

Town Level Background Note

PARBHANI

By:

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List of Abbreviations

PMC: Parbhani Municipal Council

MC: Municipal Council

SWM: Solid Waste Management

APMC: Agricultural Produce Market Committee

D.P.: Development Plan

SC: Standing Committee

GB: General Body

BACKGROUND

Nearly 50% of India's burgeoning population would reside in urban areas in the near future, according to a number of studies. To address the pressure of such increasing urban population on the urban service provisioning, funds were earmarked in 2005 in the form of the Jawaharlal Nehru National Urban Renewal Mission (JNNURM). Large parts of the funds in JNNURM were allotted to the large cities, while the small and medium towns (SMTs) seemed to have not received a proportionate share of the funds. At the same time however, the reforms that formed a part of the package for funds allocation were applicable to the SMTs as much as to the larger cities.

This allocation of funds and of the reforms necessitates a comprehensive response in terms of assessing the opportunities presented by the reforms regime, as well as the threats that may entail the reforms. The larger cities demonstrably possess knowledge base and capacity of the administration as well as the citizenry (including the CSOs, CBOs, the academic institutions, and the citizens). The SMTs arguably lack this kind of knowledge base and capacity; focus therefore needs to be on the SMTs to enable such comprehensive response to the reforms and the projects (based on funding) regime in the SMTs as required. The response is necessitated especially because of the potential impacts the reforms and the projects are likely to have on basic service provisioning. The Urban India Reforms Facility (UIRF) was thus established keeping in mind the capacity building of the stakeholders of the basic urban service provisioning, and especially in the SMTs. A study examining in detail the local conditions in terms of impacts of the reforms and the projects regime on the basic service provisioning in ten SMTs was carried out as an activity of the UIRF1.

The output of these studies in the selected SMTs encompasses a Town Level Background Note (TLBN). As the name suggests, the TLBN attempts at building a background to the study of the basic service provisioning in the SMTs. For this purpose, it considers the development of the town as it is seen today, its social, economic and demographic fabric, and other aspects of the development of the town that are linked to the provisioning of basic services in the town. This understanding is evolved on the basis of Key Informant Interviews with activists/civil society representatives of the town, detailed interactions with the staff of the Municipal Councils/Corporations and review and analysis of documents pertaining to the governance of the councils/corporations2.

This report aims at presenting the background for scrutinizing development issues in Parbhani, which was one of the ten towns selected for the study.

ABOUT THE REPORT

Parbhani, surrounded by a number of districts like Hingoli, Beed, Jalana, Nanded and Latur, is known as a typical town in the Marathwada region. During our search for literature on this town, we came across one article (in vernacular language) in a newspaper. This article was written by a journalist, who himself is a resident of Parbhani. What caught our attention at

¹ For further information on the UIRF, please refer to the base note compendium here: <http://tiss-uirf.org/downloads/bc.pdf>

² For further information on the methodology used for preparation of this report, please refer to the Tools-and-Resources Kit (TRK) here: <http://tiss-uirf.org/index.php/trk.html>

the first sight was the title of this article: 'Bani to Bani, Nahee to Parbhani'! The literary meaning of this title is, 'Parbhani is a home of all those things, which are not successful or appreciated in the rest of the world'. This exclamation is a clear indication of frustration in the mind of a citizen, who is concerned about the development of the town. It is significant to note in this context that Parbhani district has been declared as one of the 12 'backward districts in Maharashtra, and it is also a constituent of 'backward region' as per the official records. During our small stay in the town, we came across many more people, from slum dweller men and women to eminent citizens, who had similar feelings of dissatisfaction and frustration about their hometown.

Two factors, viz., provision of basic services, and execution of pro-poor schemes are vital for fulfillment of basic development conditions in any town. Therefore, in this short note, we have made an effort to review the status of these two factors. We have also delved upon the status of functioning of the Municipal Council, which plays a key role with respect to both these functions. In addition, this note provides analysis of some policy-level factors, which assume special significance for the development of the town. Along with all these micro as well macro-level factors, 'reforms in urban governance' are among the key factors influencing the course of development of towns. Hence, it is imperative to take into account the status of reforms and projects executed as well as sanctioned under the JNNURM regime, while reviewing the policy-level factors influencing the current and future development of the town.

We have presented this analysis in three parts. Part I describes the basic information about the town, which provides a factual context to the discussion in the consequent parts. Part II gives details and analysis of functioning of Parabhani Municipal Council (PMC), and part III presents review of status of reforms and projects under JNNURM regime.

1 BASIC INFORMATION ABOUT THE TOWN

Geographical and environmental attributes play an important role in shaping the strategic relevance of any place. They are instrumental in shaping the ecology as well as socio-economic composition of that place. Both geo-environ and socio-economic attributes provide a necessary context to look at the development issues in the town, while development issues thus placed in a broader context create a background to review the status and functions of ULBs as well as potential challenges and opportunities in front of the ULBs. It is with this understanding that we have given below a brief overview of some basic information about Parbhani.

1.1 GEOGRAPHICAL AND ENVIRONMENTAL ATTRIBUTES

As mentioned earlier, Parbhani district is surrounded by other districts in the region. Hingoli district forms the northern border, Nanded district forms the eastern border, Latur southern and Beed and Jalna districts are located to the west of this district. Mumbai, the state capital city is located to the west of the district. The district is well connected to all parts of the state including the neighboring state of Andhra Pradesh. Aurangabad (divisional headquarter of Marathwada region) is at a distance of 178 km. towards south-east of the town, while Nanded, another district headquarter in the region is at a distance of about

60 km to the east of the town on the same railway-line. Parali-Vaijnath and Aundhya Nagnath, seats of Jyotirlingas³ are about 60 and 40 km respectively from the town.

Parabhani town is the district headquarter and it is a railway junction on the Mumbai-Parbhani-Secunderabad and Parli-Parbhani-Bangalore lines with a branch line to Parli-Vaijnath. The town is also connected to all these places as well as other Taluka places (Gangakhed, Pathari, Jintoor, Partur, Vasamat, Selu and so on) by state highways or other roads. In a nutshell, Parabhani is frequently traversed by residents of these places.

The town is situated on a flat terrain, and general slope is from north to south. It is located at the height of 410 m. above the mean sea level, and the climate is dry and hot just like other towns in the region. The town is gifted with proximity of two rivers, Dudhana (approximately 15 kms towards north) and Godavari (at about 25 kms to the south). Tridhara, which is a union of three rivers in the district (Godavari, Dudhana, Purna) is also at a distance of about 12 kms from the town. In addition, a canal from Jayakwadi irrigation project also flows near Khanapur bypass area, which was included in the municipal limits in 1988, after a directive from Urban Development Department. Among these, Dudhana river is a major source of water for the town.

These distinctive geo-environmental attributes form an integral part of the identity of town, which needs to be taken into account in the context of any development intervention in the town. The history of the town has also left a deep mark on the make-up on the town.

1.2 HISTORY

1.2.1 Socio-Political

The town is said to have derived its name from 'Prabhavati', name of a temple of Prabhavati Goddess built by the Hindu rulers who ruled the town till 14th century. After the 14th century, the town witnessed regimes of many Muslim rulers; the last among them was the Nizam. Till 1948, this region was part of the former princely Nizam State. Later it became part of the Hyderabad State and in 1956, it was included in the Bombay state. From 1960, Parbhani came under the state of Maharashtra. Residents, especially senior citizens and journalists in the town report that Nizam was not bothered about the development of the town or the welfare of citizens, hence, Parabhani lagged behind in terms of development of basic and social infrastructure compared to other areas in the country. Residents strongly feel that this backlog has continued even in the post-independence period, and thus, from historical times, Parbhani suffers from development backlog.

1.2.2 Economic

Pre-Independence Period: It is evident from the historical context that the town did not progress significantly either in terms of social development or in terms of economic development during the pre-independence period. From historical times, Parbhani was a trading centre, though the items of trading were primarily related to agriculture. APMC⁴ was

³ Jyotirlinga is supposed to be the Seat of God Shankar, and in Maharashtra 12 religious places are known as 'Seats of Jyotirlinga'. Parali-Vaijnath is one of them, while Aundhya Nagnath, another Seat of Jyotirlinga is also in the same district.

⁴ APMC was established in 1942 in Parabhani.

one of the centers of this activity right from its initial years. However, the trading activity in the town gained momentum only during the post-independence period.

Post-Independence Period: As a district-headquarter, many government offices and institutions were set up in Parabhani. The first decade after independence also saw development of agro-based industry such as dal mills, oil mills and ginning press in the town. These provided employment to the semi-skilled and unskilled labour in the town as well as agricultural laborers from the surrounding places. However, these industries received a setback due to the consistent flooding of Dudhana during 1959 to 1961. The impact of this setback lasted almost for a decade. As per the Development Plan (D.P.), this setback also had an adverse effect on the growth of population in 1960s.

This scenario changed during the decade of 1970s. This decade was marked by some key developments on the educational and economic front. In 1972, the Agricultural college (which was established in 1956) was merged into the Marathwada Agricultural University. District Industries Centre was established in 1978. The first MIDC for the town was established in 1982. These developments improved the employment potential of the town. The agricultural activity in the district also flourished due to the Jayakwadi Irrigation project (1981), which boosted the agro-based trading activity in the Parbhani APMC. In spite of these economic activities, non-working population comprised a major portion (68%) of the total population, while working population occupied a small portion (32%) in 1981. Out of the 32% working population, 25% was engaged in tertiary sector. According to officials in the PMC report that there is no substantial change in this percentage during the last two decades.

During the next decade, the town witnessed some major fluctuations in the industrial activity. After the establishment of MIDC, there was rapid growth in the number of industries. Prime among them were MOSICOL (oil extraction, 15 acres of land, government undertaking), Prabhavati Cotton Mill (on 25 acres, export to Gujarat, government undertaking), Prayag Industries (furniture), Samrat Tiles and a number of big ginning press, dal mills and so on. These industries gradually lost their business mainly due to red-tapism and inefficiency. Many small industries got closed down due to lack of planning (they were started without market survey). Thus by 2000, most of the industries were closed down and majority of the plots (which were purchased at nominal prices) were sold or auctioned.

Current Economic Activities

MIDC: According a senior official of MIDC has recovered from the setback and it is gradually evolving as a major economic stakeholder in the town during the recent years. Majority of the current industries in the MIDC are small-scale industries (SSI), such as, production of water filters, water tankers, spare parts of vehicles, automatic ginning press and so on. These industries employ nearly 3000 people in about 90 industries. These industries are not only in working condition, but they are also innovating and earning profit. For example, *Snow-White Industry*, which provides services for bulk-washing and organizing wedding parties; it has prepared an eco-friendly fuel (in the form of bricks) from extracts of Soyabean for the use of boilers in industries. *Palasiddha Industries* now own Samrat Tiles, which was closed down during the last decade. *Smarat Tiles* used to import coolers from Hyderabad and market it in various parts of the country, while Palasiddha Industries prepare these coolers, which are traded in various parts of the country including Hyderabad. ITCO

Spinning has taken over Prabhavati Ginning Press, which was closed down in dubious conditions; in contrast with Prabhavati, ITCO is doing fairly well.

The MIDC is gifted with availability of key resources such as water, and hence, electricity. The location of the water reservoir is such that water is first supplied to the MIDC and then it is supplied to the rest of town. The MIDC Association plans to build on these strengths. It has proposed setting up of a 'food park' in the MIDC area. The Association reports that the University owns 12,000 hectares of land and approximately 70% of this land is not lying vacant. Therefore, Association proposed cultivation of horticulture plants on this land, with the assumption that plantation activity could provide fieldwork exposure for the students, while processing of the products for the food-park could generate substantial employment for skilled and semi-skilled laborer in the town. We were informed that the University denied this proposal with no concrete reason. We were also informed by some KIs that majority of the land owned by the University is used for non-official purposes by the University staff.

Against the background of information shared by the MIDC official, it is striking that according to PMC officials, MIDC is nominally functional due to inefficient management and political interference. On the other hand, representatives of the MIDC Association shared that the process of setting up of new industries, especially, the process of getting the proposals sanctioned is extremely bureaucratic, and it becomes very difficult to complete it without any backing from political parties.

APMC: APMC presents a brighter picture. It has an annual turn-over of approximately three crore, and the surplus during the last two years (2008 - 09, 2009 - 10) is about 1.5 crore. APMC owns 17 acres of land and it is has a commercial complex which houses 175 APMC-owned shops in the 'new Mondha' area'. This area is a hub of trading and auction activities and it has initiated a chain of tertiary activities, for example, hotels, transport, loading and unloading of materials, and so on. The fact that APMC pays Rs. 2.5 million to the PMC in the form of property tax is an indicator of its excellent financial status. In short, APMC is an important economic stakeholder in the town, which generates significant amount of revenue for the PMC. Concerned officials shared that although APMC has never received cooperation from the PMC, it has received considerable support from the ruling party (Shivsena) at the district level (Z.P.), and this backing has played a critical role in the growth of APMC.

Apart from these two major economic activities, the current decade has not witnessed significant growth of the industry, except construction industry and scrap-market. In addition, working as agent or middle-man in the land market, providing legal consultancy for regularizing land-related deals are considered to be 'remunerative' activities which have thrived during this decade with the growth of construction activity. It is also peculiar that scrap market of Parbhani is in a flourishing condition and the estimated monthly turnover is more than million; every day several truckloads are transported mainly to Jalana, which houses even bigger scrap-industry!

Being the headquarter for the district, Parbhani houses a number of government offices and institutions. As mentioned earlier, it is also an important railway junction for the surrounding areas. Due to these two factors, the town is frequently visited by small and big businessman. Due to these two factors, hotel industry and transport industry (to and fro from Parbhani private bus-service) has developed significantly during the last decade.

Driving auto-rickshaws, pulling bullock-carts, working on construction sites as skilled or semi-skilled workers, working as domestic workers (mainly women), working as porter in the scrap-market as well as near the railway-line are among the common economic activities in the town. It is remarkable that majority of people engaged in these activities belong to Muslim and Dalit communities.

In addition, there is cattle market in the town, which occupies approximately 20 acres. This market (known as Khandoba Bajar) has been constructed by the PMC in the decade of 1990. This market is inhabited by residents, who are involved in the sale and purchase of cattle. Many of them report that the scale of activity has gone down due to advent of modern means of communication and mechanization of agriculture. Yet, this activity provides livelihood to more than 500 families who have migrated from surrounding villages in search of survival. It is peculiar that majority of these families belong to Dalit community.

Thus, the town has a complex economic profile; on one hand, there are economic activities like APMC and MIDC, which have significant potential of generating revenue for the PMC, as well as of creating gainful employment in the town; on the other hand, there is unregulated growth of land-market and scrap-market, which have good economic turnover. All these activities have one common feature: they generated remunerative employment for a few and less remunerative and at times exploitative employment for the disadvantaged section, which constitutes a major component of the labor market in the town. Along with these key economic players, there are dysfunctional economic players like Agricultural University and credit societies. In a nutshell, the economic activity in the town is not very high, which explains the comment of the PMC official that economic profile of the town has remained constant (with very low percentage of people involved significantly in economic activities.)

In order to gain insight into this complexity, we need to have a look at the social composition of the town, which explains association of caste-class dynamics with the economic profile of the town.

Social Composition

As an outcome of long regime of Nizam, the town has a remarkable presence (45% of the total population as per the 2001 Census) of Muslims. There are many Dargahs in the town, which are worshipped by the Muslim and the Hindu alike. Annual fairs of certain Dargahs are also organized in the town in the month of February. It is remarkable that majority of the Muslim families are slum-dwellers, while Dalits occupy the second largest position among slum dwellers. In fact, the number of slums in itself is very high in the town. As per the statistics provided by the PMC, out of the total 71 slums, 53 are notified, while the rest are not notified as slums, and hence, are 'illegal habitations'. CSOs in the town report that the actual number of slums is likely to be higher than the reported number. Muslim families (men) are mostly engaged in auto-rickshaw driving, truck driving, and menial activities such as truck/cart loading on construction sites and in the scrap market; better off Muslim families are engaged in running scrap-shops, bakeries, trading centers and so on; many also work as middle-man or agents and contractors in the land market. The well-to-do among them are engaged in white-collared professions such as advocates and doctors, though the number of such families is very few. Dalits are typically engaged in low-earning and labor-oriented jobs in industries, construction sites; substantial number work as porters; women work as domestic workers in large numbers. Along with Dalits and Muslims, there are migrant families from the surrounding areas, as well as from distant states like Punjab,

Delhi and U.P. Like Dalits and Muslims, they too are engaged in non-remunerative economic activities. Scarcity of gainful employment opportunities and baggage of being from a socio-economically disadvantaged class leads to illegal sale of addictive components and thefts in various slums, which are recognized as 'pockets of illegal activities' in the town.

Thus, gainful and remunerative activities are concentrated in the hands of the few elites, mostly from Maratha, Kunabi caste, and a very few Muslims, while the rest have to depend on tedious and low-paying and at times exploitative activities; these groups are typically from Muslim, dalit communities as well as migrant communities from other states. It is nonetheless to say that women among these communities are the worst affected by the struggle for survival.

It is also peculiar that the in spite of low industrial activity in the town, migrants from surrounding villages regularly and increasingly inhabit the town just because they have no other option for survival in their native places. Thus Parbhani also demonstrates the failure of rural development programmes leading to survival migration and unregulated growth of town.

Against this background, it would be relevant to review the pressing development issues of the town.

1.3 MAIN DEVELOPMENT ISSUES

Parbhani faces a set of multiple development issues, but the key among them are: unregulated growth of slums, and absolute lack of town planning, which leads to deprivation of majority of the residents from basic civil services and amenities. Unattended policy issues for development of the town and the district is another critical issue responsible for the current status of affairs in the town. Therefore, in this section, in spite of providing information on status of basic amenities in the town, we have discussed three issues, viz., (i) unregulated growth of slums, (ii) town-planning and (iii) neglected policy issues.

1.3.1 Unregulated Growth of Slums

As mentioned earlier, Parbhani houses high number of slums. It is a typical phenomena that in both 'declared' as well as 'illegal' slums, there is absolute lack of basic amenities viz., sanitation, network of internal roads, SWM and housing with basic minimum living conditions. Sanitation and SWM are in a worse condition as compared to roads in many slums; yet, there are settlements, which do not have pucca roads and become practically inaccessible during monsoons when the mud-roads get flooded with monsoon as well as drain-water.

Drainage lines are absent in most of the slums, except in one or two cases, where concerned corporator has taken special efforts for ensuring basic civil facilities. Public toilets are very few in number and these few are also in a deplorable condition in many places, which leads to defecation in the open, which further affects the overall hygiene in many areas.

Water is also a critical issue in majority of the areas, though low-lying areas and areas close to the water distribution tanks⁵ such as Khandoba Bajar or Mamata Colony do not face this

⁵ PMC has built four storage tanks in the town; water is distributed by pipe-lines from these tanks on rotation basis during times of crisis, which is a situation almost throughout the year.

problem. However, areas which face these problems have to either depend upon the favor of the corporator of their area, or buy water from private suppliers, who sale 500 litres of water @ Rs. 200/-. Many families who do not afford to buy water resort to taking water from the main tanks during mid-night, which is the timing for releasing water from the tanks, and due to seepage, it becomes possible to fill water without tap. This was reported to be a routine practice for the poor in the town.

With respect to housing, it is observed that in many slums 'houses' provide mere shelter, which is not even sufficient for sleeping for a family of four members. We did come across a few families, who have benefited from housing scheme of WAMBAY; these houses are in good condition and a real support to the respective families; however, these residents themselves report the number is very low, and even PMC officials accept this saying, that none of the housing schemes have been executed in the right spirit.

Some KIs point out that illegal sale of 'plots of land' for the purpose of construction of houses is the major factor responsible for this situation. Plots are sold without developing proper layouts and sanctions are also obtained from the PMC for such plots (probably that is why the public works department was the most busy department in the PMC). At present the rent is for a plot of 20' by 30' is sold at the rate of 60,000, which is increased as per the availability of amenities at the site. Usually people from lower socio-economic strata who aspire to have 'own' asset buy these plots; family; they are obviously not in a position to pay the entire amount at one go; therefore, they repay the amount in installments. Developers give them the documents of their house only after complete repayment of the amount. Thus money-lending also becomes a remunerative activity in this setting. In fact, KIs report that a chain of various lobbies is active in this market. For example, there is a lobby of contractors which purchases chunks of lands and gives it to developers for developing plots/ constructions to be sold; there is a lobby of advocates and legal consultants who regularize all sorts of land-related transactions; there are agents and middle-men, some them also work in the PMC and hence, have a more 'authentic' view of the situation; some of them have opted out from PMC and entered in this sector, which puts them in a more privileged position.

We were told that 'establishing' a slum is also a means of building vote bank. There are 'dons' in the town who have literally brought people from outside, provided them with basic facilities, mainly with land and water by using their 'power'. This was reported as a major factor responsible for unregulated 'growth' of slums.

Thus, unregulated growth of slums obviously affects town planning. Except a few areas located mainly on the Vasmat road, majority of the areas in the town are congested and lack basic civic amenities.

1.3.2 Neglect at Policy Level

Almost all the KIs pointed out that the district has lagged behind in terms of socio-economic development right from the pre-independence period. The district has been declared as one of the districts eligible for 'package for backward districts by the central government'. However, it has never received special attention in order to address this backlog.

The district lies in the basin of Godavari river, and with the help of small dams, it is possible to make available ample water for agriculture, domestic use as well industrial development; the proposal of digging of a channel from Jayakwadi Irrigation project has also been in the

discussion, however, this regional perspective is vitally missing at the policy level. What the district and consequently town receives is, occasion grants from some packages, which do not go beyond providing temporary relief.

The KIs often quoted the example of Nanded and Latur; political patronage for a long span has changed the face of these towns, which has never happened in case of Parbhani. The political leadership in the district has not been able to mobilize resources for economic development of the town. One of the KIs shared an example in this respect: though 10-12 small earthen bunds on the Purna river have been sanctioned in 1995, hardly four to five have been completed during the span of 15 years. The KIs claim that it is true that PMC lacks the vision required for building basic infrastructure in the town, at the same time, paucity of funds for meeting the needs of growing population has also been one of the factors affecting its performance.

Against this backdrop, let's review some information and analysis about the functioning of PMC.

2 PMC: HISTORY, CURRENT STATUS AND ISSUES

2.1 HISTORY

PMC was established in 1941. As mentioned earlier, due to the regime of Nizam PMC was also not active during the pre-independence period. It became active in the post independence period, after Parbhani became a part of Maharashtra state. The population of the town increased from 67,477 in 1971 to 1,11,255 in 1981. This gave PMC the status of 'A' class municipal council from 1984. Just like other MCs in the state PMC also initiated efforts for establishing systems for providing basic civic amenities to the town. Construction of Rahuti Headworks on Purna river and four storage tanks in town was a major achievement in this period. In order to address paucity of water during summer, PMC also constructed a KT Weir on the river for storing release of water from Yeldari Dam. Apart from this, there are no significant achievements on the name of PMC in the post-independence period (up to 80s)

2.2 POLITICAL COMPOSITION AND STRUCTURE

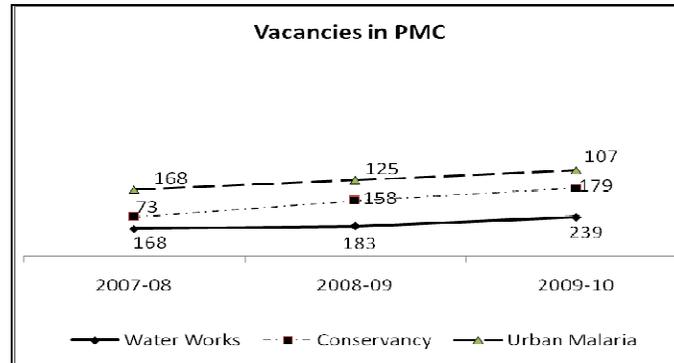
For a long time, PMC was a stronghold of Congress (I) and Shivsena. It was during the recent elections that there was a change in the power equations. Shivsena has gone in the opposition, though it holds power at the district level. The town has received representation in the upper house of the legislative assembly in the name of Ms Faujiya Khan, who is said to be a patron of Muslim community in the town. However, PMC staff share that she visits the town or the PMC very few towns. There are 57 corporators (one for each ward). The president-ship goes to the NCP, while the seat of deputy chairperson has been allotted in the name of Shivsena, who is also the president of SC.

2.3 AVAILABILITY OF HUMAN RESOURCE

At present, PMC has 296 permanent posts and 499 temporary posts as per the Akrutibandha (revision in staffing pattern). In practice, there is a high number of vacancies, which is an issue of concern for the PMC staff. The graph below presents the number of

vacancies in three departments, namely water works, conservancy and urban malaria. This high number of vacancies in departments directly related to provision of basic services explains the low quality of basic services in the town.

Graph 1: Number of Departmental Vacancies



Residents, especially slum dwellers report that mosquitoes are a big trouble throughout the year except in summer. They also report that incidence of malaria is high due to mosquitoes. Vacancies in the urban malaria department are revealing against this backdrop.

Paucity of water as discussed earlier is a critical issue in the town. Vacancies in the department for water works explain, why the schedule of distribution keeps on fluctuating very frequently, and why residents have to depend on the favor of corporator of their ward for availability of tanker. Same explanation is applicable for the dismal picture regarding the collection and disposal of waste.

According to staff from the administrative department, there is high-level of absenteeism among the class IV workers, workers on contract basis and at times, even among class III staff. This further affects the availability of PMC staff for fulfilling day-to-day functions in the town. As in case of many other municipal councils, PMC also 'manages' its day-to-day functions by re-organizing the staff allocation internally. In the absence of class II officers in technical departments, class III staff handle the responsibility, whereas their responsibilities are allotted to class 4 staff, which in turn affects the functioning of both the departments. 'Inter-departmental transfers' are also perceived as a typical area of political interference. It is a routine phenomenon that transfers are made to 'remunerative' departments by using political patronage, while there are no transfers to the 'non-remunerative departments, such as administration. Administration department in turn uses the tool of 'disciplinary action' against the staff from other departments in order to exercise their power. This entire dynamics invariably becomes a major hurdle obstructing a healthy work culture in the PMC, which according to PMC staff is a typical feature of functioning of many other municipal councils.

2.4 FUNCTIONING OF GB AND SC

The most striking feature of functioning of these bodies in the PMC is their overdependence on GB for taking decisions on any matter. On the contrary the number of SC is peculiarly low; no SC meetings have been held during the course of last two years; On probing about this odd frequency of both the forums, we were told that the president-ship of SC is allotted to the leader of opposition, which is threatening for the ruling party; consequently, withholding the SC meetings is used as a 'runaway' from the situation.

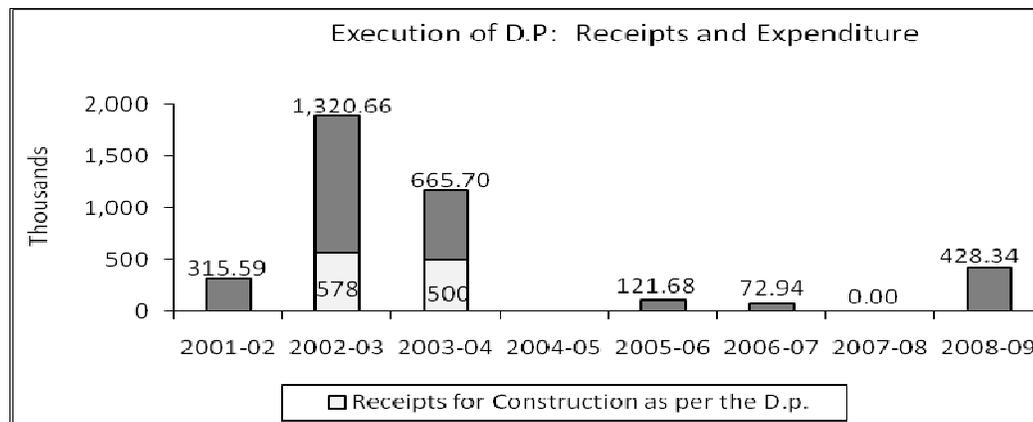
A glance at the minutes of GB meetings (2007 - 2010) and SC meetings (2007 - 2008) reveals that there are three typical issues on the agenda during every meeting: (i) Sanctioning of tenders for works to be done from various grants, (ii) HR issues, and (iii) modifications in the D.P. It is significant that there is nil or nominal discussion on sustainable solutions on pressing development issues in the town. There is no discussion on the future course of development of the town. On the contrary, more than 50% of the decisions in these meetings pertain to sanction of tenders; around 30% on HR issues and around 20% on modifications in the D.P. It is interesting to note that decisions regarding HR issues pertain to various cases of disciplinary action on class 4 staff. In one of the S.C. meetings, 11 out of 16 decisions pertained to disciplinary issues! Decisions on 'modification in the D.P.' are typically decisions regarding change in reservations (mostly from agricultural to residential and from residential or public purpose to commercial), which reiterates the fact that 'land' has become a concerted issue in the town.

In a nutshell, GB and SC have function as forums of establishing and challenging power equations, which pushes the agenda of development issues on the backfront.

2.5 EXECUTION OF D.P

PMC had its D.P. sanctioned in 1992. This D.P. takes into account the span of 1991 - 2011, which means that this D.P. is in operation at present, and it's time for PMC to revise the D.P. for next 20 years. The current D.P. has given special emphasis on ensuring provision of basic amenities for the slum-dwellers and improving physical infrastructure in the town. It has also suggested that serious thought needs to be given in order to meet the needs of growing population of the town, which would be about 4,00,000 by 2010, and hence, PMC should keep aside some funds for the execution of D.P. The graph below shows PMC has not been able to execute this suggestion, and that there is very little progress on the front of execution of the D.P. (pl refer to the next page for the graph)

Graph 2: Expenditure on Execution of D.P.



Senior staff from the district level town-planning office shared in this context, that the execution of D.P. is very low, hardly 10-12% in majority of the towns from Marathwada region (except Latur and Nanded), as they face severe constraints in terms of financial resources). Therefore, it would be appropriate to review the budget reports of PMC in order to understand its financial status. The next section presents this discussion.

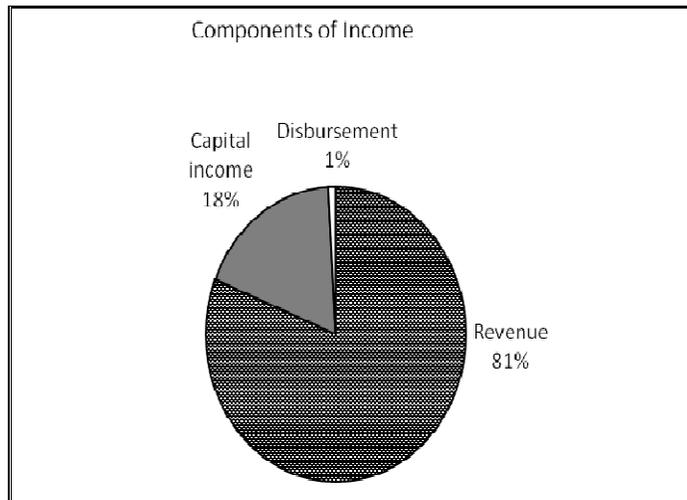
2.6 FINANCIAL STATUS

In any budget report, there are two basic components, (i) income and (ii) expenditure. In order to understand the financial status of any group, we need to review the status of these two components independently, as well as compare them with each other. We also need to review and compare the sub-components of these two components, in order to obtain trends regarding income and expenditure, which assume special significance for development issues in the town. In the following paragraphs, we have followed the same methodology for analyzing the budget-reports of the PMC. For this exercise, we have reviewed the budget reports for a span of eight years (from 2001 - 2009) in the context of development issues discussed in the previous section. In addition, we have reviewed statistics on percentage of collection from various taxes and expenditure from various grants for a span of five (2004 - 2008), and three (2007 - 2009) years respectively.

2.6.1 Income: components and sub-components

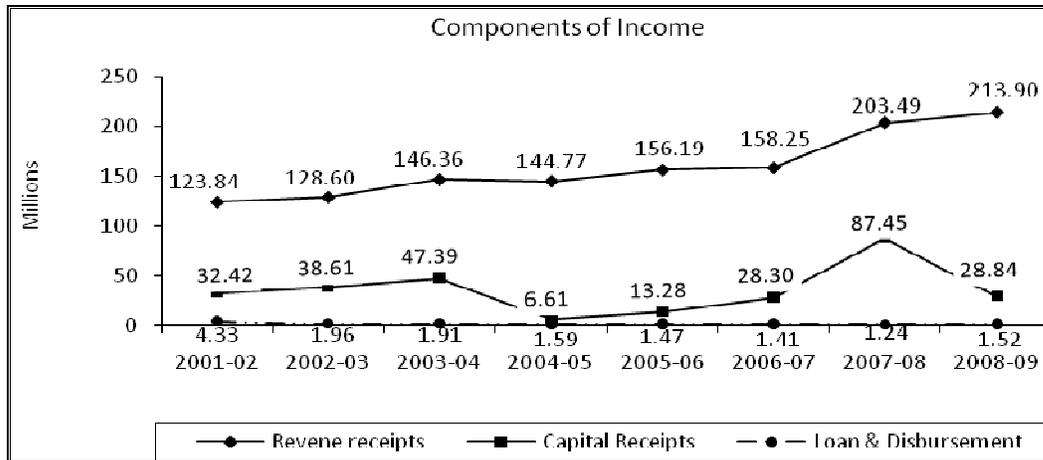
Review of PMC budget reports shows that there are three main components under the heading 'Income': (i) Part I: Revenue Receipts, (ii) Part II: Capital Receipts, (iii) Part III: Receipts from sale of bonds, investment and items of Disbursement such as pension and PPF. Graph no. 1 (Components of Total Income) presents the share of each of these components in the total income of AMC.

Graph 3: Components of Total Income of PMC: Proportion



As presented in the pie chart (graph 2), revenue receipts is the largest share of PMC's income, while disbursements is the smallest component and capital receipts, though higher than disbursements, are disproportionately smaller than the revenue receipts. Graph 3 further shows the annual trend with respect to these three components.

Graph 4: Components of Total Income of PMC: Annual Trend

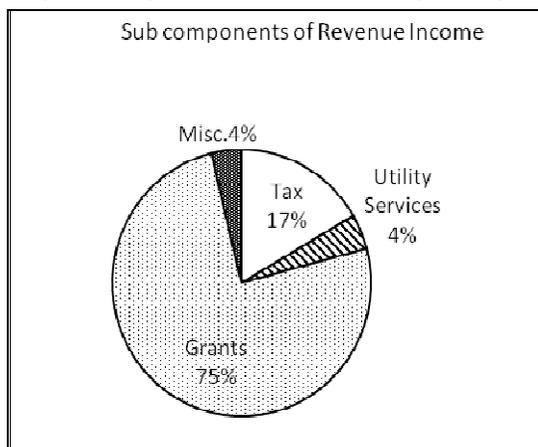


As presented in this graph, revenue receipts have consistently been the largest component of PMC's total income and they have shown rise consistently in each year. Share of disbursements has been consistently very small, while there is considerable fluctuation in the capital receipts, though they too have been significantly small in comparison with the revenue receipts.

a. Revenue Receipts

What makes revenue receipts the largest component of PMC's total income? Graph 4 presents the sub-components and their proportion to the total of revenue receipts. It is evident from the graph that receipts from grants are the largest component of PMC's income while PMC's own sources of income, viz., taxes, receipts from utility services and miscellaneous receipts occupy a very small share; they are just 1/4th of the total collection from revenue receipts. This reveals that PMC is highly dependent on external factors for its revenue income.

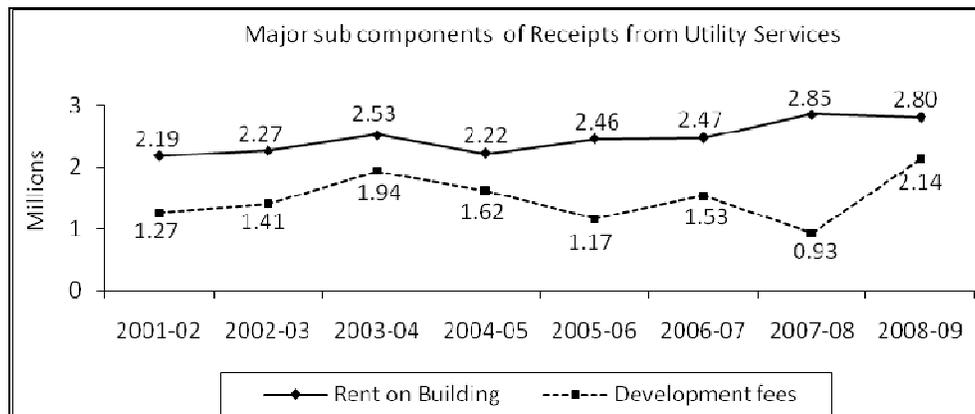
Graph 5: Components of Revenue Receipts: Proportion



Graph no. 5 presents below the receipts from highest components of utility receipts, which demonstrate that even highest components of utility receipts have not exceeded the sum of 3 million. The concerned official shared that the situation with respect to miscellaneous services is not different; very often people tend to shirk off from the responsibility of paying

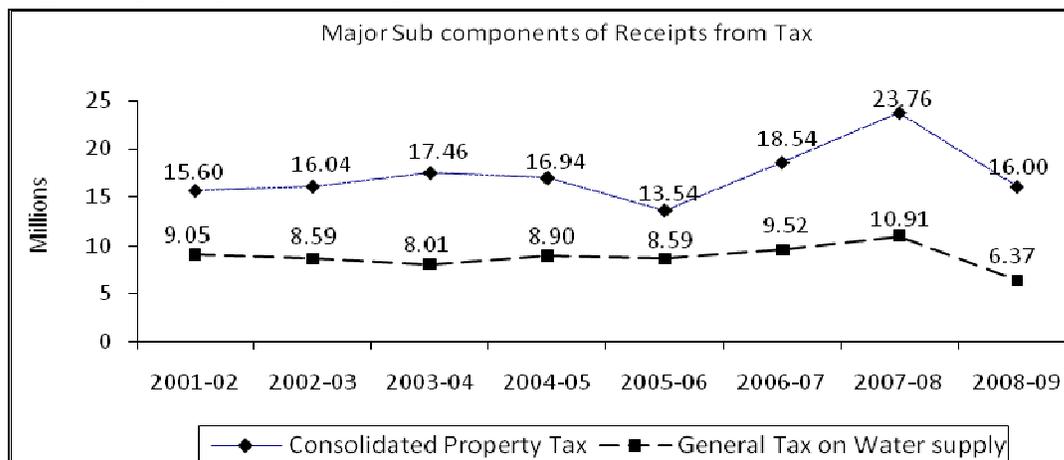
these fees, thinking that if PMC is not efficient in providing municipal services, then why not exploit its resources!

Graph 6: Components of Utility Services



The situation with respect to taxes is also similar, though receipts from major components of taxes are substantially higher than the above-mentioned two receipts. Graph 6 shows the annual collection from property tax and general tax on water. According to concerned officials of PMC this trend is far from satisfactory.

Graph 7: Major Components of Receipts from Taxes



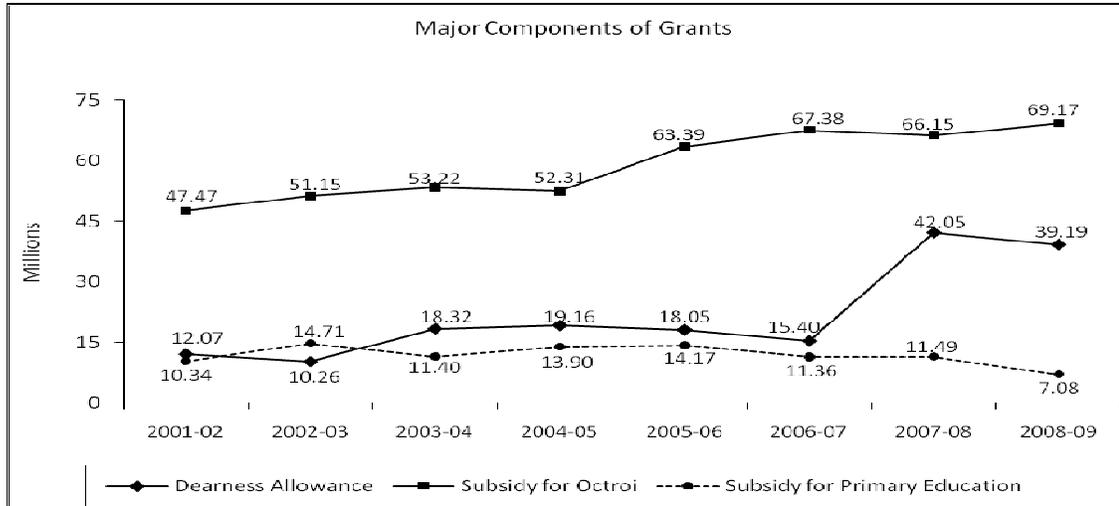
According to these officials, the collection of taxes as well charges on utility services has been consistently very low. The reason for this situation according to them is the bad quality of municipal services on one hand and on the other hand, apathy of residents to pay the requisite charges for utilizing municipal land, buildings and other services such as license fees, fees on display of hoardings or banners and so on. In order to substantiate we were provided the following statistics:

Year	Water Tax	Property Tax	Use of PMC land	Tree - Tax
2004-05	24.08	29.92	16.98	47.01
2005-06	50.75	44.26	6.27	61.27
2006-07	50.64	20.17	8.87	41.01
2007-08	22.46	42.13	9.89	44.15
2008-09	19.18	37.00	26.35	42.22

Table 1: Percentage of Tax Collection during 2004 - 2008

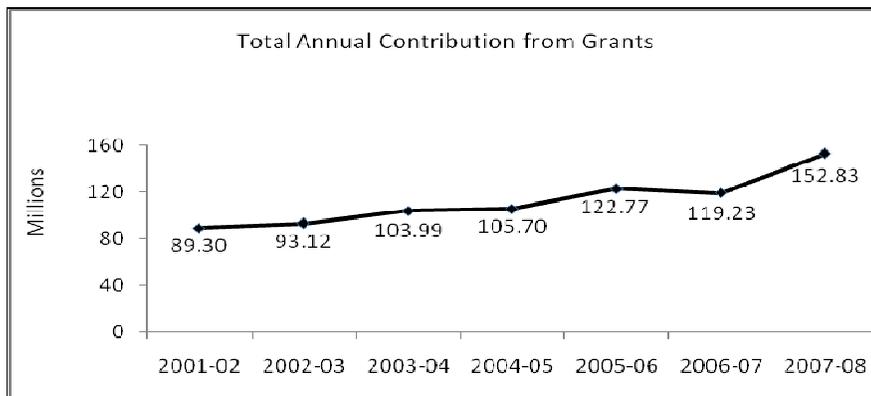
The table (table 1) demonstrates that indeed, except in one or two cases, receipts from taxes have not even reached the limit of 50% of the expected collection. Receipts from grants present a different picture as depicted from the two graphs (graph 5 and 6) below.

Graph 8: Major Components of Receipts from Grants



It is observed that these grants are regular grants provided to all the municipal councils, and usually compensation grant for Octroi occupies the largest share, which is followed by dearness allowance and subsidy for primary education. There are 8-10 such grants, which are smaller in size in comparison with the first three grants. In addition to such grants, PMC also receives a grant from 'district level council for developmental planning'. As a result, total annual contribution from grants ranges between 90 to 150 million as presented in graph 6.

Graph 9: Major Total Annual Contribution from Grants



Thus, the position of PMC appears to be sound with respect to external sources, while it is extremely weak with respect to its own sources of income. As a consequence, total revenue receipts have not shown significant rise during the span of eight years, though they have been more or less steady during this span. Taking into account the size of population of PMC, the size of these receipts appears to be rather small.

Let us now review the situation with respect to capital receipts. As is known, capital receipts are composed of grants for specific purpose, specifically for infrastructure development and provision of basic services to poorer sections.

b. Capital Receipts

Capital receipts of PMC include grants from 12 sources. Grants for execution (construction activity) of D.P. are one of them. Trend regarding this activity has been presented in the sub-section on D.P. As discussed in this section, grants from this source are indeed nominal. Then what is the scenario with respect to the rest of sources? Table 2 presents the total receipts from each source and span of years in which they have been received. Figures in this table show that Finance Commission and Time-bound Development of Marathwada region are the only two grants which are above the sum of 50 million. Among the rest, Dalit Vasti Improvement and IDSMT are slightly higher, i.e., above 30 million. However, the total span of years in which these four grants are received indicates that the annual contribution from each source ranges between 6 to 10 million, which again is not a substantial amount.

Grants from Vidarbha Vikas Mandal, SGSRY and Slum Development Program are above 10 million; and the span of contribution reveals that the annual contribution from them ranges between 4 to 6 million, which is also a small contribution.

Year	Name of the Scheme	Receipts (in millions)	Total Span of Contribution (years)
1.	Execution of D.P.	1.08	2
2.	Water supply on urgent basis	1.77	2
3.	Low budget scheme for cleanliness	0	0
4.	slum development program	17.41	4
5.	SGSRY	12.57	2
6.	Urban Basic Services	0	0
7.	Finance Commission	80.27	8
8.	Vidarbha Vikas Mandal	11.99	2
9.	Dalit vasti Improvement	39.66	7
10.	Development of Marathwada Region: Time-bound Program	65.33	6
11.	IDSMT	37.13	4
12.	Composting from Solid Waste	0	0

Table 2: Total Contribution from Capital Grants

Receipts from rest of the five sources are either very nominal, or absolutely nil. We did not get PMC's estimates for these grants; however, the fact that their names are included in the budget report indicates that PMC did expect certain contribution from them. Review of budget reports show that every year, there are some grants from which PMC has not at all received any receipts. The table below (no. 3) gives the year-wise list of such grants. (pl refer to the next page for the table)

It is clear from this table (no. 3) that the span of 2004 - 2006 has been specially adverse for the PMC in terms of receipts from grants, as it has received grants only from 2 - 3 sources during these years; while the situation is slightly better in the rest of the years, wherein PMC has received grants from 6 - 7 sources.

It is evident from the two tables, that Finance Commission, Dalit Vasti Improvement Fund, and to some extent, Time-bound Program for Development of Marathwada Region are the

only grants which have made a regular contribution to the capital receipts, while contribution from the rest of the schemes has been uncertain as well as nominal.

Year	Schemes with Nil Contribution
2001-02	(i) Water Supply on Urgent Basis, (ii) Vidarbha Vikas Mandal, (iii) IDSMT, (iv) Composting from Solid Waste, (v) Basic Services for Urban Poor, (vi) Low-budget Scheme for hygiene, (vii) Slum Development Program
2002-03	(i)Vidarbha Vikas Mandal, (ii) Composting from Solid Waste,(iii) Basic Services for Urban Poor, (iv) Low-budget Scheme for Hygiene, (v) Slum Development Program
2003-04	(i) Water Supply on Urgent Basis, (ii) Vidarbha Vikas Mandal, (iii) Composting from Solid Waste, (iv)Basic Services for Urban Poor, (v) Low-budget Scheme for Hygiene,(vi) Slum Development Program
2004-05	(i) Water Supply on Urgent Basis, (ii) Vidarbha Vikas Mandal, (iii) Composting from Solid Waste, (iv) IDSMT, (v) Dalit Vasti, (vi) SGSRY, (vii) Execution of D.P., (viii) Basic Services for Urban Poor, (ix) Program for Time-bound Development of Marathwada region, (x) Low-budget Scheme for Hygiene, (xi) Slum Development Program
2005-06	(i) Water Supply on Urgent Basis, (ii)Vidarbha Vikas Mandal, (iii) Composting from Solid Waste, (iv) Execution of D.P., (v) SGSRY, (vi) IDSMT, (vii) Basic Services for Urban Poor , (viii) Low-budget Scheme for Hygiene, (ix) Slum Development Program
2006-07	(i) Water Supply on Urgent Basis, (ii) Vidarbha Vikas Mandal, (iii) Composting from Solid Waste,(iv) Execution of D.P., (v) SGSRY, (vi) IDSMT, (vii) Basic Services for Urban Poor , (viii) Low-budget Scheme for Hygiene, (ix) Slum Development Program
2007-08	(i) Water Supply on Urgent Basis, (ii) Vidarbha Vikas Mandal, (iii) Composting from Solid Waste, (iv) Execution of D.P., (v) SGSRY, (vi) Basic Services for Urban Poor , (vii) Low-budget Scheme for Hygiene, (viii) Slum Development Program
2008-09	(i) Composting from Solid Waste, (ii) Execution of D.P., (iii) SGSRY, (iv) Basic Services for Urban Poor, (v) Program for Time-bound Development of Marathwada region, (vi) Low-budget Scheme for Hygiene, (vii) Slum Development Program

Table 3: Schemes with Nil Receipts

Against this backdrop, it would be relevant to share the views of some KIs about shortage of funds for the town. The shortage of funds is not just a town-level issue, but it is a regional issue. The regional board for Marathwada (Legislative Board for Development of Marathwada Region) has made several efforts for ensuring sufficient fund for the region. In spite, this being a Constitutional provision, establishment of these boards took several years after independence. The board was established in 1995. Right from the beginning Marathwada region never received the agreed upon amount of backlog. Marathwada region always received a low priority in comparison with other privileged departments, which in itself was a contradiction, as the regional boards were established with the purpose of ensuring sufficient priority for areas lagging behind in terms of socio-economic development. Due to unfulfilled backlog, the Board could not go beyond providing immediate cushion. This invariably affected inflow of funds for Parbhani district and consequently, PMC, along with other districts in the region.

It is striking that inflow of funds has never been a problem for some districts from the same region, as they have always had a good political patronage. Nanded and Latur districts are often quoted as live examples to substantiate this argument. KIIs share the feeling that Parbhani district has often lacked in terms of political patronage for most of the period. Political leaders from the district have not been able to present the case of Parbhani effectively at the state level. Many times, these leaders were from other parts of the state; naturally, they did not have much inclination for the welfare of the district.

It is known that capital grants are provided by the state and the central government and that there is substantial scope for role of political influence in mobilizing these grants. In this context, the above-mentioned views of the KIs seem to explain the linkage between poor availability of capital grants for PMC and lack of strong and consistent political leadership for the town.

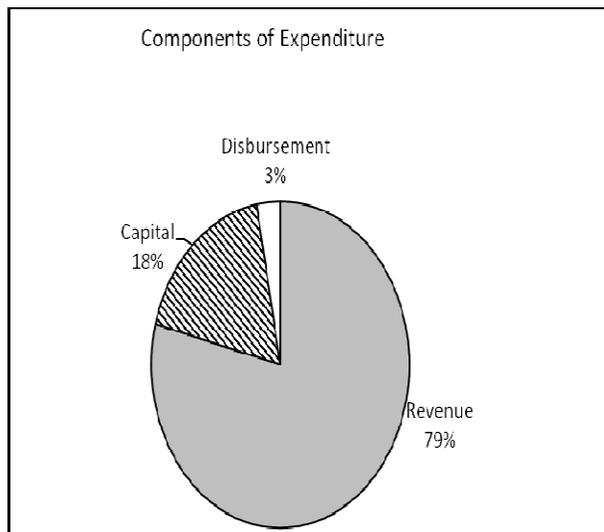
c. Disbursements

As depicted in graph 2, disbursements occupy a nominal share of income of PMC. This component is comprised of receipts from sale of bonds, interest on investment, disbursements relating to employees such PPF, pension, receipts towards repayment of loan and interest on loan. It is evident, that revenue receipts (in fact revenue grants) being the sole major source of income, and income from capital receipts being marginal, PMC is neither able to invest in bonds or other sources; nor is it able to save for repaying the loan; hence, there are no receipts for repayment of loan. Disbursement for the employees is a compulsory component and therefore, PMC somehow manages to keep aside the funds for this purpose. It is significant to note that PMC staff share frequent lapses in their payments.

Since we did not get PMC's estimates for these grants, it is difficult to infer whether the grants are as per the requirement of PMC. In the same way, it is not possible to infer whether the revenue receipts are as per the estimates of PMC. However, it is possible to see whether these receipts are being utilized completely, and for what purpose are they being utilized. This will help us understand the financial status of PMC on one hand, and utilization pattern of budget on the other hand. Therefore, let us review the details of expenditure of PMC in the next section.

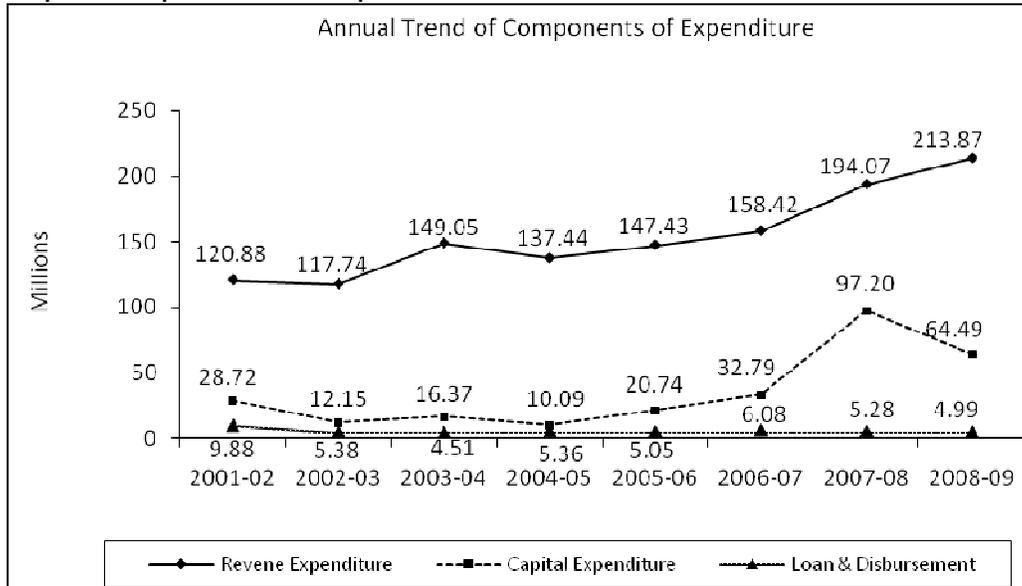
2.6.2 Expenditure of PMC

Graph 10: Components of total Expenditure: Proportion



As presented in graph 10 and 11, revenue expenditure is the largest component of total expenditure of PMC, while capital expenditure and disbursement occupy a smaller share in it.

Graph 11: Components of total Expenditure: Annual Trend

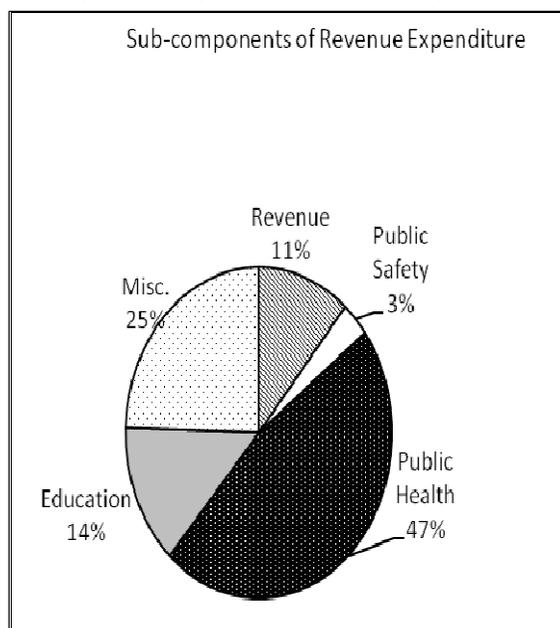


Let us review some details about these three components in the next sub-sections:

a. Revenue Expenditure

Presented below are the components of revenue expenditure of PMC. As presented in this graph, expenditure on 'Public Health' is the largest component of revenue expenditure, while revenue expenditure, i.e. expenditure on general administration is the smallest component of revenue expenditure.

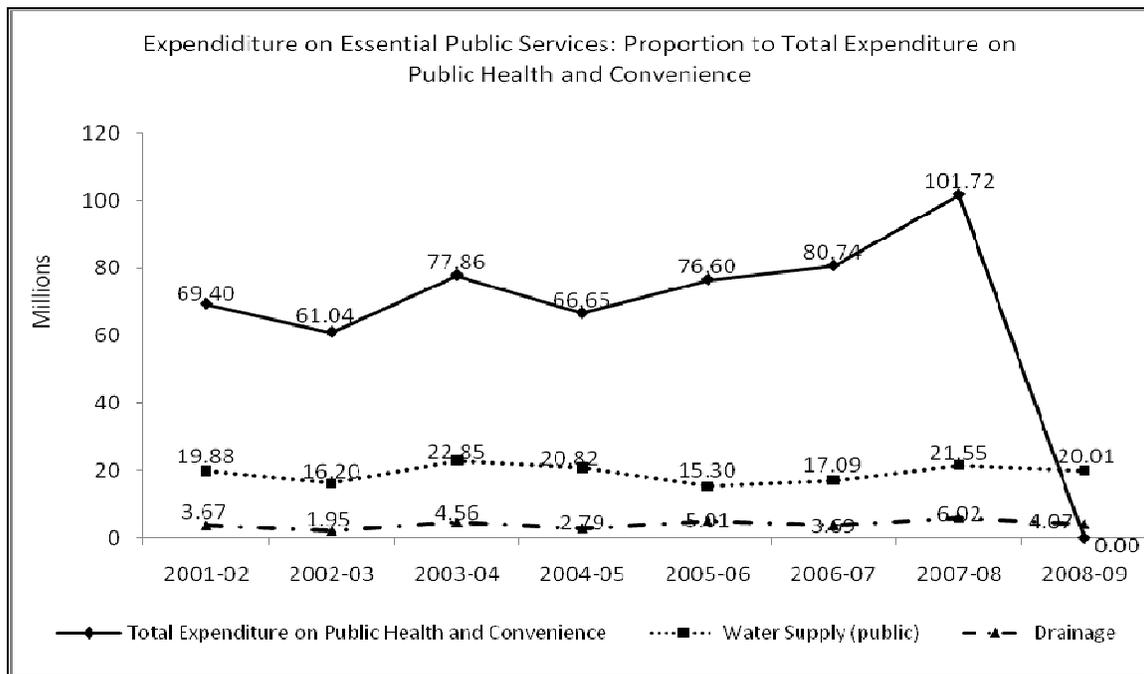
Graph 12: Components of Revenue Expenditure



This may create an impression that expenditure on provision of public services is higher than expenditure on administration. Review of sub-components of public health however shows that this expense head comprises of several sub-heads, and in each sub-head, there is a sub-sub-head on administrative expenditure and sudden expenditure. This implies that 'administration is a substantial component of expenditure on facilities for public health.

Against this backdrop, let us review the proportion of two essential services viz., water supply and drainage with the total annual expenditure on public health and convenience. (pl refer to the next page for graph no. 13)

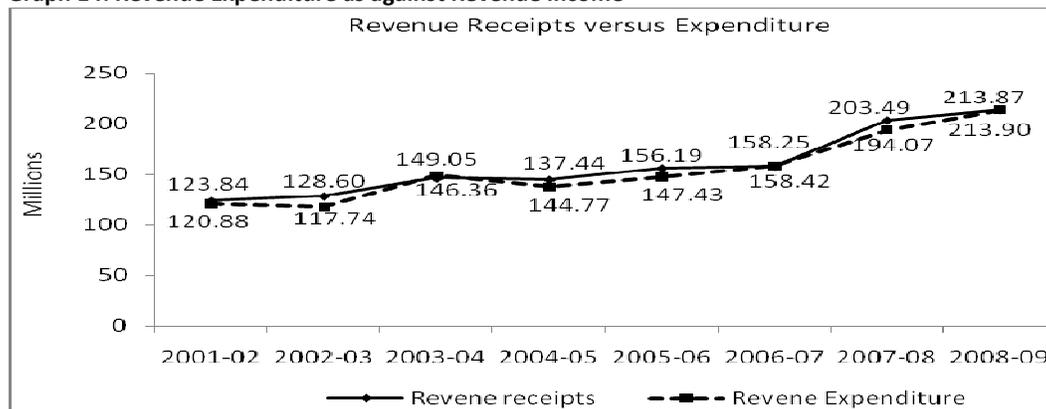
Graph 13: Components of Revenue Expenditure



As depicted in this graph, expenditure on drainage is not even 1/10th of the total expenditure, while expenditure on water supply is not even 1/3rd of the total expenditure. As described in the section on development issues in the town, both these issues are pressing issues for majority of the residents, especially slum-dwellers who constitute for almost half of the total population.

This is a clear indication of the fact that there is no prioritization of issues to be addressed with the limited resources; hence, though every year, more than 90% of the funds are spent from the revenue receipts, they do not reach the residents in the true sense of the term. On the other hand, little or no revenue surplus is generated, as the gap between revenue receipts and revenue expenditure is nominal, as presented in graph 14.

Graph 14: Revenue Expenditure as against Revenue Income

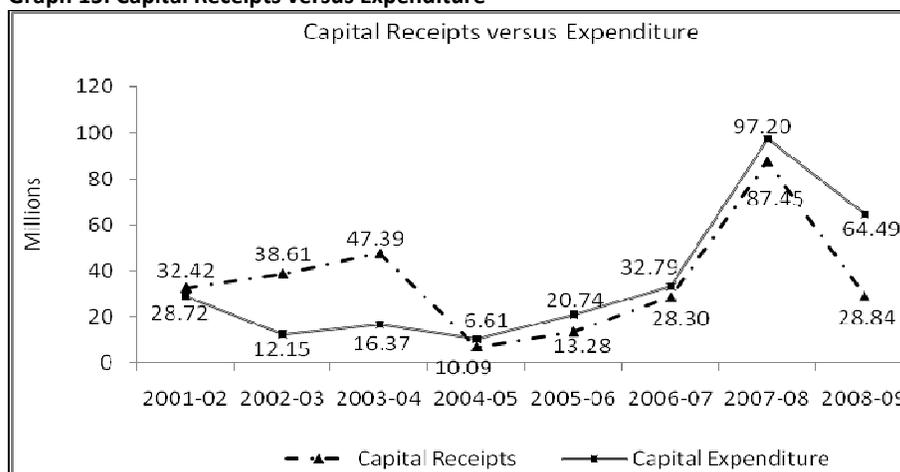


Let us now review the utilization pattern of capital receipts, which is explicit from the details of capital expenditure.

b. Capital Expenditure

As discussed earlier, capital receipts consist of receipts from various grants provided by the state and the central government. As presented in graph 15, receipts have exceeded during 2001 - 2003, while expenditure has exceeded receipts during the later years.

Graph 15: Capital Receipts versus Expenditure



Name of the Scheme	Receipts	Expenditure	Balance
Construction as per the D.P.	1.08	2.92	-1.84
Water supply on urgent basis	1.77	1.92	-0.15
Low budget scheme for cleanliness	0	19.46	-19.46
Slum development program	17.41	3.12	14.29
SGSRY	12.57	10.12	2.45
Urban Basic Services	0	0	0
Finance Commission	80.27	64.93	15.34
Vidarbha Vikas Mandal	11.99	6.6	5.39
Dalit vasti Improvement	39.66	39.95	-0.29
Development of Marathwada Region: Time-bound Program	65.33	75.48	-10.15
IDSMT	37.13	46	-8.87
Composting from Solid Waste	0	0.31	-0.31
Balance at the end of 2008			-3.6

In order to understand this trend, we need to refer back to table no. 2, which shows that capital receipts have been extremely low during the span of 2004 - 2007. On this background, table no. 4 presents the receipts – expenditure and balance from each of the grant.

Table 4: Receipts and Expenditure from Grants

As depicted in this table, receipts from majority of the grants, except grants from Finance Commission, Slum Development Fund, Vidarbha Vikas Mandal and SGSRY have been completely exhausted, rather overspent during the span of eight years. As a result, there is no balance in the total fund from capital grants at the end of 2008-09. This picture might

have changed during the last two years, i.e., 2009-10 and 2010-11, after sanctioning of major infrastructure schemes such as UIDSSMT and IHSDP. We could not access the details of expenditure from these schemes; however, we were told that it is also likely to exceed the receipts due to rise in the original cost of projects.

If capital receipts have been completely spent, the next logical question is for what they have been spent? Have they been utilized for addressing the pressing issues of the town? The table below (table no. 5) gives the number and types of works completed during 2007 - 2009 from these funds:

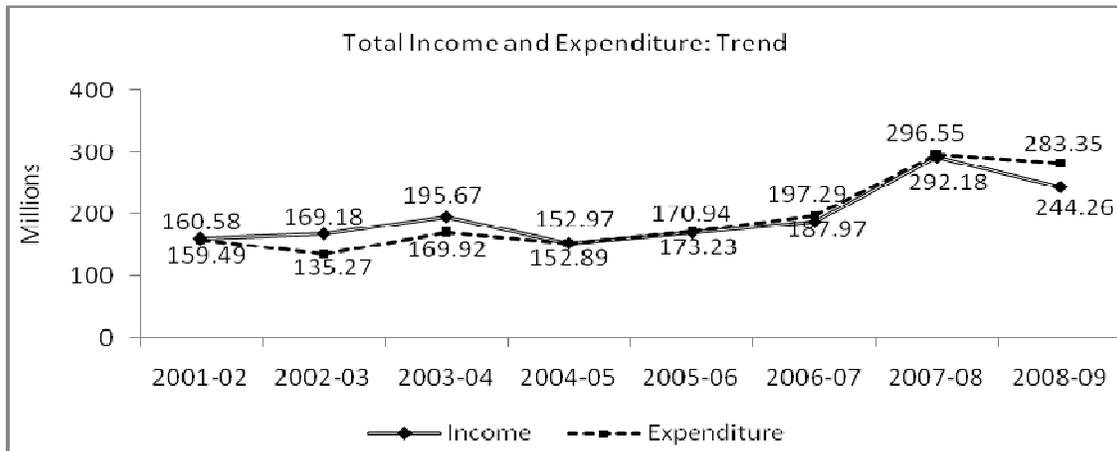
Type of Work	Number
Construction of Gutters	173
Construction of Public Toilets	05
Purchase of Fogging Machine and Vehicle for Transporting (malaria control)	01
Construction of Roads	171
Supply of Material for Construction of Roads	88
Fitting of Hand-pumps/ construction of bore-wells	53
Pipe-lines for water-supply	76
Construction of revenue generating infrastructure such as markets, shopping complex, service centers and so on	26

Table 5: Quantity and Types of Works Completed from Grants

It is significant to note that number of constructions related to road is the highest, which is followed by number of gutters and then constructions related to water supply. Taking into account that this is a span of just three years, the number of works completed is significant. One then wonders as to why, situation of roads, gutters, water supply is precarious in many parts of the town.

Thus, though public services have received high priority in the capital expenditure, they have not reached the residents, especially poorer sections. This clearly is not a policy matter, but it is a matter of inefficient execution of the budget. This creates a paradoxical situation: on one hand, funds have been exhausted apparently for the purpose of taking up public works, and there is no or nominal gap between the total income and expenditure of PMC, which shows that PMC does not earn any surplus, as presented in graph 16.

Graph 16: Comparing Total Income with Total Expenditure



The loan liability of PMC has also not decreased over the years, and PMC has not even been able to pay the requisite amount of interest, which is a clear indication of lack of disturbed financial stability.

In this context, some KIs strongly claim that the elected representatives completely lack the vision required for addressing pressing development issues and for ensuring appropriate strategy for future development of the town, which is responsible for this plight.

Against this backdrop, let's review the status of development projects and reforms in the reforms regime⁶, which also provides some insights about 'PMC's vision about development of the town.

3 STATUS OF DEVELOPMENT PROJECTS AND REFORMS

3.1 DEVELOPMENT PROJECTS

Prior to commencement of UIDSSMT, PMC completed construction of a public hall and beautification of an area called Gawane Chawk from the UD 6 and IDSMT grant. From the 'grant for special scheme', PMC has completed construction of one complex and site-development of a cemetery in the town.

After the commencement of UIDSSMT, PMC made a proposal for providing housing to the slum-dwellers, as well as a proposal for construction for additional water-supply scheme on the Yeldari dam. Both these proposals, (IHSDP and water supply) have been sanctioned by the Urban Development Department (UDD)

The total approved cost for IHSDP is 56 crore and 44 million. This amount is sanctioned for constructing houses in eight slums for 2798 families. Though PMC has initiated execution of this project, we could not get details on utilization of budget for this purpose. KIs in the town have serious grievances regarding the execution of this project. Some of them claim that the amount is not at all utilized for the needy groups in the town.

Since there are 71 slums (declared) in the town, PMC plans to construct houses in rest of the slums from other schemes of the state government. The rough estimate for this project is about 115 crore.

⁶ By 'reforms regime' we mean 'post 1990 period, era marked by advent of liberalism and privatization.

PMC claims that on execution of both these projects, Parbhani will become a 'slum-free' town. However, it does not have any plans for regularizing and developing 'undeclared slums' which are about 20+ and which are speedily increasing.

For water supply, the total cost sanctioned in the DPR is 104.88 crore; however, this D.P.R was prepared in 2006-07, and it has taken two years for sanction of the scheme, leading to doubling of the cost. PMC has submitted revised DPR and is awaiting sanction for this increased estimate.

In addition to these two projects, PMC is in the process of preparing the DPR for underground drainage. The rough estimate for this project is 93.95 crore. PMC is also in the process of preparing a proposal for construction of roads and beautification of various areas in the town, and the expected cost for this purpose is about 96 million.

Thus, PMC is about to receive substantial funds for two projects sanctioned under UIDSSMT, and it is expecting substantial amount of funds for further projects.

This 'vision' of development of the town indicates that PMC expects to address the major problems of the time with the help of inflow of funds. Is it likely to receive all these funds? If at all it receives these funds, will they be utilized for the benefit of the residents in the true sense of the term? Finally, do these projects cater to the pressing development issues of the town?

Against the backdrop of past experience, it is rather difficult to obtain positive answers for this question. It is also evident that there are some basic lacunae in this vision; for example, it does not address the issue of undeclared slums, nor does it address the issue of SWM; IHSDP, construction of roads and beautification would not be effective unless issues regarding unregulated land-market are addressed.

In short, future of these development projects depends on the political will at the state level on one hand, and on the other hand, it depends on the will of the political and administrative wings at the town level.

3.2 JNNURM REFORMS

3.2.1 Mandatory Reforms

PMC has promised to comply with all the mandatory reforms during the course of next seven years. However, our visit to PMC and interaction with the PMC staff reveals, that execution of these reforms, especially those related to e-governance and accounting reforms has not even been initiated due to paucity of skilled human resource. Training has been imparted, but to such staff who do have the basic competencies required for comprehending the technical nuances. As a consequence, there is no progress on the front of these reforms. The proposal for revising tariff structure is under consideration, but there is no concrete progress on this front. It is clear that PMC will somehow manage to execute these reforms, however, the status in that case will not be much different than the status of Akrutibandh, which is currently in execution.

3.2.2 Optional Reforms

It is obvious, that PMC does not have any plans for executing optional reforms, though it has given commitment for all the reforms. It is clear that PMC will be pressed for the execution of reforms as execution of reforms is associated with inflow of funds. However, the current

dearth at the level of capacities of the PMC does not provide a promising picture on this front.

To sum up, Parbhani is in dire need of grounded political leadership on one hand, and rejuvenation of the governance of the MC on the other hand. How and whether this will happen is however unpredictable at this moment, as there is very little mobilization at the level of civil society, which usually accelerates such changes.



4 ANNEXURE

4.1 REFERENCES

1. Gazette of Parbhani District
2. D.P., Parbhani Town
3. Budget Reports of PMC (2001 - 2008)
4. Resolutions of GB and SC meetings (2006 - 2010)
5. Vision document prepared by PMC
6. Akrutibandha and statistics on HR in the PMC
7. Annual Reports of APMC, Parbhani (2008-09, 2009-10)

4.2 RESOURCE PERSONS

PMC/government institution

1. Ravi Patil, Chief Officer, PMC
2. Sangavikar, Head of Accounts Department
3. V G Desmukh , administration officer
4. Mr Nagarsale, in charge of tax-collection department
5. Mr. V.D. Deshmukh, convener of SC and GB meetings
6. Chief Engineer, PWD
7. Maduri Kshirsagar, Corporator, PMC (CPM)

Civil Society

1. Ad. Pratap Bangar, former chairman of Legislative Board for Marathwada Region
2. Dr. Sunil Jadhav
3. Promod Vakudkar, Secretary, association of industrialists in MIDC, Parbhani
4. Ad. Vilas Deshpande, Notary
5. Santosh Adsul, district level representative of Sakal newspaper
6. Rajan Kshirsagar, Founder, union of porters, active member of CPM

4.3 AREAS VISITED

No.	Ward Name
1.	Kadrabad Plot
2.	Sakala Plot
3.	Khandoba Bajar
4.	Sant Gadagebaba Nager
5.	Ambedkar Nager, Krantinagar, Bhimeshwar Nagar
6.	Ramabai Nagar, Mamata Colony