



ANNUAL REPORT

(1989-90)

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REGIONAL CENTRE FOR URBAN AND ENVIRONMENTAL STUDIES

(Ministry of Urban Development, Govt. of India)

University of Lucknow

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The Regional Centre for Urban and Environmental Studies (formerly the Regional Centre for Research and Training in Municipal Administration) was established by the Government of India in 1968. It covers the States of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh. The Centre organises seminars, conferences and workshops on various aspects of urban government, development and management. For the personnel of urban local authorities and other agencies, the Centre conducts in-service and other specialised training courses on various aspects of urban government, planning, development and environment. The emphasis in the training programmes is on advancing the knowledge and improving the operational skills required for the implementation of programmes and projects. From time to time the Centre also provides to the State Governments advice and consultation on matters relating to urban affairs. Besides, it undertakes research studies on urban problems.

Functioning of the Centre is guided and monitored by an Advisory Committee constituted by the Government of India. The Advisory Committee consists of the Secretary, Department of Urban Development, Government of Uttar Pradesh, who is its Chairman; Joint-Secretary, Union Ministry of Urban Development; Secretary to Governments of Bihar, Madhya Pradesh and Orissa in the Departments of Urban Development; Dean, Faculty of Arts, Lucknow University; Director, Indian Institute of Public Administration, New Delhi; Director, Regional Centre for Urban and Environmental Studies, Hyderabad and Secretary, Department of Finance, Government of U.P. as its members; and the Director of the Centre as its Member-Secretary.

The Centre receives regular financial support from the Government of India as well as from the Government of Uttar Pradesh. Other participating state governments also help the Centre from time to time. The finances are managed by the Advisory Committee.

The Centre is located on the bank of the river Gomti which provides a picturesque background to the complex consisting of three buildings. The administrative block houses an auditorium, conference hall and meeting rooms; besides, there are rooms for the faculty members. There is a well-equipped hostel-cum-guest house on the campus for the use of participants in the programmes of the Centre.

The centre has a library situated within the campus. It has on its shelves titles on most of the subjects related with urban development, management and environment, including the latest publications. It subscribes to some of the leading journals in the field.

The Centre has brought out a number of publications based on research and proceedings of workshops, seminars and conferences.

It also brings out a quarterly journal entitled JOURNAL OF THE INSTITUTE OF PUBLIC ADMINISTRATION (JIPA).

The following is an account of the Centre during 1989-90.

1. STAFF

A detailed list of the staff serving the Centre is given in Appendix-I.

On December 5, 1989, Professor C.P. Barthwal, Head, Department of Political Science, H.N.B. Garhwal University, Garhwal, joined the Centre as Additional Director.

The members of the Research staff conducted training courses, workshops, seminars and research studies assigned to them and attended various academic programmes, courses and workshops in India and abroad. Details of these are given in Appendix-II.

Some members of the Research staff also contributed papers/articles (Appendix-III).

2. SPECIALISED TRAINING PROGRAMMES

I. PLANNING AND MANAGEMENT OF LOW COST HOUSING PROJECTS

The course was organised for six days from July 17 to 22, 1989 and was designed for Engineers, Architects, Town Planners from the urban local bodies, development authorities, special area development authorities, housing boards and town and country planning departments of the states of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh.

The main objectives of the course were : (i) to acquaint the personnel of the agencies involved in public housing with the latest techniques for planning mass housing at low cost and exposing them to techniques of effective management of public housing and project formulation; (ii) to examine possibilities of cost reduction in the designing of low cost housing; and (iii) to make the participants aware of the latest technology in low cost housing as well as to provide information about the latest research and development in evolving low cost construction materials.

The contents of the training programme included lectures on Urbanisation and Technology for Low Cost Housing, National Housing Policy, State Housing Policy, Project Planning Techniques, PERT, CPM, Cost Saving in Mass Housing, Research and Development, and Management of Low Cost Housing. A panel discussion session on 'People's Participation in Low Cost Housing Projects' was also organised.

One syndicate group was formed to discuss and work upon the topic 'Economical Design for Low Cost Housing'. The group submitted its report at the end of the course. The resource person for the syndicate was Sri Satya Prakash.

Some suggestions emerging from the syndicate sessions are as follows :

Efforts on economising the infrastructural facilities can be segregated into three broad phases: (i) Design Stage; (ii) Execution Stage; and (iii) Maintenance Stage.

As regards 'design', the 'off-site' disposal is more economical. The reasons are : (i) Provision of interceptor tank facilitates the design self-cleaning velocity in sewer to be taken as low as 0.3 M/sec., thus enabling flatter slope, i.e., 1:250 to 1:300, as against 1:100 to 1:120 for conventional sewer. (ii) Use of PVC pipes enables easy handling, avoidance of cc bed, cc haunching contrary to that of the SW sewers in conventional sewers.

Moreover, use of COLLE-BROOKE-WHITE equation in lieu of MANNINGS FORMULA approach is more realistic/practical and thereby reduces the cost. At the 'execution' stage, slight judicious decision on the number of allowable 'floodings' and thereby its effect on rainfall intensity vs. time of concentration curve may be fruitful.

Further, a virgin sub-grade/stabilised sub-grade has CBR 30 pc., whereas the Morrum sub-base has the CBR of 10% - 12%. Hence the former should be preferred.

To reduce the cost on electrical fittings, etc., the participants suggested the use of vertical configuration of conductors in a L.T. line distribution system which may reduce the cost by 0.35% - 0.5%.

At the end of the course the participants were subjected to fill up a comprehensive questionnaire. On the basis of their opinions, the course was evaluated.

As regards the fulfilment of the objectives of the training course the extent of participants', satisfaction differed. The reason for this may be that the group consisted of only technical officers and the discussions were based not always on technical aspects. However, the participants found the course practice-oriented. The officials wished to include a few field-visists, in order to get a better understanding of the different dimensions of planning and management of low cost housing projects. On the whole, the attempt was rated as 'well'. Reading material provided to them was found to be useful. On the whole, there was, according to the participants, every scope for improvement, specially with the inclusion of technical aspects in the training programme.

Though the Government of Madhya Pradesh, Orissa and Uttar Pradesh had nominated 12, 2 and 15 officers, respectively, only 5 officers from these 3 States attended the training programme. A list of trainee officers is given in Appendix IV. The course was conducted by Dr. U.B. Singh.

III. MANAGERIAL EFFECTIVENESS IN MUNICIPAL ADMINISTRATION

This training course was organised from July 24 to 29, 1989, for the senior and middle level technical and non-technical officers from urban local bodies, jal sansthans and development authorities from the states of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh.

The course was designed keeping in view the following broad objectives : (i) to create consciousness among the participants about being efficient and also effective; (ii) to expose the group to the input-output relationship in management; (iii) to explain various techniques for better utilisation of various resources; (iv) to explain the role of co-ordination, communication, leadership etc. in improving one's managerial effectiveness; and (v) to help enhance the motivational skills for improving productivity in administration.

The course contents, included sessions on Concept and Functions of Management, Efficiency and Effectiveness Concepts, MBO, Productivity in Municipal Administration, Effective Co-ordination and Leadership, Motivation and Morale of Employees and Management Employees Relations in Municipal Administration. A panel discussion session on 'Organisational Conflicts and Their Resolutions' was also held.

The methods of instruction included lecture-discussion and syndicate assignments. Participants were divided into two groups and each group was required to study, discuss and finally submit a brief report on the subject assigned to them. The topics for syndicate were as follows :

- a) Inter Personal Conflicts in an Organisation; and
- b) Inter Organisational Conflicts in Jal Nigam, Jal Sansthans and Water Works.

Some of the important suggestions which emerged from the syndicate assignments are mentioned below :

1. There should be a strict supervision by the senior technical officers of Jal Nigam and Jal Sansthans/Waterworks before the schemes are finally handed over to the maintaining agency by the executing agency;
2. Some adequate arrangement should be evolved by the government to provide an uninterrupted power supply at proper voltage to the machines needed to run and maintain the water supply system. This can only be done by providing connections from direct feeders to the pumping ^{stations} / so as to minimise the problems like low voltage, regular interruptions etc.;
3. Jal Sansthans should be given power to assess valuation of houses within municipal limits;
4. There should be a development and research wing to control both the executing and maintaining agency;
5. All the executive officers should be placed in one uniform scale irrespective of the category of municipal boards in which they are posted;

At the end of the course the participants were asked to evaluate the various aspects of the training programme. Majority of the participants expressed their satisfaction with the course and suggested that the training programme should be more oriented towards group discussion and field visits and suggested the use of Audio-visual aids to make the lectures more effective.

Though twenty officers from the municipal corporations, municipal boards and jal sansthans in Uttar Pradesh were nominated by the Director, Local Bodies and one officer by the Director, Urban Projects, Bhopal, only twelve officers participated in the course. A list of the participants is given in Appendix V.

The course was conducted by Smt. U. Bagga who was assisted by Smt. R. Varmani.

III. ASSESSMENT AND COLLECTION OF PROPERTY TAXES

This course was conducted from August 7 to 12, 1989 and was designed for the senior and middle level officials associated with the assessment and collection of property taxes in the urban local bodies of the states of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh. The main objectives of the course were to develop management capability of the participants for better appreciation of the scope and potentialities of property tax; ensuring proper assessment and regular and timely revision of the assessment list; and equipping them with necessary skills, knowledge and methods of valuation and assessment for property tax and its collection. The course

focused on the following points : (i) examining the present system of assessment and collection in the four states; (ii) comparing these systems with the system in vogue in some other states; (iii) diagnosing the short-comings in the existing practice; and (iv) developing improved methods for assessment and collection of property tax.

The contents of the training programme included lectures on Property Taxes Through History: Concept and Importance, Legal Bases For Property Taxes; Enhancement of Rates and Hindrance, Exemption and Concessions; Property Taxes: Views of Commissions and Committees; Assessment: The Procedure and Bottlenecks; Collection Methods and Arrears' Recovery; Property Taxes in Bihar, M.P., Orissa and U.P. : A Comparison; Alternative Valuation Bases; Methods for Valuation of Properties; Bye-laws for Property Taxes in MCD.

Besides lecture-discussion sessions the following two case studies were discussed in the training course: (i) Collection of Property Taxes (In Haryana); (ii) Case Study on Assessment (in Delhi).

The participants were further divided into two groups and each group was assigned a separate topic. The officials were requested to discuss amongst themselves and come out with a detailed report on the following subjects :(i) Scientific Machinery for Valuation of Properties, and (ii) Improving Collection of Property Taxes.

Some of the major suggestions emerging from these two group reports are as under :

Group I

1. The rates of General Tax and Water Tax differs from one local body to the other. These should be made uniform and may be rationalised slab-wise. The practices as adopted in Madhya Pradesh may be looked into;

2. The records should be updated and corrected;
3. The system of reward for better performance and punishment for non-achievement of targets by the officials engaged in collection of tax should be introduced;
4. Some more rebates should be granted to the honest and regular tax payers, but defaulters should be penalised;
5. For efficient administration of the tax base, it would be better if a Central Valuation Authority is formed at the district level;
6. The base for valuation of property for tax purposes may not only be Annual Rental Value but Capital Cost should also be taken into account;
7. The Rent Control Act and other related laws should be amended for the smooth administration of Property Taxes;
8. The innovations as done by Delhi Administration may be thought of and adopted with suitable amendments, if needed;
9. The Water Tax should be merged with the General Tax; and
10. The service charges should be charged on the Government buildings, which are exempted from Property Taxes.

Group II

1. Like municipal corporations the levy of the house tax in municipal boards should also be made compulsory;
2. The minimum rates of the house tax, both in municipal corporations and the municipal boards should be fixed at 20 and 10 per cent, respectively;
3. A Central Valuation Agency should be set up in each state to perform the work of assessment of properties;
4. No concession need be granted in the assessment of property tax of owner-occupied properties;
5. The exemption and concession provided to the buildings of the Union and State Governments, as well as educational institutions, should be withdrawn;

6. The properties exempted from property taxes should be subjected to the service charges/taxes;
7. The vacant lands should be assessed on the basis of their market value for the payment of property tax;
8. The net rateable value/annual value should be linked with the capital value. The capital value shall include the cost of constructing the building plus the cost of site, its preparation and any other capital expenditure involved after construction or when this is not known, the present value of the building including the value of site;
9. The covered area concept for valuation appears to be fair in comparison to the 'fair letting value' principle. The examination of the relevant provisions in the Acts and suitable amendment thereof, merit consideration;
10. Machineries installed in houses should be considered for the property taxes;
11. There is no reason why property tax should be frozen simply because a house falls under Rent Control Act, and
12. The association of local councillors with the valuation agency in some form should be considered.

Regarding the evaluation of the training programme by the participants, it was felt that the objectives of the course had been achieved to a great extent and the standard of the training was adjudged as 'very high'.

In all, 26 officials from Uttar Pradesh and three officers from Municipal Corporations of Madhya Pradesh were nominated to the course. However, only 19 officers (3 from M.P. and 16 from U.P.) participated in the programme. A list of trainee officers is given in Appendix VI. The course was conducted by Dr. U.B. Singh, who was helped in his work by Dr. R.K. Trivedi.

IV. MANAGEMENT OF WATER SUPPLY AND SEWERAGE SYSTEMS

This short term training course was of six days' duration from September 4 to 9, 1989. The course was intended for senior, and middle level engineers from jal sansthans, water boards, municipal water works and urban local bodies of Bihar, Orissa, Madhya Pradesh and Uttar Pradesh.

The main objectives were to provide an opportunity to the participating officers to improve their managerial and technical skills for the operation and maintenance of water supply and sewerage systems to expose them to the modern techniques of planning and execution of projects; and pricing of water supply services.

The course contents included sessions on various technical and administrative aspects of the management of water supply and sewerage systems, i.e. Principles of Management and Organisational Setting, Technical Factors in Formulation of both Water Supply and Sewerage projects; Funding of Water Supply and Sewerage Schemes; Leak Detection and Waste Prevention of Water Operation and Maintenance of Water Supply and Sewerage Systems; Cost-benefit Analysis of a Project; Appropriate Sanitation Technology for Urban Areas; Pricing of Water Supply Services; Environmental Guidelines for control of pollution by Industries and local bodies; citizens' satisfaction with water supply services in Lucknow; etc. There were also lecture-discussion sessions on Computer Applications in Management of Water Supply Systems and a Case For and Against the Merger of Jal Sansths with Urban Local Bodies. A panel discussion session on 'Citizens and Water Supply' was also organised, besides a field visit to the U.P. Development Systems Corporation, Lucknow.

A Syndicate Group comprising of all the nine participants and a Group Leader was also formed to discuss upon the topic 'Operation and Maintenance of Water Supply and Sewerage Systems'. This group submitted its report at the end of the course.

The main suggestions emerging from the Report were:

1. The agency executing the water supply/sewerage scheme must hand it over to the maintenance engineer only after completing it as per bar-chart and after proper testing;
2. There must be a proper provision of increasing raw water as well as clear water at the sources and installations of tube-wells was essential in order to meet the per capita requirement of water;
3. Proper management of pumping plants and its spares is important ;
4. Necessary specials must be provided to the maintenance engineer for checking leakages and seepages;
5. The storage capacity must be increased at the source in order to tide over problems during power failure.

At the end of the course, the participants filled up a comprehensive questionnaire, and the evaluation of the course was done on the basis of their opinions. As regards the extent to which the objectives of the training course were fulfilled most of the participants felt that they had been fulfilled to a great extent. However, they found the course to be practice-oriented. They were all of the opinion that there should have been more than one field-visit. On the whole, they rated the training course to be beneficial and found the reading material provided to them to be extremely useful.

Although the State Governments of Bihar, Madhya Pradesh and Orissa were requested to nominate ten, fifteen, and ten officers, respectively, to the course, yet no officers were nominated for this course. However, nine engineers from Uttar Pradesh out of a total of twenty one nominated, participated in the course. A list of participants is detailed in Appendix VII.

The course was conducted by Smt. Richa Varmani who was assisted by Smt. Urmila Bagga.

V. MANAGEMENT OF HEALTH AND SANITATION

This course was organised from September 11 to 16 1989 and was designed for Executive Officers, Nagar Swasthya Adhikaris, Public Health Officers and technical personnel engaged in health and sanitation work in Municipal Boards of the States of Orissa, M.P., Bihar and Uttar Pradesh. Its objectives were : (i) to make the participants aware of the magnitude of the problems related to health, sanitation and hygiene in urban areas; (ii) to acquaint the participants with the various modern techniques for improving public health; (iii) to highlight the various techniques of low-cost sanitation; and (iv) to enable the participating officers to appreciate the harm being done by pollution of water through the discharge of city's filth and sewerage and to examine the remedies available.

The course contents included Administrative Aspects of Public Health; Environment Protection Law; Responsibilities of Local Bodies; Administration of Food Adulteration Act; Public Health Standards for Building Plan; Drainage and Sewerage; Pollution and Environmental Improvement, Low-cost Sanitation, Sanitation in Urban Areas : Concept, Need, Importance and Objectives; Site and Service Schemes: An Attempt to Improve Human Environment; Prevention and Control of Communicable Diseases; and Sanitation for Health and Hygiene.

Besides the lecture-discussion sessions the participants were given a topic for syndicate exercise on 'Salient Features of Administration of Sanitation in Urban Areas', the detailed report of which was submitted at the end of the course. Some of the suggestions emerging from this report are as follows :

1. Sanitation work should be mechanised in order to overcome the negative aspects of unionism. It would further help them in coping with the magnitude of the work.

2. Number of personnel engaged in sanitation work should be increased;
3. The number of machines used in sanitation work should be increased in proportion to the increase in population in urban areas;
4. In order to overcome the scarcity of land for trenching and dumping, the disposal of waste should be made through either Japanese, or German mechanical composting machines, as it requires less land and also produces a high quality fertilizer;
5. Work on incomplete and and new sewer lines should be done on a war-footing.
6. Encroachments on footpaths, drains and sewer canals should be removed,
7. In order to augment the finance of urban local bodies and also for effective disposal of waste matter bio-gas plants should be installed,
8. Chief Sanitary Inspectors and Food Inspectors should be promoted as Health officers in place of the prevalent system of appointing doctors, as the former have more experience and training in both administrative and health fields, and
9. Health awareness should be promoted.

The training course had initially been scheduled for six days. However due to student unrest in the University, it had to be abruptly discontinued after 4 days. No evaluation could therefore be made by the participants.

In all twenty officers had been nominated for this course out of which nine officers participated. The list of trainee officers is given in Appendix VIII.

The course was directed by Shri Manoj Dixit and Dr. Kumkum Kishore.

VI. URBAN DEVELOPMENT IN REGIONAL CONTEXT

This course was scheduled from December 11-16, 1989 for senior and middle level officers (technical and non-technical) from Nagar Nigams/Mahapalikas, Nagarpalikas, Development Authorities, Town Planning Departments in Bihar, M.P., Orissa and Uttar Pradesh. The course aimed at highlighting the increasing need for preparation of regional development plans and fitting them into the state and national planning process; focus on the causes of regional variations and their interlinkages in the context of growing urbanisation; orient the participants with the legal framework of regional planning; acquaint the participants with the dimensions of rural-urban continuum; correlate the need for regional development and urban growth; and focus on the remedial strategies.

The course contents included topics on Urbanisation and Urban Development: A Global Phenomenon; Development of Inter-state Regions; South-East Resource Region; Regional Planning at the National and State Levels; Master Plan : A Comprehensive Approach; Regional Variations in Bihar, M.P., Orissa and Uttar Pradesh; Need for Rural-Urban Continuum in Regional Development; Administrative Difficulties Faced in the Execution of the Master Plan; National Capital Region: Strategy and Problems; and Role of Small and Medium Towns in the Regional Context.

Generally, lecture-discussion method of training was adopted. Besides this, a panel discussion on Singrauli Regional Plan was also held in which the Chief Planner of the Government of India, Shri D.S. Meshram participated. He advised the planners of Uttar Pradesh to initiate the preparation of master plan for the area falling under the Singrauli Region on the lines of one prepared by the Madhya Pradesh Government.

In addition, the participants were divided into two groups for the syndicate sessions and each group was assigned a separate

subject given as under :

i) Identification of Towns and Their Development in Regional Context;

ii) Machinery for Regional Planning .

on which they had to prepared and submit a detailed report.

The recommendations made by the participants in these reports are given as under :

Group I

1. In the process of identification of centres for the regional development on priority, the towns of size Class II and III need to be taken up first,
2. The towns of Class IV and V may be left aside initially, considering their small size and low level of available infrastructure,
3. Towns with a population of more than one lakh which have not been taken in the IDSMT scheme should form the next category of towns after the growth poles which may be developed to act as a counter magnet to arrest the migration,
4. In the identification of towns from Class II and III, the linkages, its location in the region, etc., are to be considered and these should not be selected merely because they fall within the category of small and medium towns,
5. Once the towns are identified for the scheme, it is necessary to identify the investment and the type of development required as the positive role of urbanisation can be achieved only if the cities are economically viable and capable of generating income opportunities.

Group II

1. A Regional Planning Board should be set up at the centre with a statutory status to delineate planning region at the national level and to prepare Regional Planning Scheme at inter-state level highlighting the problems and priorities of development of national importance;

2. The Centre should also direct all the states to create a Regional Planning Board in each state. The Board should be responsible for framing broad policies and objectives of Regional Plan at state level;
3. The State government should create a Regional Planning Department initially at commissioner level which will prepare comprehensive regional plans and will work directly under the Chief Regional Planner of the state;
4. Sub-Regional Planning Offices should also be created at district level to coordinate and prepare regional plans at local levels;
5. Provision should also be made by creating an Agency, which should examine the regional plan first at sub-regional level and later on a regional level with a feedback system to incorporate the suggestion before giving it a final shape;
6. People's participation is also required by way of nominating representatives of the respective sub-regions at local level as well as regional level;
7. The participation of representatives of local bodies at district and commissioner level should also be involved for the successful implementation of regional plan in terms of urban and rural framework;
8. The preparation of regional plan at local level may be substituted within the district plan.

While evaluating the course the participants preferred field exposures and a practical approach rather than a theoretical one. The discussions with the experts were felt to be beneficial.

In all, 16 officials from Uttar Pradesh attended the programme. The list of the participants is given in Appendix IX. The course was conducted by Dr. U.B. Singh. He was assisted by Sri Rajiv Narayan, Sri Satya Prakash Singh and Sri Gyanendra Katiyar.

VII. LEVY AND COLLECTION OF OCTROI

A specialised training course of six days' duration on the above topic was organised from January 23 to 30, 1990. The course was designed for officials associated with Octroi Administration, i.e. Executive Officers and Tax Superintendents. The course basically aimed at :

- i) examining the present system of assessment and collection;
- ii) diagnosing the short-comings in the existing system;
- iii) developing improved methods of tax collection; and
- iv) comparing the existing system with prevailing systems of other states.

The course contents included topics on : Financial Resources of Urban Local Bodies in U.P.; Administration of Octroi; Recommendations of Various Commissions/Committees on Octroi; Octroi Schedule : Need for Remodelling; Reconsidering Exemptions in Octroi; Collection of Octroi: Problems and Remedies; Impact of Octroi on Trade, Commerce and Industry; Evasion of Octroi: Remedies and Measures; Levy of Octroi: Systems and Methods and its Drawbacks; Impact of Abolition of Octroi in M.P.; and Alternative to Octroi in M.P.

Besides lecture-discussion sessions a panel discussion session on 'Levy and Collection of Octroi' was also held. The suggestions forthcoming from this panel discussion are given as under:

1. There should be a uniform tax schedule for similar urban local bodies, i.e. for Nagar Mahapalikas, Class I, II, III and IV, municipal boards;
2. Adequate security should be provided at Octroi barriers, especially on those barriers where income is higher;
3. Whenever there is any proposal for change in Octroi schedule, the time spent on publication, inviting objections and final acceptance should be reduced;
4. For some important agricultural and industrial products like pulses, minimum octroi rates should be prescribed;

5. Whenever government decides to exempt any commodity from Octroi, necessary steps should be taken simultaneously to compensate the local bodies concerned for the loss suffered or is likely to be suffered by them. This compensation should have sufficient flexibility to meet the anticipated increase in loss,
6. Where the local bodies fail to adopt the prescribed model schedule of Octroi rate, they should be compelled by the prescribed authority to do so,
7. The tax collection moharirs'/clerks' posts should be made transferable within the district/division,
8. The rules prescribed in Municipal Account Code need to be reviewed in respect of levy and collection of Octroi,
9. An amendment should be introduced in Nagar Palika Act, 1916 for giving magisterial powers to the Executive Officers, in order to realize the money imposed as punishment on the person found guilty of Chungi-chori.

this

Besides, the participants were allotted a topic on 'Octroi Schedule : Need for Remodelling'. The major suggestions emerging from the above discussions are as under :

1. The model schedule provided by State Government though rational, can still be reviewed,
2. The Model schedule must be made obligatory and a local body must be under compulsion to adopt it,
3. Rules made for levy and collection of Octroi have become redundant and there is need for modification,
4. The prescribed model schedule should be prepared by a committee of experienced officers of Nagar Palika and Presidents of Municipal Board. It should be open to Municipal Boards to adopt model schedule with minor modifications. A water tight schedule cannot be imposed upon a local body.

5. The model schedule should be so devised that the monetary burden of the octroi schedule must be borne by the citizens of the towns who enjoy the services of the Nagar Palika. The burden of Toll Tax or octroi should nevertheless be borne by persons who do not enjoy the services of the Nagar Palika.
6. To acquire uniformity, the State Government must make rules for all Municipal Boards.

Regarding the evaluation of the course the participants found the course beneficial and practice-oriented and almost all were of the opinion that the syndicates session exercise was extremely useful.

A total of nine officials participated in this course. A list of their names is given in Appendix X. The course was conducted by Sri Rajiv Narayan who was helped by Sri Satya Prakash Singh.

VIII. ORIENTATION TRAINING PROGRAMME FOR EXECUTIVE OFFICERS

The above programme was conducted for a duration of four weeks, from January 8 to February 3, 1990 for the newly appointed Executive Officers associated with the Nagar Mahapalikas and Nagar Palikas, (Municipal Corporation and Municipal Boards) of Uttar Pradesh.

Keeping in mind the basic principle that every organisation survives on the quality of work accomplished by its personnel, this orientation programme aimed at enhancing the capacity and increasing the versatility of the participant officials. The main objectives of this programme were : to make the officials aware of the rules and procedures of Municipal Administration; and expose them to the various functional aspects of Municipal Administration; assist the

officials to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they would require in their fields of activity, and to enable the officials to become a human resource rather than just a human being.

The course faculty comprised of guest speakers and members of the Centre and Lucknow University. It was attempted to include persons having expertise in their respective fields, like administration, account keeping, budget making, taxation, octroi (how to increase income), betterment of water supply and checking embezzlement. The speakers gave a detailed account on aspects of facing the public, maintaining cordial relations with elected members, improving purchasing skills which included advancement in the modern technology through computer science. Personal problems of Executive Officers were also highlighted and suggestions for appropriate solutions of these were also focussed upon during the discussion sessions.

The participants were divided in two groups and were given different subjects on which, after detailed discussions amongst themselves, each group had to submit a report. The subjects assigned to the two groups were : Augmentation of Financial Resources of Local Bodies; and Recruitment Methods of Employees in Urban Local Bodies at Lower Levels. The suggestions of these groups are as under :

Group I

1. The Government must fix uniform category-wise tax-rate for local bodies. In particular, Octroi rates should be made uniform and be divided only in two groups : (a) commodities for daily use; and (b) luxury items. Octroi on these items should be levied on weight and advalorem, respectively;

2. Tax-rates should be increased to match the current price-index;
3. The posts of level three employees should be made transferable so that they are not in a position to influence the assessment and collection of octroi because of their local connections;
4. The number of employees should be increased. Matching compensatory grants could be given to Urban Local Bodies (ULBs) on those items which are exempted from taxation by the government;
5. The elected wing of the ULBs should also be provided with training in municipal administration;
6. Some police powers should be given to ULBs;
7. A part of following taxes should be given to ULBs: (a) Road Tax, (b) Registration fee, (c) Tax on Electricity, (d) Tax on Telephones (e) Excise Duty, (f) Sales Tax and Income Tax; and (g) Entertainment Tax.

Group II

1. Certain concrete measures must be taken to minimise the 'local' influence of lower level employees;
2. There should be a separate service commission both at Divisional and District levels to work as a local body board being similar to the one conceived for recruitment to higher posts;
3. There should be ^apre-induction training for all those who qualify for recruitment and only those who complete this training should get final employment orders;
4. Lower level posts should also be made transferable;
5. Lower level employees should also be exposed to government functioning so that they can perform the tasks assigned.

The trainees were sent to Bhopal and Special Area Development Authority, Khajuraho for a week-long study tour. This practical training proved to be beneficial to the officers. The officers very enthusiastically received the information regarding the functioning of the urban local bodies of M.P.

The trainees were asked to fill up an evaluation questionnaire. The purpose of this was to receive information regarding this training programme with a view to make it more useful in future. Questions included were of an objective and subjective nature.

Most of the participants felt that the programme was practical and beneficial in the context of actual working conditions of their organisations and also that the duration of one month was just correct. They were of the opinion that the discussions after the lectures was a good practice where each participant had equal opportunity to take part in the discussion. Most were of the opinion that special training programme should be organised on the technical aspects of municipalities and corporations such as, road construction and audit objections, etc. Rules of conduct should be prepared for the elected representatives of the local bodies and training imparted to them so that an equation could be maintained between legislative and executive wings.

For a comparative study of local self governments of other states, inter-state training tours should be organised in order to enhance their practical knowledge.

The recommendations emerging from the orientation programme are given as under :

1. Political parties should take part in municipal elections as they have an open and publicised system of values and principles. It would, therefore, be easier to nail the party down in case of failure;
2. The U.P. Municipalities Act and U.P. Nagar Mahapalika Adhiniyam must be reviewed thoroughly and be updated in order to meet the present day realities;
3. The services of class III and class IV employees of the municipal bodies must also be made transferable to reduce local pressures;

4. Some appropriate magisterial powers should be vested with the Executive Officers to carry out certain functions, like removal of encroachments, evasion of taxes etc. more effectively;
5. The Municipal Services should be given the status of a State service;
6. The functions of the Directorate of Local Bodies should be decentralised upto at least divisional level to discharge its functions effectively and provide quicker guidance;
7. Concrete and immediate steps must be taken to make Municipal Bodies financially self-sufficient;
8. Octroi should be collected on two bases: (i) on weight for essential commodities, and (ii) ad valorem for luxury items;
9. Chairman of a Board should be made accountable for the success and failure of a board;
10. Property taxes should be charged on slab basis on the pattern followed in Madhya Pradesh;
11. Rates for water tax should be made uniform and be merged into house tax;
12. The committee system should be reviewed and there should be one committee to coordinate the functions of all the committees.

The participants were provided with boarding and lodging facilities at the Centre's Hostel-cum-Guest House situated in the campus.

The Directorate of Local Bodies, U.P. Lucknow, nominated 30 officials from several local-self bodies to participate in this training programme. However, only 14 officers attended the programme. The list of their names is given in Appendix XI.

The course was conducted by Sri Manoj Dixit who was helped in his work by Sri Raveesh Kumar and Sri Gyanendra Katiyar.

SPONSORED TRAINING PROGRAMMES**I. CONSTRUCTION MANAGEMENT FOR ASSISTANT ENGINEERS**

Six Construction Management programmes for Assistant Engineers of Vikas Pradhikaranas, Nagar Mahapalikas and Jal Sansthans had initially been scheduled for the year 1989-90. Of these only two could be held.

Since the Mahapalikas, Nagar Palikas, Vikas Pradhikarans and Jal Sansthans in the State of Uttar Pradesh are required to execute different works of World Bank Aided Programme, the Civil Engineering staff, especially Engineers, need guidance to handle the projects properly so as to produce work of good quality and in a time bound schedule. Hence a short-term training in Construction Management was considered to be necessary. Keeping this in mind the Centre accepted the responsibility of imparting training to about 30 Assistant Engineers of Mahapalikas, Nagar Palikas and Vikas Pradhikarans every month.

The objectives of these courses were to :

- i) Improve quality of construction work;
- ii) Manage construction works at site;
- iii) Impart essential knowledge about building construction;
- and
- vi) Make participants quality conscious.

Only two courses of six days' duration each were conducted during the year 1989-90, from August 28 to September 2, 1989 and January 8 to 13, 1990, respectively. The course contents included Functions of Management; Site Management; Quality Control in Buildings; Bitumindus Macadam by Hot Mix plant; Soil Investigations for Building Foundations, Light Fan and Power Wiring in Buildings; Properties

and Management of various Natural Construction Material in U.P.; Water Supply Schemes and their Maintenance; Problem Areas in Management; Use of Pozzulana in Construction Work and Field Test of Materials; Low Cost Housing and Low Cost Sanitation; and General and Detailed Specifications of Buildings.

Specialists of different subjects of different civil engineering organisations at Lucknow such as U.P. P.W.D., U.P. Rajkiya Nirman Nigam, U.P. Jal Nigam, World Bank I.P.M.C. had been requested to deliver lectures.

The courses were conducted through lecture & discussion sessions. Each session was usually of ninety minutes duration and about one-third of the time was devoted to the discussions.

Observation visit to U.P. Building Research and Training Centre and site visit to the PWD Research Institute were also organised for the participants to have a first hand knowledge of new experiments and to witness the field and laboratory tests on materials used in construction work. Some suggestions emerging from the courses are:

1. Group exercises may be included;
2. Laboratory tests may be conducted;
3. There should be site visits for checking quality of work;
and
4. If possible, there should be a lecture by the head of department of development authority.

A total of 16 participants from the following organisations attended the two courses:

1. Kanpur Development Authority ;
2. Ghaziabad Development Authority ;
3. Bareilly Development Authority ;
4. Varanasi Nagar Mahapalika ;
5. Lucknow Development Authority ;

6. Agra Development Authority ;
7. Jal Sansthan, Lucknow .

List of participants are given in Appendices XII & XIII.

At the end of each programme the participants were asked to fill up a comprehensive questionnaire. On the basis of their opinion, the courses were evaluated and a brief report is presented in the following paragraphs.

As regards the fulfilment of the objectives of the training courses most of the participants found them to be satisfactory. On the whole, the courses were well conducted and standard of training was high. The participants, however, felt that the duration of the training was not adequate. The training was sufficiently practice-oriented with due regard being given to the actual conditions of work in the organisation. Participants rated the discussions which followed the lectures as profitable and also found the group exercises useful.

The courses were conducted under the guidance of Sri Satya Prakash. He was assisted by Smt. Anjuli.

Since the response from target organisations to above courses was very poor, the Centre has decided not to conduct Construction Management Courses anymore.

II. INTEGRATED WATERSHED PLANNING AND MANAGEMENT

A four-day Workshop-cum-Training Programme on the above topic was organised from December 5 to 8, 1989 at the instance of the Ministry of Agriculture (Department of Rural Development, Government of India) for Project Directors, District level subject-matter specialists, Project Economists and State level officials dealing with DPAP/DDP in the states of Jammu and Kashmir, Haryana, Madhya Pradesh, and Uttar Pradesh.

The broad objectives of the programme were :

- i) to provide the participants a general background and basic knowledge of techniques regarding identification of micro-watersheds;
- ii) to enrich the participants with the skills and techniques of planning for integrated watershed development;
- iii) to examine the adequacy of administrative and organisational arrangements for watershed management;
- iv) to find out ways and means for people's participation in planning and implementation of watershed development;
- v) to discuss the need for effective monitoring and evolve suitable arrangements in this connection.

The programme was largely based on lecture-cum-discussion technique.

The training period was divided into various sessions and experts/specialists from concerned agencies/organisations were invited to act as Resource Persons who delivered lectures and also initiated discussions.

The faculty for the Workshop was drawn from various organisations including National Mission on Wasteland Development, Government of India; Central Arid Zone Research Organisation, Jodhpur; and Directorates of Agriculture, Forest and Minor Irrigation, Government of Uttar Pradesh.

In the preliminary session the participants were requested to present a status paper showing the situation of DPAP in their respective states.

On the last day, the participants were requested to offer their suggestions for improvement in similar workshops to be organised in future through a questionnaire prepared for evaluating the programme. Their response showed that the objectives set for the programme were achieved to a great extent. All participants, however, suggested

that a field-study of some selected watersheds should have been included in the programme. Such field exposure, in their opinion, would facilitate a better appreciation of the practical problems faced by the officials in the execution of the programmes. A majority of participants also desired the participation of representatives of the Union Government throughout the training period so that they could understand the problems faced by the field officials in implementation of the DPAP.

The group as a whole recommended that :

1. The selection of watershed should strictly be done keeping in mind the following considerations;
 - a) area effected by erosion;
 - b) irrigation potential;
 - c) infrastructure;
 - d) approachability; and
 - e) cultivators response towards the programme.
2. A team of district level officials of the core sectors be constituted which should visit the micro-watershed and select it finally;
3. The map of the selected micro-watershed should be supplied to each line department for ensuring integrated planning of the watershed;
4. The soil and land use survey should be conducted for each micro-watersheds and a land capability classification map should also be prepared. If need be, some financial allocation should be made for the timely completion of the survey work;
5. The allocation of funds be made not only on the basis of area alone but peculiar characteristics of the area (as in J.& K.) should be considered;

6. The DPAP should not be confined to drought prone areas but should also cover areas which do not have adequate irrigation facilities;
7. Such training programmes should be organised periodically for all the officials engaged in DPAP/DDP.

In all, 26 officials, eleven each from Jammu and Kashmir and Uttar Pradesh, and four from Madhya Pradesh participated in the workshop. A list of participants is given in Appendix XIV.

The course was conducted by Dr. U. B. Singh. Sri Manoj Dixit assisted him.

III. GENERAL ORIENTATION TRAINING COURSE FOR INDORE HABITAT IMPROVEMENT FUNCTIONARIES.

This course was organised from March 19 to 24, 1990 at Indore. The course was designed for the Managers, Medical Officers, Special Project Officers, Project Officers and Engineers engaged in planning and implementation of the project.

The course aimed at enhancing the effectiveness and economic use of community resources employed in the Project. Emphasis was laid on the coordination and integration of all the professional and technical disciplines involved in formulation and implementation of the slum improvement.

Besides lecture-discussion sessions, the officials were divided into two groups. The group consisting of engineers was asked to prepare a format of a mini-plan regarding the physical infrastructure to be provided under the project, while the other group was entrusted with an identical responsibility related to the social services.

The following points emerged out of the weeklong deliberations:

- i) It was recommended that socio-economic survey of all the slums should be completed as early as possible so that realistic planning may be done;
- ii) The planning of physical development should be integrated with real life situation of the slums, as diagnosed through the survey;
- iii) There is need to have a monthly meeting of the officials of the community development, health and engineering institutions.

As regards achievement of objectives, the majority of the officials ranked it 'good'. However, it was suggested by all to include field visits in order to provide better understanding and appreciation of the problems and also to make the curriculum more practice-oriented. The participants preferred to be sent out of Indore for training purposes. It was also suggested to have a first hand knowledge of schemes and its problems before organising the training course. In all 26 officials participated in the course. The list of names has been given in Appendix XV.

Ms Padmaja Nair and Dr. U.B. Singh helped in organising and conducting this course under the guidance of Prof. J.L. Seth.

4. SEMINARS/WORKSHOPS

REGIONAL SEMINAR ON URBAN POVERTY

REGIONAL SEMINAR ON URBAN POVERTY (with focus on Bihar and Uttar Pradesh) was organised on April 15, 1989 in collaboration with the state governments of Bihar and Uttar Pradesh, and UNICEF. It was felt that poverty eradication programme had to be developed alongwith those programmes meant for the rural poor and that there was need for formulating a policy on urban poverty with a national perspective.

The seminar focused on the recommendations made by the National Commission on Urbanisation (NCU) on alleviation of urban poverty, on the various dimensions of urbanization, and the policies and programmes needed to deal with the situation.

The two major objectives of the seminar were: firstly, to impress upon the need for involving the state governments and other agencies in the programme for alleviation of urban poverty, and secondly, to help in facilitating an exposure to the problem.

The participants were divided into 4 groups, where each group deliberated on 4 separate themes/issues of employment; shelter and infrastructure; health, nutrition and family welfare; and community development and NGO participation, in relation to the overall problem of urban poverty. The recommendations of each group theme-wise are given below:

I Employment

1. There should be a national programme for the urban poor, which should be financed by the Government and the banks and should be implemented through the NGOs;

2. In most of the urban centres the poor are spread over and locating each one of them is not an easy task. A survey should, therefore, be conducted to identify them,
3. A survey of trades that can be successful in a particular area should be carried out,
4. The industries or labour department should forecast the manpower requirements for various trades every year,
5. Cottage industries should be given increased importance for generating employment,
6. Selection of beneficiaries for financial/material help or for training should be related to the choice of their trade,
7. Urban poverty and rural poverty programmes should be interlinked. A national programme of credit support for expanding micro-enterprises and technological upgradation should be initiated,
8. For training purposes the existing facilities like those at the polytechnics and I.T.Is., should be fully exploited. There is no need to develop new centres. However, short-term training programmes could be organised, preferably by non-government organisations,
9. The leading organisations should go to the localities rather than calling the residents to them,
10. Acquisition of raw material and marketing of products should be centralised,
11. Work-sheds, which could also serve as a nodal point, should be provided for every 20 to 25 families. The shed could also be used as a community centre,
12. Exploitation of the informal sector by private capital should be stopped,
13. Labour laws should be strictly enforced especially in the case of women and child labour,
14. All poverty alleviation programmes should be widely publicised through various means of mass media,
15. Awareness of the programmes amongst the implementing agencies and also about the procedure of implementation of each programme should be thorough,

16. All poverty alleviation programmes should be on a continuous basis so that the uncertainty about the scheme is removed;
17. Since adult education is a necessary correlate of employment the group has made a few recommendations on the issue:
 - a) It is essential to see that the number of uneducated adults does not increase. For this purpose primary education needs to be made compulsory;
 - b) A high level committee should be set up to assess the work and achievements of all organisations who have been given funds under the Adult Education Programme;
 - c) A follow-up action should be undertaken in order to assess the real benefits of the Adult Education Programme.

II. Shelter and Infrastructural Services

1. In order to check-rural-urban migration, it is necessary that basic minimum facilities must be made available to the poor people in the rural areas;
2. A definition of urban poor had not been attempted so far. It has to be different from that of the poor in general and rural poor in particular. Hence, 'urban poor' needs to be defined;
3. In order to have maximum involvement of the poor people in the implementation of various schemes, including loan repayment, urban community development approach should be adopted;
4. Some well planned and ambitious schemes like the One Lakh Housing Scheme and Subsidised Aided Self-Help (SASH) Housing Scheme in Kerala, Land Army concept of Housing in Karnataka, etc., should be increasingly adopted;
5. Schemes for construction of low-cost houses with new technology and proper planning, coupled with the construction of night shelters should be initiated;
6. Scheme of building Training Centres as proposed by HUDCO should be encouraged so that the demand for upgraded skills for various types of construction works is constantly met;

7. There should be an apex body to co-ordinate the activities of of voluntary agencies engaged in shelter programmes in urban areas;
8. The procedures for financial assistance by institutions like HUDCO should be simplified;
9. The Government should bring out a policy paper on slums, which have been continuing for ten years, and the methods of correcting the situation;
10. Separate levels of service standards and separate bye-laws for the urban slums should be so drawn as to suit the different socio-economic dimensions including the problems;
11. All development funds for the urban poor should be routed through an umbrella agency (the local body) on the lines of the D.R.D.A. in the rural sector.

III. Health, Family Welfare, Nutrition and Basic Education

1. NGOs having similar objectives should be identified and actively associated with all the health and family welfare programmes;
2. Slum areas which at present suffer from lack of planned health care should have one health sub-centre for each 5000 population;
3. The health sub-centre should be manned by a paramedical worker who should be selected from the same community and should be given proper training in primary health care;
4. The Urban Primary Health Centre should be manned by a government doctor or a part-time private doctor and should also have a MCH centre and a family planning wing;
5. There should be a town level inter-sectoral committee for guiding, coordinating and monitoring the health and other developmental programmes;

6. Local Bodies must be made responsible for ensuring the implementation of health service, provision of sanitation facilities and drinking water;
7. Neighbourhood planning approach, with regard to health and hygiene, pre-primary education, balwadi, creches and female literacy should be encouraged in all medium-sized towns and cities;
8. Health check-up of primary school children is an essential need and must be provided with provision for micro-nutrients;
9. Green card holders, having two children, should be given free education, priority in getting loans, housing, employment and other facilities provided by the government.

IV. Community Development and Involvement

1. The Urban Basic Services approach should be universalised by encouraging formation of neighbourhood communities;
2. Success/failure stories of schemes for urban poor should be widely publicised for improving the implementation of the schemes in other areas;
3. The NGOs should help in spreading awareness and in motivating the community to adopt the various schemes for socio-economic development;
4. There should be up-to-date data on the NGOs specially those working for the urban poor;
5. The existing NGOs should be supported by the government and encouraged to extend their activities to other districts;
6. A forum of NGOs should be formed;
7. There should be a wing in the Department of Urban Development to monitor the activities and coordinate poverty alleviation programmes in an integrated manner;
8. Civil service officers should be trained to develop systems and to simplify procedures for the implementation of poverty alleviation programmes;

9. The NGOs should receive funds directly in accordance with the work programme entrusted to them and their performance should be periodically monitored;
10. Orientation programmes should be organised for the NGOs to gear them up for undertaking urban poverty alleviation programmes in a more holistic manner;
11. There should be opportunities for frequent inter-action through studies of successful projects in different towns;
12. The Regional Centres should play a vital role in organising training and orientation programmes for the NGOs, etc.
13. Low-cost community centres should be constructed with people's involvement and with Government aid. They should have essential facilities like water, latrines, health care, consumer shops, etc.
14. The existing poverty alleviation programmes of the government like SEPUP should be re-oriented to make them more viable for the urban poor;
15. The programmes for the rural poor should be so modified as to include and suit the urban poor also. (e.g. Minimum Needs Programme, I.R.D.P., NREP, TRYSEM etc.);
16. A Coordinating Committee should be established at each of the city, sector and area levels, consisting of representatives from the Government, Nagar Mahapalika, NGO, funding agency, citizens and beneficiaries for making planning and implementation of projects more effective;
17. Awareness must be created about urban basic services approach in officials of local bodies with emphasis on NGO's recommendations on urban poverty.

The participants, numbering 66 were senior officials from the urban development agencies of the Government of Bihar and U.P. and representatives of the Ministry of Urban Development, Government of India. Besides these a large number of NGOs from both the States as well as academicians participated in the Seminar.

The seminar was conducted by Ms. Padmaja Nair who was assisted by Sri Rajeev Narayan.

WORKSHOP

BEHAVIOURAL SKILLS AND MANAGEMENT

A one day workshop on this subject was organised on March 21, 1990. It was designed for senior and middle-level technical and non-technical officials of Nagar Mahapalikas, Development Authorities, Housing Boards and TCPD of the States of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh.

It has often been observed that the officers handling various professional jobs do not have adequate background of the skills regarding, for example say, supervision of staff or co-ordination of teams, etc.

The purpose of this workshop, therefore, was to help in providing assistance to officers to develop a professional approach to the management of their staff, which involves assessment and handling of managerial situations, including management of the teams and staff working under them. Hence, the Workshop was conducted : (1) to assist the officers in developing a criteria for assessing managerial situations and select strategies to meet them; and (2) to provide them the opportunity to develop their skills in the management of staff, teams and networks.

The workshop was conducted through a series of group exercises, discussions and film shows and the course contents included sessions on Learning Styles, Team Roles and Staff Development.

Some important suggestions given by the participants were :

1. Such workshops should be organised for at least a week's duration;

2. The contents should be further modulated to suit the Indian working situation.
3. Officials from a single organisation should be considered and nominated for this sort of a workshop, so that the entire personnel gets trained over a period of three months.

Fourteen participants attended the workshop. A list of their names is given in Appendix XVI.

The course was conducted by Mr. Michael Willson, a public sector management consultant from U.K. and Dr. Kumkum Kishore.

RESEARCH STUDIES UNDERTAKEN

1. SITUATION ANALYSIS OF URBAN CHILD IN UTTAR PRADESH

There is an absence of any systematic work on the child in the urban setting, more so on the deprived and disadvantaged child in India. The situation analysis on the urban child in Uttar Pradesh, the most populous state of the country, was conducted by the Centre at the instance of the UNICEF, Lucknow. The study was based on data from secondary sources. The analysis draws the attention towards the magnitude of the problems and realities faced by the so-called "urban child" and the existing policies and programmes of the government. The study is confined to U.P.

The method used in collecting the information was a review of the secondary sources, such as annual reports, other documents and records of government and non-governmental agencies. To supplement the data collected, discussions with the officials responsible for formulation and execution of programmes for children were also held.

The interim report was submitted to the UNICEF, Lucknow, in July 1989 and the final report in December, 1989.

Some of the suggestions of the study are :

1. There is a need to have a comprehensive programme for the urban poor on more or less the same pattern as the Integrated Rural Development Programme,
2. A plan for health for urban children has to take into consideration the ever-increasing influx of migration resulting in an environmental deterioration of increasingly over-populated areas,
3. Steps need to be intensified to supply safe drinking water under the scheme of Water Supply and Sanitation to the entire population,
4. Efforts should be made to impart sanitation education to improve hygienic practices,
5. Facilities for ante- and post-natal care should be improved and enhanced, preferably in the context of a comprehensive programme for maternal and child health,
6. The child should be assured adequate nutritional protection and prevalence of protein energy malnutrition should be reduced, .
7. Concerted efforts should be made to reach children below three years and to monitor their growth at regular intervals,
8. More than in the rural areas where families form part of a local community, there is a need in the urban areas for facilities to look after the small children and to impart them a proper form of pre-school education. Pre-school education should preferably be provided as a balanced package of services particularly in the case of the poor and slum communities, and

9. Urban planning must include provision for recreational facilities for children particularly in new residential complexes and townships.

The study was conducted under the supervision of Prof. J.L. Seth by Smt. Richa Varmani.

2. RURAL HOUSE SITES-CUM-CONSTRUCTION ASSISTANCE SCHEME : AN EVALUATION STUDY OF BIHAR, RAJASTHAN AND WEST BENGAL

Housing for rural India came to occupy an important place in planning around 1957-62. It was observed that the problem of housing was extremely acute in case of landless agricultural labourers. Realising the need and importance of providing house-sites and assistance for construction of houses in rural areas, a scheme for allotment of house-sites to landless labourers, free of cost, was introduced in the country in 1971 in the Central Sector. It was later transferred to the State Sector and included under Minimum Needs Programme.

During recent years the implementation of the scheme was examined by the Estimates Committee of the Lok Sabha, which expressed its dissatisfaction and recommended that some suitable study and evaluation be made in different states to pin point the weak areas of the scheme, in order to adopt appropriate remedial measures.

Following the findings of the Estimates Committee, the Ministry of Urban Development, Government of India entrusted this work to selected research organisations in the country. This Centre was given the task of evaluation in the states of Bihar, Rajasthan and West Bengal.

For the evaluation study, both primary and secondary sources of data were used. The primary data was collected from a sample consisting of 227 respondents drawn from 18 districts (6 from each state).

An interim report based on the initial field-work has been submitted to the Ministry. Some general observations and suggestions arising from the report are given below :

1. There is need for the modification of the selection criteria so that the beneficiaries are selected from all categories, on the basis of income;
2. The scheme should be as open as possible and based on economic rather than socio-ethnic eligibility;
3. To conduct a reasonably systematic and reliable state-wise survey of rural landless who are houseless as in the absence of any systematic data, both the formulation and the implementation of this scheme have been greatly handicapped;
4. To educate the villagers on this scheme as well as other welfare programmes;
5. That upto-date knowledge in low-cost house building be made available for the construction of huts and houses;
6. To provide a minimum assistance of Rs. 10,000 to cover the cost of a one-room house with a kitchen, some storage space and a verandah;
7. For a provision to cover the transportation costs in areas where accessibility and availability of local building materials is difficult;
8. That for the procurement of construction materials the cooperation of the beneficiary should be made obligatory;
9. That a general insurance policy should be devised for the beneficiaries of this scheme so that in the event of large damage or destruction or other losses they may not be totally ruined, but may soon be in a position to repair or build a new house, where necessary;
10. That the State Government should release funds to the district authorities latest by the end of August to facilitate the execution of construction work.

The study was conducted under the guidance of Prof. A. K. Saran and Dr. M.S. Varma who were helped by the following staff members : Ms. Padmaja Nair, Dr. Kumkum Kishore, Dr. U. B. Singh, Shri Manoj Dixit, Shri Rajeev Narayan, Ms. Ranjana Srivastava, Shri Satya Prakash Singh and Shri Gyanendra Katiyar.

RESEARCH STUDIES

1. Evaluation of Rural House-Site-cum-Construction Assistance Scheme in Bihar, Rajasthan and West Bengal (Interim Report submitted)
2. Determining Training Needs in Municipal Administration and Urban Development in the States of Bihar, Madhya Pradesh, Orissa and Uttar Pradesh (in Press)
3. Effectiveness of IDSMT Scheme in Uttar Pradesh : A Case Study (on going)
4. Levy of Octroi in Selected States : Its Incidence and Feasibility of Abolition (on going)

PUBLICATIONS OF THE CENTRE

URBAN LAND CEILING ACT : A STUDY OF UTTAR PRADESH
- Mrs. Urmila Bagga, 1989.

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Sri S. P. Singh	JRI) Evaluation	
Sri G.K. Katiyar	JRI) Study on	
Sri Ravish Kumar	JRI) Rural House	
) Site-cum-
) Construction
) Assistance
) Scheme
Dr. R. K. Trivedi	Assistant Librarian	

Prof. D. P. Singh

Attended and delivered lectures/presided over sessions at: Indian Political Science Conference at Pune, November 3 & 4, 1989; XIII Annual Conference of the Indian Public Administration Association held at Jodhpur from December 22 - 24, 1989; National Seminar on, 'Emerging Trends in India During the Nineties', at Calcutta, April 14 & 15, 1990 and International Seminar on 'Emerging Contours in Democracy, Socialism and Secularism in India', at Patna on 17 & 18 April, 1990. Was resource person in Nagar Palika Sammelan organised by the Ministry of Urban Development, Government of India.

Prof. J. L. Seth

Was Chairman of the Panel on 'Educational Administration in India' at the XIII Annual Conference of the Indian Public Administration Association held at Jodhpur from December 22-24, 1989.

Prof. C.P. Barthwal

Since his joining on December 5, 1989, Prof. Barthwal attended: The XIII Annual Conference of the Indian Public Administration Association held at Jodhpur from December 22 - 24, 1989 and was elected Member of the Executive of the Association; National Seminar on 'Emerging Trends in India During the Nineties', at Calcutta, April 14 & 15, 1990; and International Seminar on 'Emerging Contours in Democracy, Socialism and Secularism in India' at Patna on 17 & 18, April 1990.

Ms. Padmaja Nair,

Attended an advanced course on MANAGEMENT OF URBAN DEVELOPMENT - A Special Indian Programme organised by Town & Country Planning Organisation, Ministry of Urban Development, Government of India and Institute of Local Government Studies, University of Birmingham, U.K. at Birmingham from September 25 to December 16, 1989 and at Ahmedabad (Gujarat) from January 2 to 25, 1990.

Dr. Kumkum Kishore

Attended an advanced course on MANAGEMENT OF URBAN DEVELOPMENT - A Special Indian Programme organised by Town & Country Planning Organisation, Ministry of Urban Development, Government of India and Institute of Local Government Studies, University of Birmingham, U.K. at Birmingham from September 25 to December 16, 1989 and at Ahmedabad (Gujarat) from January 2 to 25, 1990.

Manoj Dixit

Attended the XIII Annual Conference of Indian Public Administration Association held at Jodhpur from December 22 - 24, 1989.

Prof. J.L. Seth

Presented the theme paper on 'Educational Administration in India' at the XIII Annual Conference of the Indian Public Administration Association held at Jodhpur in December 1989.

Prof. C. P. Barthwal

Presented papers on : 'Communal Tensions and Secularism in India' in National Seminar on Emerging Trends in India during the Nineties, Calcutta, April 14-15, 1990; and 'Emerging Contours in Indian Democracy: Governing Through Consensus' in the International Seminar on Emerging Contours in Democracy, Socialism and Secularism in India, at Patna April 17 - 18, 1990.

Dr. U.B. Singh

Published the following articles/papers 'Functioning of Municipal Directorate in U.P. : An Assessment' (Qly. Journal AIILSG); 'State Public Sector Enterprises in U.P. : An Introduction' (IPE, Hyderabad); 'Jawahar Rojgar Yojana: Myth or Reality' (EPW); 'Revitalisation of Panchayati Raj System in U.P.' (Rural Renaissance); 'Rural Housing Programmes in U.P.' (Rural Renaissance); and 'Urban Development in Regional Context in India' (Yojana).

Manoj Dixit

Presented a paper on 'Centre-State Relations and Sarkaria Commission' in the XIIIth Annual Conference of I.P.A.A. held at Jodhpur (December 22-24, 1989).

G. Katiyar

Was co-author for paper on 'Communal Tensions & Secularism in India' in the National Seminar on Emerging Trends in India During the Nineties, at Calcutta (April 14 & 15, 1990).

PLANNING AND MANAGEMENT OF LOW COST HOUSING PROJECTS

Madhya Pradesh

1. Sri K.D. Bhalla
Sub-Engineer,
Special Area Development Authority,
Mangliya (Indore)

Orissa

2. Sri B.K. Das
Assistant Engineer,
Development Authority,
Cuttack.

Uttar Pradesh

3. Sri A.U. Khan
Assistant Engineer,
Nagar Palika,
Bijnore.
4. Sri H.M. Srivastava
Municipal Engineer,
Nagar Palika,
Nainital.
5. Sri C.C. Tewari
Assistant Engineer,
Development Authority,
Allahabad.

MANAGERIAL EFFECTIVENESS IN MUNICIPAL ADMINISTRATION

1. Sri Anil Kumar
Executive Officer,
Nagar Palika,
Roorkee (U.P.)
2. Sri Alok Bhowmick
Water Works Engineer,
Nagar Palika,
Mirzapur (U.P.)
3. Sri Abdul Maroof Khan
Executive Officer,
Nagar Palika,
Mau Nath Bhanjan,
Mau (U.P.)
4. Sri Humam Chand Gupta
Executive Officer,
Municipal Board,
Ram Nagar (Nainital) (U.P.)
5. Sri Indra Deo Pandey,
Water Works Engineer,
Nagar Palika,
Mathura (U.P.)
6. Sri Madan Lal Maurya
Assistant Engineer,
Jal Sansthan Orai,
Jhansi Division (U.P.)
7. Sri Pramod Kumar Shah
Executive Engineer,
Garhwal Jal Sansthan,
Dehradun (U.P.)
8. Sri Padma Nabh Singh
Executive Officer,
Nagar Palika,
Pratapgarh (U.P.)
9. Sri Ramendra Mohan Tripathi
Executive Officer,
Nagar Palika,
Mainpuri (U.P.)
10. Sri Raj Kumar Sharma
Assistant Engineer,
Jal Sansthan,
Agra (U.P.)
11. Sri Satya Prakash Srivastava
General Manager,
Kumaon Jal Sansthan,
Nainital (U.P.)
12. Sri Vishwa Nath Dubey
Executive Officer,
Nagar Palika Deoria,
Deoria (U.P.)

ASSESSMENT AND COLLECTION OF PROPERTY TAXES

Uttar Pradesh

1. Sri Anil Kumar Saxena
Tax Superintendent,
City Board, Sambhal,
Moradabad.
2. Sri Balram Vaish
Executive Officer,
City Board, Hapur,
Meerut.
3. Sri Brajendra Singh Sharma
Sahayak Nagar Adhikari,
Nagar Mahapalika,
Agra.
4. Sri Harbir Singh Babbar
Chief Assessment Officer,
Nagar Mahapalika,
Bareilly.
5. Sri Ish Shakti Kumar Singh
Tax Superintendent,
City Board,
Aligarh.
6. Sri Jai Narain Chaurasia
Tax Superintendent,
Municipal Board,
Rae-Bareilly.
7. Sri K.N. Awasthi
Tax Superintendent,
Nagar Mahapalika,
Kanpur.
8. Sri Ramesh Chandra Misra
Assistant Tax Superintendent,
City Board,
Faizabad.
9. Sri Satya Prakash
Tax Superintendent,
Municipal Board,
Sitapur.
10. Sri Satya Prakash Pandey
Joint Secretary,
Varanasi Development Authority,
Varanasi.
11. Sri Sadat Nazakat Khan
Executive Officer,
Nagar Palika,
Almorah.

12. Sri Syed Nazir Hasan Khan Executive Officer,
Municipal Board,
Basti.
13. Sri Syed Zahoor-Ul-Ain Assistant Tax Superintendent,
City Board,
Rampur.
14. Sri Vijai Bahadur Saxena Executive Officer,
Municipal Board,
Gola Gokaran Nath.
15. Sri V.N.S. Bhatnagar Executive Officer,
City Board,
Mathura.
16. Sri Zulfiqar Ali Tax Superintendent,
Nagar Palika,
Bijnore.

Madhya Pradesh

17. Sri Abdul Rahim Khan Assistant Property Tax Officer,
Municipal Corporation,
Bhopal.
18. Sri Karamat Ali Property Tax Officer,
Municipal Corporation,
Dewas.
19. Sri Naushad Ahmad Lari Revenue Inspector,
Municipal Corporation,
Burhanpur Khandwa.

MANAGEMENT OF WATER SUPPLY AND SEWERAGE SYSTEM

1. Sri Anil Kumar Mehrotra Junior Engineer,
Nagar Palika,
Sultanpur.
2. Sri Bhagwan Din Ahirwar Assistant Engineer,
Garhwal Jal Sansthan,
Dehradun.
3. Sri Damodar Lal Assistant Engineer,
Jal Sansthan,
Allahabad.
4. Sri J.C. Arora Assistant Engineer,
Kumaon Jal Sansthan,
Nainital.
5. Sri Mahesh Chandra Saxena Water Works Engineer,
Nagar Palika,
Shikohabad.
6. Sri Naresh Kumar Chowdhry Junior Engineer,
Nagar Palika,
Ghaziabad.
7. Sri Ram Charan Kanoujia Water Works Engineer,
Nagar Palika,
Dibai, Bulandhshahr.
8. Sri Ram Nath Junior Engineer,
Jhansi Jal Sansthan,
Karvi (Banda).
9. Sri Santosh Kumar Srivastava Water Works Engineer,
Nagar Palika,
Muradnagar,
Ghaziabad.

MANAGEMENT OF HEALTH AND SANITATION

- | | |
|----------------------|--|
| 1. Sri H.P. Gangwar | Chief Sanitary Inspector,
Municipal Board,
Ghaziabad. |
| 2. Sri A. S. Gupta | Chief Sanitary Inspector,
Municipal Board,
Muzaffarnagar. |
| 3. Sri Kunwar Singh | Chief Sanitary Inspector,
Municipal Board,
Aligarh. |
| 4. Sri K.P. Batish | Chief Sanitary Inspector,
Municipal Corporation,
Meerut. |
| 5. Sri J.C. Tripathi | Chief Sanitary Inspector,
Municipal Corporation,
Varanasi. |
| 6. Sri G.D. Das | Chief Sanitary Inspector,
Municipal Corporation,
Kanpur. |
| 7. Sri K.I. Seth | Chief Sanitary Inspector,
Municipal Corporation,
Agra. |
| 8. Sri B.N. Singhal | Chief Sanitary Inspector,
Municipal Corporation,
Agra. |

URBAN DEVELOPMENT IN REGIONAL CONTEXT

- | | |
|-------------------------------|---|
| 1. Sri Arun Srivastava | Sahayak Nagar Adhikari,
Nagar Mahapalika,
Lucknow. |
| 2. Sri Anil Kumar | Executive Officer,
Nagar Palika,
Roorkee. |
| 3. Sri Ashutosh Dwivedi | Executive Officer,
Nagar Palika,
Balía. |
| 4. Dr. Madan Mohan | Executive Officer,
City Board,
Nainital. |
| 5. Sri M.A. Naqvi | Executive Officer,
Municipal Board,
Ujhani,
Distt. Badaun. |
| 6. Sri Padma Nabh Singh | Executive Officer,
Nagar Palika,
Pratapgarh. |
| 7. Sri Prithvi Singh | Executive Officer,
Nagar Palika,
Haridwar. |
| 8. Sri Radhe Mohan Srivastava | Executive Officer,
Nagar Palika,
Ghazipur. |
| 9. Sri Saadat Nazakat Khan | Executive Officer,
Nagar Palika,
Almora. |
| 10. Sri Sangram Singh Rawat | Executive Officer,
City Board,
Sahranpur. |
| 11. Sri A.K. Bandyopadhyay | Associate Planner,
Town & Country Planning Department,
Nagar Mahapalika,
Agra. |

12. Sri M.S. Khan
Associate Planner,
Town & Country Planning Department,
Jhansi.
13. Sri Suresh Chandra
Prasad Sinha
Associate Planner,
Town & Country Planning Department,
Allahabad.
14. Sri S.K. Zaman
Associate Planner,
Town & Country Planning Office,
Moradabad.
15. Sri Vinod Kumar Saxena
Assistant Architect/Town Planner,
Unnao-Shuklaganj Development
Authority,
Unnao.
16. Sri Rahim Bux
Assistant Engineer,
Municipal Council,
Dehradun.
17. Sri Ratan Singh
Municipal Engineer,
Haridwar.
18. Sri Rajendra Prasad
Assistant Engineer,
Nagar Palika,
Jhansi.

LEVY AND COLLECTION OF OCTROI

1. Sri Syed-Nazir-Hasan-Khan Executive Officer,
Nagar Palika,
Basti.
2. Sri Brijpal Singh Ahlawat Tax Superintendent,
Nagar Palika Kosi Kalan,
Mathura.
3. Sri Harish Chandra Tax Superintendent,
Nagar Mahapalika,
Allahabad.
4. Sri Ramesh Chandra Mishra Assistant Tax Superintendent,
City Board,
Faizabad.
5. Sri Vijai Bahadur Saxena Executive Officer,
Municipal Board,
Gola Gokaran Nath.
6. Sri Shamim Siddiqui Executive Officer,
Municipal Board,
Palia (Kheri).
7. Sri Satya Prakash Pandey Joint Secretary,
Vikas Pradhikaran,
Varanasi.
8. Sri Rakesh Kumar Gupta Tax Superintendent,
Vikas Pradhikaran,
Lucknow.
9. Sri Ram Chandra Pandey Executive Officer,
Nagar Palika Sikandrarao,
Aligarh.

ORIENTATION TRAINING PROGRAMME FOR EXECUTIVE OFFICERS

1. Sri Mohd. Shakil Ansari Executive Officer,
Nagar Palika Shamshabad,
Distt. Agra.
2. Sri Bichitra Singh Panwar Assistant Director,
Directorate Local Bodies, P.N. Road,
Lucknow.
3. Sri Anupam Shukla Executive Officer-II (A.A.)
Nagar Mahapalika,
Moti Jheel, Kanpur.
4. Mrs. Amita Singh Arya Sahayak Nagar Adhikari,
Nagar Mahapalika,
Lucknow.
5. Sri Shiv Kumar Singh Executive Officer-II,
Nagar Mahapalika,
Lucknow.
6. Sri Hredesh Kumar Executive Officer,
Municipal Board,
Bahjoi, Distt. Moradabad.
7. Sri Jagadish Prasad Rai , Executive Officer,
Nagar Palika,
Chitrakoot Dham,
Karwi, Banda.
8. Sri Shyam Babu Dubey Executive Officer,
Nagar Palika,
Gursahai Gang, Farrukhabad.
9. Sri Krishna Chandra Agarwal Executive Officer,
Nagar Palika,
Kalpi, Jalaun.
10. Sri Amar Jeet Singh Executive Officer,
Jalalpur,
Faizabad.

11. Sri Raj Kishor Saxena
Executive Officer,
Municipal Board, Bazpur,
Nainital.
12. Sri Kamla Prasad Pandey
Executive Officer,
Nagar Palika Tanda,
Rampur.
13. Sri Sunahari Lal Yadav,
Executive Officer,
Nagar Palika, Tundla,
Firozabad.
14. Sri Rajiv Ranjan Singh
Executive Officer,
Municipal Board,
Manglaur,
Haridwar.

Appendix-XIII

1. Sri Baldeo Prasad Mishra Assistant Engineer,
Kanpur Development Authority,
Kanpur.
2. Sri Raj Kumar Suri Assistant Engineer,
Bareilly Development Authority,
Bareilly.
3. Sri Mohammad Irfan Assistant Engineer,
Kanpur Development Authority,
Kanpur.
4. Sri Mohd. Amim Siddiqui Assistant Engineer,
Nagar Mahapalika,
Varanasi.
5. Sri S.P. Singh Assistant Engineer,
Nagar Mahapalika,
Varanasi.
6. Sri I.P. Singh Assistant Engineer,
Ghaziabad Development Authority,
Ghaziabad.
7. Sri Abdul Hameed, Assistant Engineer,
Ghaziabad Development Authority,
Ghaziabad.

INTEGRATED WATERSHED PLANNING AND MANAGEMENT

Jammu & Kashmir

1. Sri Abdul Hamid Mir Assistant Soil Conservation Officer,
Puleoama.
2. Sir A. W. Butt Project Officer,
DPAP Agency,
Doda.
3. Sri Chander Prakash Sharma Project Economist,
Drought Prone Area Agency,
Udhampur.
4. Sri Fateh Mohammed Mehta Assistant Soil Conservation Officer,
Doda.
5. Sri Lal Chand Sharma Assistant Soil Conservation Officer,
Agriculture Department,
Rajouri.
6. Sri M. Aslam Project Officer,
DPAP Agency,
Udhampur.
7. Sri Maharaj Krishen Bhat Assistant Soil Conservation Officer,
District Badgam.
8. Sri Mohammad Sultan Reshi Assistant Soil Conservation Officer,
District Baramulla.
9. Sri Rattan Kumar Gupta Assistant Soil Conservation Officer,
Udhampur.
10. Sri Shabir Ahmed Bhat Project Economist,
Drought Prone Area Programme
Agency,
Doda.
11. Sri S. Satnam Singh Kapoor Assistant Soil Conservation Officer,
District Poonch.

Madhya Pradesh

12. Sri K.K. Kocheta
Project Officer,
District Rural Development Agency,
Shahdol.
13. Sri M.D. Sahasrabudhe
Project Officer,
District Rural Development Agency,
Khargaon.
14. Sri S.P. Nigam
Assistant Project Officer,
District Rural Development Agency,
Sidhi.
15. Sri Vishwambhar Nath Mullick
Assistant Project Officer,
DPAP,
District Rural Development Agency,
Jhabua.

Uttar Pradesh

16. Sri Atul Kumar Chaturvedi
Bhoomi Sanrakshan Adhikari,
Jhansi.
17. Sri Govind Singh Rawat
Project Economist,
DPAP,
Office of the A.D.M.(D),
Pauri Garhwal.
18. Sri Hakim Singh
Project Director,
DRDA,
Lalpur.
19. Sri Jawahar Lal Upadhyay
Project Officer-cum-Dy. Director,
DPAP,
Mirzapur.
20. Dr. J.P. Rastogi
Project Officer,
DPAP, Area Development-3,
U.P. Secretariat,
Lucknow.
21. Sri Lal Shatrughna Pandey
Bhoomi Sanrakshan Adhikari,
DPAP,
Baharai.

22. Sri Mahi Pal Singh
Soil Conservation Officer,
Upper Ganga Gopeshwar,
Chamoli.
23. Sri Raj K. Gupta
Project Officer,
DPAP, Area Development-3,
Civil Secretariat,
Lucknow.
24. Sri Ram Phal
Deputy Director of Agriculture,
(Soil Conservation),
Banda.
25. Sri Rajendra Prasad Joshi
Project Economist,
DRDA (DPAP Cell),
Pithoragarh.
26. Sri Sawtar Ram
A.E. (M.I.),
Minor Irrigation Department,
Jalaun at Orai.

GENERAL ORIENTATION TRAINING COURSE FOR
INDORE HABITAT IMPROVEMENT FUNCTIONARIES

1. Dr. Indra Bhargava	Director, Community Development Health.
2. Shri M.L. Bhatt	Director, Engineering Planning
3. Dr. Mukund Ketkar	Community Health Manager
4. Mrs. S. Das Gupta	Manager, Community Development.
5. Shri Ravindra Vijayvargiya	Special Project Officer
6. Mrs. Ulka Jamal	Special Project Officer
7. Shri Anil Kumar Jain	Project Officer
8. Shri A.K. Sharma	Project Officer
9. Km. Nirmala Lot	Project Officer
10. Shri Prithvi Sakhala	Project Officer
11. Shri Ravikant Tiwari	Project Officer
12. Shri R.P. Gupta	Chief Engineer, O.D.A. Project
13. Shri C.M. Dagaonkar	Executive Engineer
14. Shri J.P. Pathak	Executive Engineer
15. Shri Ghanshyam Shukla	Assistant Engineer
16. Shri M.K. Bobade	Assistant Engineer
17. Shri N.L. Mahajan	Assistant Engineer
18. Shri Premchand Jain	Assistant Engineer
19. Shri Shayam N. Wagde	Assistant Engineer

20. Shri S.S. Rathore	Assistant Engineer
21. Shri V.V. Apte	Assistant Engineer
22. Shri V.V. Pradhan	Architect Planner
23. Shri Ajay Ghumre	Senior Draughtsman
24. Shri C.D. Bhalerao	Head Draughtsman
25. Shri Kisho Gaikward	Draughtsman
26. Shri Uday Mandpe	Draughtsman

REGIONAL SEMINAR ON URBAN POVERTY

Uttar Pradesh

1. Sri Ashoka Bajpai
M.L.A. (Cheifwhip),
Janata Dal,
Lucknow.
2. Sri Prem Narain Sharma
Director,
State Planning Institute,
Lucknow.
3. Ms. Anuradha Saxena
Research Scholar,
Economics Department,
Lucknow.
4. Sri Rakesh Kumar Singh
Reporter,
Dialy Pratidin,
Lucknow.
5. Sri S.C. Bhargava
Zonal Representative,
UNICEF,
Lucknow.
6. Sri Bhaiyajee
Social Worker,
Lucknow.
7. Ms. Amita Jaiswal
Research Scholar,
Allahabad University,
Allahabad.
8. Dr. G.D. Tripathi
Additional Director (Retd.),
Pariwar Sewa Sanstha,
Lucknow.
9. Sri J.P. Dube
Housing & Urban Development
Consultant,
Lucknow.
10. Dr. Amrita Dass
Director,
Institute for Career Studies,
Lucknow.
11. Sri S. Kumar
Senior Specialist (Finance),
Housing and Urban Development,
Lucknow.

12. Sri N.S. Johri
Chief Town & Country Planner(Retd.)
Lucknow.
13. Ms. Abha Avasthi
Reader,
Department of Sociology,
Lucknow University,
Lucknow.
14. Sri Shailendra Singh
Professor of Economics,
Lucknow University,
Lucknow.
15. Sri S.L. Nagdev
Chief Engineer,
IPM Cell, Lucknow.
16. Sri Rupesh Jaiswal
Senior Specialist,
IPMC,
Housing and Urban Development,
Government of Uttar Pradesh,
Lucknow.
17. Sri S.S. Rawat
Information Officer,
Information Department, Lucknow.
18. Sri Durga Prasad Srivastava
Dy. Manager (Mon.),
U.P. Jal Nigam,
Lucknow.
19. Dr. Mrs. Hem Sanwal
President FPA I,
Lucknow.
20. Sri S.S. Bhadauria
Population Education Officer,
F.P.A.I.,
Lucknow.
21. Sri M.Z. Hasan
Executive Officer,
Nagar Palika,
Etah.
22. Sri R.N. Pal
Executive Officer,
Municipal Board,
Farrukhabad.
23. Sri R.H. Sharan
Professor of Political Science,
Banaras Hindu University,
Banaras.
24. Sri G.K. Trivedi
Senior Specialist,
IPMC,
Housing & Urban Development Deptt.
Lucknow.

- | | |
|--------------------------|--|
| 25. Sri U.C. Das Gupta | Senior Specialist,
IPMC, Lucknow. |
| 26. Sri Urba Datt Chaube | Secretary Mussoorie Dehradun,
Development Authority,
Dehradun. |
| 27. Sri H.S. Chourasia | Chief Engineer,
U.P. Jal Nigam,
Lucknow. |
| 28. Sri Madan Mohan | Executive Officer,
City Board, Mathura. |
| 29. Sri A.K. Singh | Professor,
Giri Institute of Development Studies,
Lucknow. |
| 30. Ms. Tehrim Dass | Executive Committee Member,
All India Womens' Conference,
Lucknow. |
| 31. Ms. A. Dixit | Project Officer,
UNICEF,
Lucknow. |
| 32. Sri K.S. Sharma | Manager,
Syndicate Bank,
Zonal Office, Lucknow. |
| 33. Sri Raj Narain Singh | Joint Secretary,
Kanpur Development Authority,
Kanpur. |

New Delhi

- | | |
|---------------------------|---|
| 34. Sri Om Prakash Mathur | Director,
National Institute of Urban Affairs,
New Delhi. |
| 35. Dr. R.K. Wishwakarma | Reader in Urban Studies,
Indian Institute of Public Admn.,
New Delhi. |
| 36. Ms. Eliana Rigglo | UN Officer,
UNICEF,
New Delhi. |
| 37. Sri M.C. Arora | Desk Officer (NCU),
Urban Development,
Nirman Bhawan,
New Delhi. |
| 38. Sri K. Dharmarajan | Commissioner & Secretary,
Government of Tamil Nadu,
A-3 Sarvodaya Enclave, New Delhi. |

Others

39. Dr. C. A Perumal
Professor,
University of Madras,
Madras.
40. Sri D. Ravindra Prasad
Director,
RCUES,
Osmania University Campus,
Hyderabad.

Bihar

41. Sri S.K. Verma
Administrative Officer,
Consumers Council of India,
Patna.
42. Sri Pramod Kumar Sinha
Technical Adviser,
Jansewa Awas Sansthan,
Adarsh Nagar,
Patna.
43. Ms. Shanti Ojha
Principal,
Barkpure Senior Secondary School,
Patna.
44. Sri G.I. Chaubey
Branch Manager,
Family Planning Association of
India,
Patna.
45. Sri V.N. Choudhary
Assistant Town Planner,
Town & Country Planning Organisation
Bhagalpur.
46. Sri Mukhtiar Singh
Vice-Chairman,
Regional Development Authority,
Patna.
47. Ms. Shruti Shukla
Sr. Reporter Feature Specialist,
The Hindustan Times,
Patna.
48. Dr. Mahabir Das
Ex-Director-in-Chief,
Mahavir Arogy Sanstha,
Patna.
49. Sister Mary Sushila SND
Social Worker,
Non-Government Agency,
Sisters of Notre Dame,
Pataliputra,
Patna.

- | | |
|----------------------------|--|
| 50. Sri Kusheshwar Jha | Vice-Chairman,
Sulabh International,
Patna. |
| 51. Sri S.K. Sinha | Chief Town Planner,
Urban Development Department,
Government of Bihar,
Patna. |
| 52. Sri G.P. Sinha | Chairman-cum-Managing Director,
Consumers Council of India,
Patna. |
| 53. Dr. Subhash Chandra | Director,
Development Research Consultants,
Shyama Nivas,
Patna. |
| 54. Ms. Annie Mukopadhyaya | Vice-President,
National Council of Women of India,
Patna. |
| 55. Ms. Deepika Srivastava | UNICEF,
Bihar State Office,
Patna. |

Regional Centre for Urban & Environmental Studies (RCUES)

- | | |
|------------------------|---|
| 56. Dr. D.P. Singh | Director,
RCUES, Lucknow. |
| 57. Dr. J.L. Seth | Incharge Programmes,
RCUES, Lucknow. |
| 58. Sri K. Chandra | Research Officer,
RCUES, Lucknow. |
| 59. Ms. Urmila Bagga | Research Associate,
RCUES, Lucknow. |
| 60. Ms. Padmaja Nair | Research Associate,
RCUES, Lucknow. |
| 61. Ms. Richa Varmani | Research Associate,
RCUES, Lucknow. |
| 62. Dr. Kumkum Kishore | Research Associate,
RCUES, Lucknow. |

63. Sri U.B. Singh Junior Research Associate,
RCUES, Lucknow.
64. Sri Manoj Dixit Junior Research Associate,
RCUES, Lucknow.
65. Sri Rajiv Narayan Junior Research Associate,
RCUES, Lucknow.
66. Ms. Anjali Misra Junior Research Associate,
RCUES, Lucknow.

BEHAVIOURAL SKILLS AND MANAGEMENT

1. Shri Vimal Seth
Dy. Chartered Accountant,
Lucknow Development Authority,
Lucknow.
2. Shri G.S. Goyal
Architect,
Lucknow Development Authority,
Lucknow.
3. Shri J.P. Gupta
Udyan Adhikari,
Lucknow Development Authority,
Lucknow.
4. Shri S.C. Jain
Executive Engineer,
U.P. Housing & Development Board,
Lucknow.
5. Shri C. Lal
Assistant Engineer,
U.P. Avas Evam Vikas Parishad,
Lucknow.
6. Shri B.L. Verma
Assistant Engineer,
Nagar Mahapalika,
Lucknow.
7. Shri B.N. Mishra
Assistant Engineer,
Nagar Mahapalika,
Lucknow.
8. Shri N.S. Goel
Assistant Engineer,
Traffic Engineering Cell,
Nagar Mahapalika,
Lucknow.
9. Shri J.N. Srivastava
Assistant Engineer,
Nagar Mahapalika,
Lucknow.
10. Shri S. Jindal
Assistant Engineer,
Meerut Development Authority,
Meerut
11. Shri P. Prajapati
Junior Engineer,
Meerut Development Authority,
Meerut.

12. Shri L. Prasad

Junior Engineer,
Meerut Development Authority,
Meerut.

13. Shri S. Kumar

Programmer,
Meerut Development Authority,
Meerut.

14. Shri F.J. Khan

Assistant Engineer,
Meerut Development Authority,
Meerut.

PLANNING AND MANAGEMENT OF LOW COST HOUSING PROJECTS

FACULTY

Officials

1. Sri G. C. Mathur
Former Director,
National Building Organisation,
Government of India,
New Delhi.
2. Sri K.P. Singh
Joint Secretary (Housing),
Department of Housing & Urban
Development,
Government of Uttar Pradesh,
Lucknow.
3. Sri A.K. Pachauri
Chief Architect Planner,
U.P. Housing and Development Board
Lucknow.
4. Sri Roopesh Jaiswal
Senior Specialist,
Investment Planning & Monitoring
Cell,
Government of Uttar Pradesh,
Lucknow.
5. Sri R.L. Raina
General Manager,
U.P. Development Systems Corporation
Lucknow.
6. Sri D.S. Batra
U.P. Rajkiya Nirman Nigam,
Lucknow.
7. Sri N.S. Johri
Former Town & Country Planner,
Government of Uttar Pradesh,
Lucknow.

Non Officials

8. Dr. M.M.S. Siddhu
Ex-Mayor,
Lucknow.
9. Sri D.N. Dixit
Dy. Mayor,
Nagar Mahapalika, Lucknow.

ASSESSMENT AND COLLECTION OF PROPERTY TAXES

FACULTY

- | | |
|--------------------------------|--|
| 1. Prof. A. Datta | Centre for Urban Studies,
IIPA, New Delhi. |
| 2. Sri P.D. Swami | O.S.D. to the Chief Executive
Councillor,
Delhi Administration, Delhi. |
| 3. Sri K.S. Sinha | I.A.S. (Retd.)
Department of Finance,
Government of Uttar Pradesh,
Lucknow. |
| 4. Sri M.I. Siddiqui | O.S.D.
IPMC,
Government of Uttar Pradesh,
Lucknow. |
| 5. Sri Chandra Shekhar Dwivedi | Director of Local Bodies,
Government of Uttar Pradesh,
Lucknow. |
| 6. Sri S.H.M. Rizvi | Dy. Director,
Local Bodies Directorate,
Government of Uttar Pradesh,
Lucknow. |
| 6. Sri A.K. Chaturvedi | Zonal Officer,
Nagar Mahapalika,
Lucknow. |

MANAGEMENT OF HEALTH AND SANITATION

FACULTY

1. Dr. R.S. Singh Joint Director (Rural Health),
Health Directorate,
U.P., Lucknow.
2. Dr. Ram Boojh Assistant Director,
Directorate of Environment,
U.P., Lucknow.
3. Sri R.C. Singh Assistant Public Analyst,
Department of Chemistry,
University of Lucknow,
Lucknow.
4. Sri N. S. Johri Ex. Chief Town Planner,
Uttar Pradesh.
5. Sri Gyan Sagar, Senior Executive,
UPRNN,
Lucknow.
6. Sri R. Jaiswal Senior Specialist,
IPMC, Lucknow.
7. Sri U.C. Dasgupta Senior Specialist,
IPMC, Lucknow.
8. Dr. V.M. Misra Joint Director,
(Epidemic Control),
Health Directorate,
Uttar Pradesh.
9. Dr. Uday Mohan Lecturer,
Social & Preventive Medicine Deptt.,
K.G. Medical College,
Lucknow.

URBAN DEVELOPMENT IN REGIONAL CONTEXT

FACULTY

1. Sri D.S. Meshram
Chief Planner,
Government of India,
New Delhi.
2. Sri B.N. Singh
Chief Regional Planner,
National Capital Region,
Government of India,
New Delhi.
3. Sri R.L.P. Sinha
Town & Country Planner,
Government of India,
New Delhi.
4. Sri N.S. Johri
Honorary Secretary,
Organisation for Building,
Research and Training,
Indira Nagar,
Lucknow.
5. Prof. A.K. Singh
Giri Institute of Development Studies
Lucknow.
6. Sri J.P. Dube
Former Chief Town & Country Planner
Government of Uttar Pradesh,
Lucknow.
7. Sri S.K. Banerjee
Senior Town Planner,
Government of Uttar Pradesh,
Lucknow.
8. Sri J.C. Gupta
Town Planner,
Government of Uttar Pradesh,
Lucknow.
9. Sri Manoj K. Agrawal
Senior Fellow (UGC),
Department of Economics,
Lucknow University,
Lucknow.

LEVY AND COLLECTION OF OCTROI

FACULTY

1. Sri K.S. Sinha
I.A.S. (Retd.),
C-986, Sector "A",
Lucknow.
2. Sri H.K. Mehrotra
I.A.S. (Retd.),
C-205, Nirala Nagar,
Lucknow.
3. Sri S.H.M. Rizvi
Deputy Director,
Local Bodies Directorate,
Uttar Pradesh, Lucknow.
4. Dr. K. Sreeram
Professor of Management,
National Institute of Urban Affairs,
New Delhi.
5. Dr. B.C. Goel
Up Nagar Adhikari,
Nagar Mahapalika,
Lucknow.
6. Sri S. Banarjee
Director,
Municipal Administration,
Government of M.P.,
Bhopal.

ORIENTATION TRAINING PROGRAMME FOR EXECUTIVE OFFICERS

FACULTY

1. Dr. R.K. Pandey
Reader,
Department of Sociology,
Lucknow University, Lucknow.
2. Dr. M.M.S. Siddhu
Ex-Mayor, Lucknow.
3. Sri Adarsh Kumar
Mayor,
Municipal Corporation,
Simla (Himachal Pradesh).
4. Sri Bhaiya Ji
Corporator,
Lucknow Municipal Corporation,
Lucknow.
5. Sri S.H.M. Rizvi
Deputy Director,
Local Bodies Directorate,
U.P., Lucknow.
6. Dr. S.K. Gupta
Chairman,
Nagar Palika,
Minpuri, U.P.
7. Capt. R.D. Ranjan
U.P. DESCO,
Lucknow.
8. Sri U.C. Dagupta
IPMC, Lucknow.
9. Sri R.P. Srivastava
Purchase Officer,
ITRC, Lucknow.
10. Sri Arun Srivastava
Sahayak Nagar Adhikari,
Nagar Mahapalika,
Lucknow.
11. Sri S.N. Joshi
12. Prof. A.K. Singh
Giri Institute of Development Studies
Lucknow.
13. Sri H.M. Mehrotra,
I.A.S. (Retd.),
Dalibagh, Lucknow.
14. Sri R. Jaiswal
Senior Specialist,
IPMC,
Lucknow.

15. Sri H.K. Mehrotra
I.A.S. (Retd.),
Nirala Nagar, Lucknow.
16. Sri R.S. Singh
Public Analyst,
Public Analyst Institute,
Lucknow University,
Lucknow.
17. Sri K.S. Sinha,
I.A.S. (Retd.)
18. Prof. K.D. Trivedi
University of Rajasthan,
Jaipur.
19. Prof. K. Sreeram
National Institute of Urban Affairs,
New Delhi.
20. Sri M.I. Siddiqui
Senior Specialist,
IPMC,
Lucknow.
21. Sri S.H. Rizvi
Accounts Officer,
Nagar Mahapalika,
Lucknow.
22. Sri S.P. Singh
Accounts Officer,
Nagar Mahapalika,
Lucknow.
23. Sri P.D. Swami
O.S.D. to Chief Executive Councillor
Delhi Administration,
Delhi-110054
24. Sri S. Banerjee
I.A.S
Director,
Local Bodies,
Government of Madhya Pradesh,
Bhopal.

CONSTRUCTION MANAGEMENT FOR ASSISTANT ENGINEERS

FACULTY

1. Sri S. C. Bansal
Ex-General Manager,
U.P. Rajkiya Nirman Nigam,
Lucknow.
2. Dr. T.N. Chojar
Ex-Director,
P.W.D. Research Institute,
Lucknow.
3. Sri R.K. Jain
Deputy Director (Field),
P. W.D. Research Institute,
Lucknow.
4. Sri S.C. Saxena
Ex-Superintendent Engineer,
U.P. State Electricity Board,
Lucknow.
5. Sri R.S. Dixit
Director,
Research and Development and
Promotion Cell,
P.W.D. Research Institute,
Lucknow.
6. Sri H.S. Chaurasia
Chief Engineer,
Jal Nigam,
Lucknow.
7. Sri P.D. Agarwal
Superintendent Engineer,
P.W.D.
Lucknow.
8. Dr. S.S. Ahmad
Deputy Director (Soils),
P.W.D. Research Institute,
Lucknow.
9. Sri R. Jaiswal
Senior Specialist,
IPMC,
Lucknow.

CONSTRUCTION MANAGEMENT FOR ASSISTANT ENGINEERS

FACULTY

1. Dr. S.S. Ahmad
Deputy Director (Soils),
P.W.D. Research Institute,
Lucknow.
2. Sri S.C. Saxena
Ex-Superintending Engineer,
U.P. State Electricity Board,
Lucknow.
3. Sri R.K. Jain
Director,
P.W.D. Research Institute,
Lucknow.
4. Sri H.S. Chaurasia
Chief Engineer,
Jal Nigam,
Lucknow.
5. Dr. T.N. Chojar
Ex-Director,
P.W.D. Research Institute,
Lucknow.
6. Sri R. Jaiswal
Senior Specialist,
IPMC,
Lucknow.
7. Sri P.O. Agrawal
Chief Engineer,
P.C.F.
Lucknow.
8. Sri N.S. Johri
Ex-Chief Town & Country Planner,
TCPO,
Lucknow.

INTEGRATED WATERSHED PLANNING AND MANAGEMENT

FACULTY

1. Dr. Ram Krishna
Director of Agriculture (Retd.),
Government of Uttar Pradesh,
Lucknow.
2. Dr. R.N. Gupta
Special Secretary (Retd.),
Department of Agriculture,
Government of Uttar Pradesh,
Lucknow.
3. Prof. R.S. Chaturvedi
Director,
Remote Sensing Application Centre,
Lucknow.
4. Dr. R.K.S. Chauhan
Additional Director (Soil Conservation)
Government of Uttar Pradesh,
Lucknow.
5. Sri V.W. Ambekar
Managing Director,
U.P. Bhumi Sudhar Nigam,
Government of Uttar Pradesh,
Lucknow.
6. Sri Jaipal Singh
OSD (Area Development),
Government of Uttar Pradesh,
Lucknow.
7. Sri K.B. Singh
Dy. Director of Soil Conservation,
Bahraich.
8. Sri V.K. Singhal
Additional Director,
Area Development Department,
Government of Uttar Pradesh,
Lucknow.
9. Sri D.C. Das
Director,
National Mission on Watershed
Development,
Government of India,
New Delhi.
10. Sri S. Gopal
Superintending Engineer,
Minor Irrigation Circle,
Government Uttar Pradesh,
Lucknow.

11. Dr. H.P. Singh

Principal Specialist,
(Soil Physics),
Head, Division of Out. Research
Programme,
Central Arid Zone Research,
Jodhpur.

12. Dr. Ashok Garg

Forest Conservator (Planning),
Department of Forest,
Government of Uttar Pradesh,
Lucknow.

GENERAL ORIENTATION TRAINING COURSE FOR FUNCTIONARIES

FACULTY

1. Prof. H.U. Bijlani
Consultant (IDA),
New Delhi.
2. Prof. W. S.K. Phillips
Principal,
School of Social Work,
Indore.
3. Prof. T. Jacob
School of Social Work,
Indore.
4. Dr. I. Bhargava
Director (CD & H),
Indore Development Authority,
Indore.
5. Sri H.H. Parikh
Planner,
Ahmedabad.
6. Dr. J. Sonwalkar
Faculty,
Institute of Management,
DAVV,
Indore.
7. Prof. D. Kaul,
Institute of Management,
DAVV,
Indore.
8. Dr. S.S. Poshakwale
Institute of Management,
DAVV,
Indore.
9. Sri D.G. Rama Rau
Former Director (UCD),
Hyderabad.
10. Ms. S. Moghe
Secretary,
Bal Shiksha Niketan,
Indore.

MANAGEMENT OF WATER SUPPLY AND SEWERAGE SYSTEMS

FACULTY

1. Sri Shobhan Sengupta
Assistant Engineer,
U.P. Jal Nigam Training Centre,
Lucknow.
2. Dr. Y.P. Singh
Officer-on-Special Duty,
U.P. Pollution Control Board,
Lucknow.
3. Sri H.S. Chourasia
Chief Engineer,
U.P. Jal Nigam,
Lucknow.
4. Sri Ramji Kapoor
General Manager (Computers),
U.P. Development Systems Corporation,
Lucknow.
5. Sri V. Natarajan
Director (Finance),
U.P. Cooperative Sugar Factories
Federation,
Lucknow.
6. Sri Gyan Sagar
Manager (Training),
U.P. Jal Nigam Training Centre,
Lucknow.
7. Dr. M.M.S. Siddhu
Former Mayor-Lucknow
and Former Member of Rajya Sabha,
Lucknow.
8. Dr. K. Sreeram
Professor of Management,
National Institute of Urban Affairs,
New Delhi.

MANAGERIAL EFFECTIVENESS IN MUNICIPAL ADMINISTRATION

FACULTY

1. Sri Ram Niwas
Joint Secretary,
Administrative Reforms Department,
Government of Uttar Pradesh,
Lucknow.
2. Sri K.C. Pandey
Deputy Secretary,
Finance,
Government of Uttar Pradesh,
Lucknow.
3. Prof. J.S. Rao
Director of Bureau of Public
Enterprises,
Lucknow.
4. Sri H.K. Mehrotra
C-205, Nirala Nagar,
Lucknow.
5. Sri C.S. Dwivedi
Director,
Local Bodies,
Government of Uttar Pradesh,
Lucknow.

FINANCIAL STATEMENT FOR THE YEAR 1989-90

No. Source of Grant	Amount of Grant (Rs.)	Expenditure Rs.	Amount Rs.
Government of India, Ministry of Urban Development, New Delhi			
(1) G.O.No.N-11024/3/89 -UCD, dated 25-4-89	1,40,000-00		
(2) G.O.No.N-11024/3/89- UCD, dated 22-9-89	2,80,000-00		
(3) G.O.No.N-11024/3/89- UCD, dated 14-12-89	4,19,000-00	1. Salary & allowances	9,17,402-00
(4) G.O.No.N-11024/3/89-UCD dated 14-3-90	6,61,000-00	2. Contingen- cies	5,82,598-00
Total	15,00,000-00		
U.P. Government, Nagar Vikas Anubhag-8			
(1) G.O. No.2340/V./11-8-13 D.P.A./88, dated 5-9-89	6,00,000-00	1. Salary & Allowances	3,43,275-00
Room Rent of the Hostel- cum-Guest House	34,939-00	2. Contingen- cies	2,56,725-00
		3. Contingen- cies	34,939-00
		Total Salary & Allowances	12,60,677-00
		Contingencies	8,74,262-00
TOTAL	21,34,939-00		21,34,939-00

POSITION OF STAFF DURING THE YEAR 1989-90

S.No.	Name of Post	Number of Posts		Total
		Borne of U.P. Govt. Grant	Borne of Govrt. of India Grant	
1.	Director	-	1	1
2.	Additional Director	-	2	2
3.	Reader	-	1	1
4.	Research Officer	1	1	2
5.	Administrative Officer	-	1	1
6.	Research Associates	-	4	4
7.	Junior Research Associates	-	4	4
8.	Assistant Accounts Officer	-	1	1
9.	Hostel Manager	-	1	1
10.	Assistant Hostel Managers	-	2	2
11.	Senior Assistants	1	1	2
12.	Accountant	-	2	2
13.	Junior Assistants	-	1	1
14.	Store Keeper	-	1	1
15.	Stenographer	-	1	1
16.	Personal Assistant	-	1	1
17.	Assistant Librarian	-	1	1
18.	Bi-lingual Typist	-	1	1
19.	Electrician	-	1	1
20.	Janitors	-	2	2
21.	Carpenter	-	1	1
22.	Drivers	2	1	3
23.	Plumber	-	1	1
24.	Library Assistant	-	1	1
25.	Caretaker	1	-	1
26.	Peons	-	4	4
27.	Mali	1	-	1
28.	Chaukidars	2	-	2
29.	Cook	1	-	1
30.	Beareres	4	-	4
31.	Masalchi	1	-	1
32.	Sweepers	3	-	3