectively. Number of Poverty Alleviation Programmes have been mentioned with special emphasis on MGNREGA, NRLM and other programmes such as TRYSEM, SITRA, DWCRA, SGSY, PMEGP, FWP etc. He highlights on several programmes titled as MukhyaMantriSwarojgarYojana, MukhyaMantriYuvaUddyamiYojana, MukhyaMantriPichdaVargSwarojgarYojana and other subsidy schemes for distribution of goat units, poultry units, piggery units, diesel pump, sprinkler set, sprayer pump, seed and fertilizer drill etc.

Mukesh Kumar Shukla, IAS, Collector, Shahdol, Madhya Pradesh

Mass Social Work

Alan Gonmei, IAS

The author in his article has narrated how the people of Mangkolemba reaped the fruits of their own labour by repairing a 12 kilometer stretch of road setting it as an example. The road connecting Mangkolemba to Mokokchung- Mariani (12km) was in such a miserable condition that travel was an awful experience for the public. He further goes on to narrate that his persistent efforts to instil the idea of social work was the only alternative solution to their woes and enlisted the support of general public in taking up the repair of the road. The overwhelming response in terms of men, material, monetary contributions together with “Sramadan” achieve wonders. The tradition continues thereafter. The writer seeks to exhort the public that “public property” has to be maintained at all costs for the general public welfare. The general public needs to be sensitized and “Self Help is undoubtedly a Great Way” towards achievement of the objective.

Alan Gonmei, Secretary, IAS, Land Resources, Govt. of Nagaland

Village Development Boards (VDBs) in Nagaland : a unique Decentralization Experience

Kelei Zeliang, IAS

Village Development Boards (VDB) were established in the villages of Nagaland with the objective of transforming the rural areas to semi urban areas and to act as Financial Intermediaries for managing rural credit and loans. The VDBs are Statutory Bodies recognised under the Village and Area Council Act 1978 and guided by VDB Model Rules, 1980 (Revised 2001) they are entrusted with the tasks of i) formulation of Annual Plans, ii) selection of beneficiaries, iii) receipted fund allocation, iv) supervision and monitoring of work progress, v) ensuring completion of projects through judicious utilisation of fund and vi) carrying out of mandatory social and financial audit. These VDBs with passage of time have become trusted Development Agencies which are now acting as financial intermediaries engaged in disbursement and recovery of loans through creation of Corpus Fund at Nationalised Bank from contributions to the tune of Rs. 40,000/- from VDB and Rs. 1 Lakh from the State Govt. and providing loans at the maximum permissible interest rates and are entrusted with delivering goods to the rural people through community participation.

Kelei Zeliang, Secretary, IAS, Rural Development, Govt. of Nagaland

Nimbahera Communal Issue

Ved Prakash, IAS

The author in this paper as Collector & DM, Chittorgarh has shared his experience in tackling a communally sensitive issue in the Sub-Divisional town of Nimbahera of Chittorgarh, Rajasthan on 18th June, 2015. The author has described in this paper how a vigilant District Administration maintaining proper coordination with Police and other Line Departments, maintaining the flow of information within and between the different layers of District Administration, adopting preventive measures as per relevant Laws of the Land, holding constant discussions and deliberations with the local communities and meeting out timely punishments for the miscreants indulging in communal tensions had been able to contain local agitations in the aftermath of a communally sensitive incident in the District.

Ved Prakash, IAS, Collector & D M, Chittorgarh, Rajasthan

Empowerment of Naga Women to meet the challenges of today's Socio Economic Dynamics

Lithrongla G. Chishi, IAS

Nagaland is a tribal society comprising of 16 major tribes and some minor tribes as well. Tribal society is patriarchal where the women occupy a secondary role as per customary laws. In the present day society although some Naga women have achieved distinctions as bureaucrats, technocrats, and prominent social workers, a lot yet remains to be done. The author expressed her disappointment that despite 50 years of statehood Nagaland yet to elect an MLA to the Legislative Assembly. As for 33% reservation for women in Urban Local Bodies it is still a distant dream. On inheritance of property and a loss of individual identity after marriage of Women, it further degrades the position of Naga women in their society she laments. However, with the launching of Nagaland Women Commission in the year 2007 for uplifting the rights of women and their legal entitlements, Naga women see a ray of hope in their social and economic uplift. This article highlights several activities undertaken by the Women Commission; especially in covering education, health, family welfare, economic and political empowerment that holds prospects to usher in a New Era for women in the Naga Society.

Lithrongla G Chishi, IAS, Secretary, Home Deptt, Govt. of Nagaland

Disaster Management (Flood): an Experience

William Bilung, IAS

The author in this paper has shared his experience as Sub-Collector Kuchinda Sub-Division of Sambhalpur District of the State of Odisha on a day of torrential rain, in the month of August 2001. In anticipation of flood in the aftermath of torrential rain the Sub-Collector of Kuchinda Sub-Division took advance precautionary steps towards evacuating the families in the low lying areas, through Panchayats and reaching out the dry foods including flat rice, molasses to the evacuated families on pre-emptive basis without waiting for orders of the Sub-Collector. The affected families appreciated the advance measures taken by the administration.

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Night Halt at Village

B. Bharathi Lakpathi Naik, IAS

The author in her capacity as Joint Collector, Mahaboobnagar District of Telengana used to follow a programme locally known as “PalleNidra” (Night halt in village) once in every month during which she came in contact with the senior citizens of the village, school girls who used to bring to her notice the local problems such as, power cut, drinking water crisis, sanitation, problems related to kerosene and other essential commodities of PDS system, problems of anganwadacenters, health matters etc. The Joint Collector accompanied by the Line Department officials of Food, Health, School Education, Child Welfare, Public Health Engineering, Power used to sit and discuss the problems in Panchayat and solutions to these problems emerged following such discussions with Line Department officials and the solutions subsequently implemented. This “PalleNidra” programme turned out to be very effective for public grievance redressal.

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Swacch Bharat Abhiyan

Rajeev Sharma, IAS

The author in this paper has explained how he in the capacity of District Collector, Sajapur of Madhya Pradesh made the District Open Defecation Free under Swacch Bharat Abhiyan in November, 2015. The plan for execution of the Pledge of making the district ODF within 90 days was chalked out after analyzing the weak and strong aspects of the earlier similar schemes of the Government. A community-centric instead of individuals centric schemes was drawn up. Village youths were engaged for motivating the common villagers through generating awareness on the harmful effects of diseases caused by open defecation upon people and environment, impressing upon them the need for protecting human dignity and avoiding humiliation by constructing toilets in their houses. Extensive campaigns for sensitizing the village people were undertaken through extensive tours, ratrichaupals, nukkadnataks. For smooth execution, inter- Departmental co-ordination was ensured. Block officials were appointed as Nodal Officers at Panchayat levels to visit villages regularly and review the progress of toilet construction. Funds were given to the motivators and needy poor persons for toilet construction. Finally, 34 Gram Panchayats in the district became open defecation free by November, 2015.

Rajeev Sharma, IAS, Collector, Shajapur, Madhya Pradesh

Thrust on Skill Development in the District of Mansa, Punjab

Bhupinder Singh, IAS

Mansa District (Punjab) basically agriculture opened up avenues of employment with setting up of power plants , Industries etc. Skill development to set up own enterprise and private sector Jobs necessitates training. Strategies were adopted to have a database of the youth, creation of awareness among them. Coordination among various Govt. Departments were the challenges to be met. Organising “SwaRojgarJagrota Mala” with wide publicity, participants of concerned dept., private participation, publication of materials, opening of stalls, preparation of data of interested persons all what helped to charter a plan of action for the youths employability. To ensure inclusive growth, special emphasis was given on skill training. Disbursal of Bank Loan under “Mudra scheme” to make people self-dependent. The thrust watch on institution building rather than individual to keep the momentum on going.

Bhupinder Singh, IAS, Dy. Commissioner, Mansa, Punjab

Notes on Rural Electrification in Uttar Dinajpur

Swapan Kumar Paul, IAS

The author in this paper has described the role of district administration in rural electrification of the remote villages in the far flung district of Uttar Dinajpur situated about 410 Km away from Kolkata, the State Head Quarter. In 1997 the State Govt. decided to provide electric connections to each and every village of the district. The rural electrification work although undertaken by WBSEB and District Administration prior to 1997 ended only with erection of PCC poles at the villages most of which were not traceable after a long time gap. The steps involved in its implementation included i) separation of technical management from administrative works, ii) entrusting technical part with WBSEB and other administrative works with the Rural Electrification Cell of the District Magistrate, iii) entrusting procurement of Central Store Items like ACSR, AAC, PCC Poles with the WBSEB and those of local store items with the tender committee under the chairmanship of the District Magistrate along with representatives of the Engineers of WBSEB, v) entrusting the execution part to the licensed electrical contractors registered with WBSEB and handing over of the installation after completion to the WBSEB.