

CHAPTER – V

Results of The Field Survey and Analysis of Empirical Findings

The empirical investigation of the study covered total 210 Citizens, 77 Councillors and 40 Officials. A pre-structured and partly unstructured schedule was administered to these three categories of respondents to find out their overall responses to the existing arrangement for the administration of Urban Development, programmes involved therein, their perceptions, attitudes, views in respect of urban growth, problems and management, constitution and functions of Ward Committee and municipal finance. The whole chapter is divided into nine (9) parts. The first part deals with socio-economic profile of the respondents; the second with political affiliation of the elected members (Councillors); the third with the relationship between the Municipal Bureaucracy and the Councillors, the procedural and behavioral aspects; the fourth the relationship between the Councillors and the citizens and their mutual impact; the fifth citizen administration relationship; the sixth deals with the citizens awareness about the composition, role and functions of Ward Committee; the seventh deals with municipal development in the perception of citizens; the eighth with Councillors attachment to municipal development and the ninth deals with the municipal finance in the perception of Councillors.

We shall present the results of the field survey in the form of charts in the beginning of the Chapter and the chart analysis will be followed there on.

(A) *Socio-economic Profile of the Respondents:*

The socio-economic characteristics of the respondents supply a background, which should be referred to as such background often influences the opinions and personality of the individuals. In the present section, an attempt has been made to interpret data relating to socio-economic background of Councillors, Officials and citizens in terms of their sex, age, religion, sub-caste, education, occupation and income.

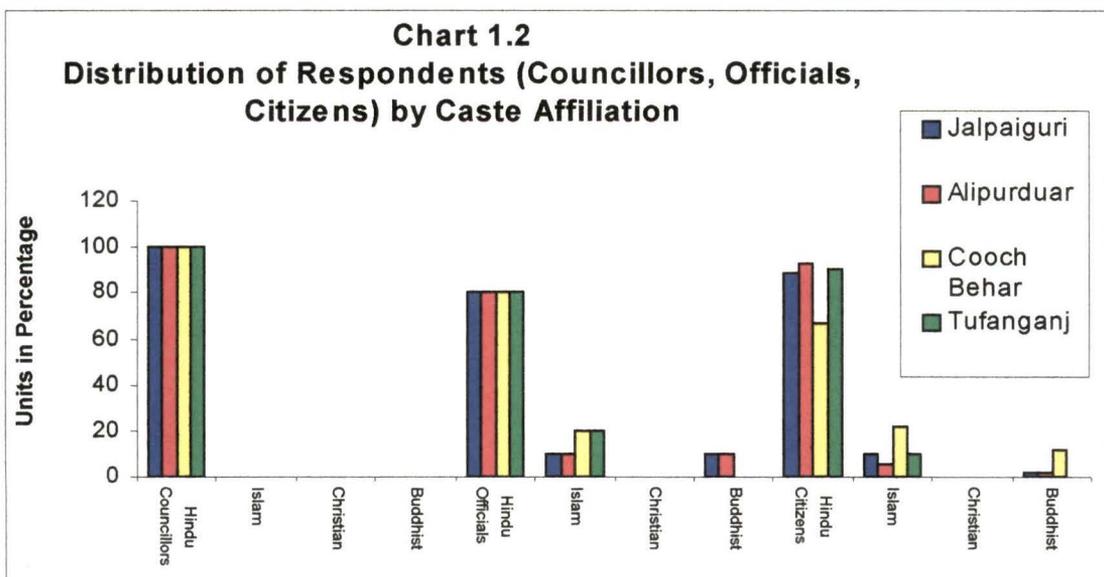
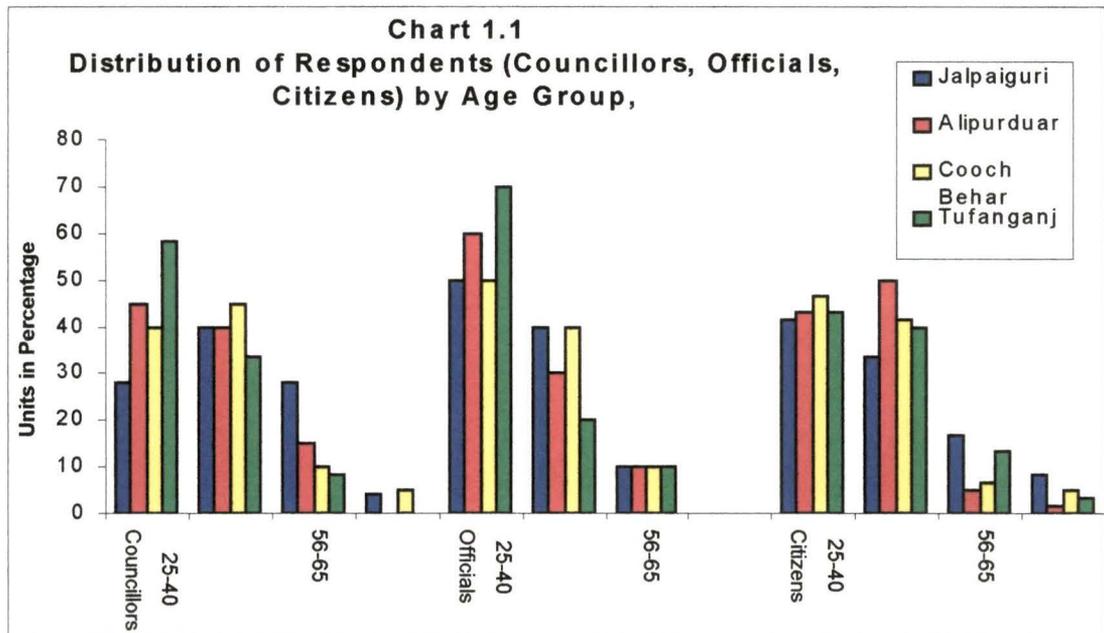
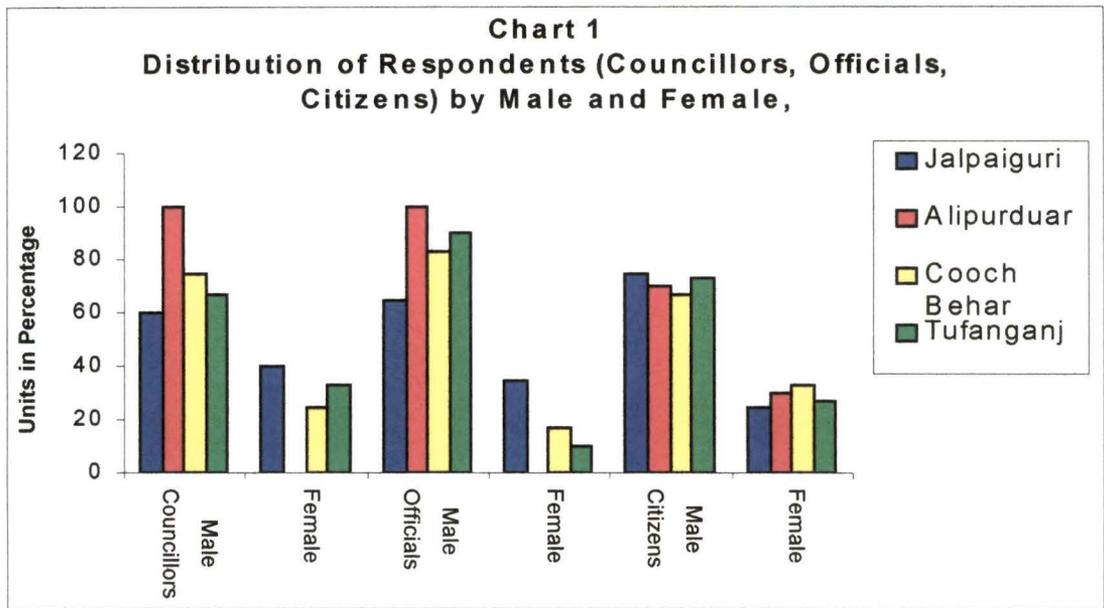
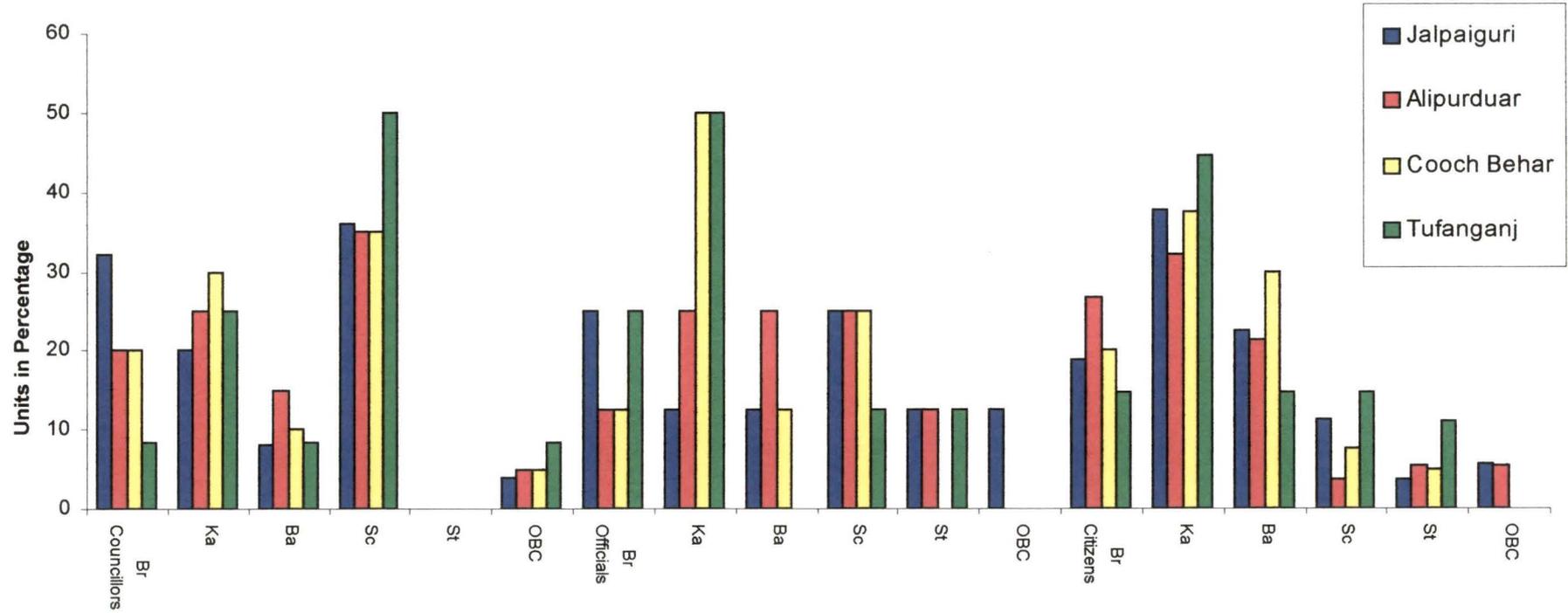


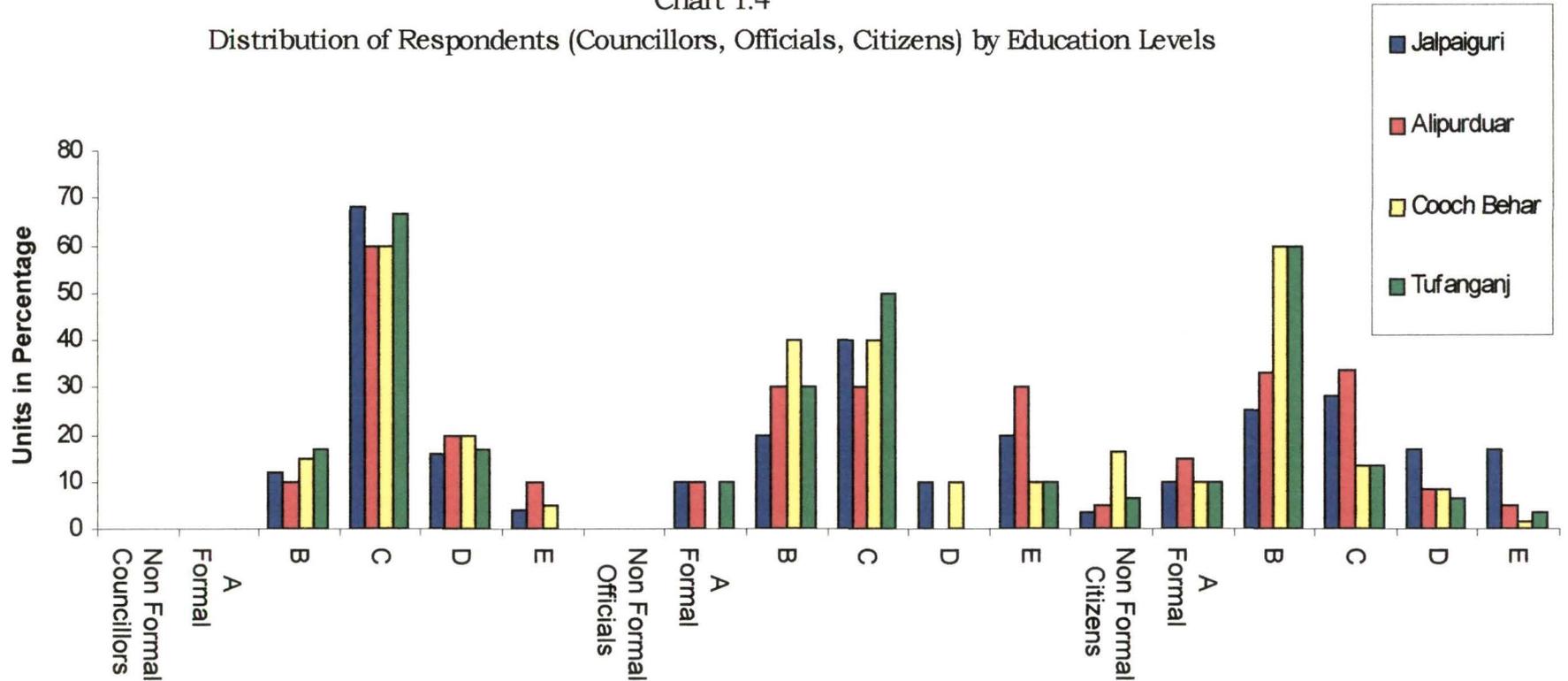
Chart 1.3
Distribution of Hindu Respondents (Councillors, Officials, Citizens) by Sub-castes,



Br=Brahmin, Ka=Kayastha, Ba=Baissay, Sc=Schedule Caste, St=Schedule Tribe, OBC=Other Backward Caste

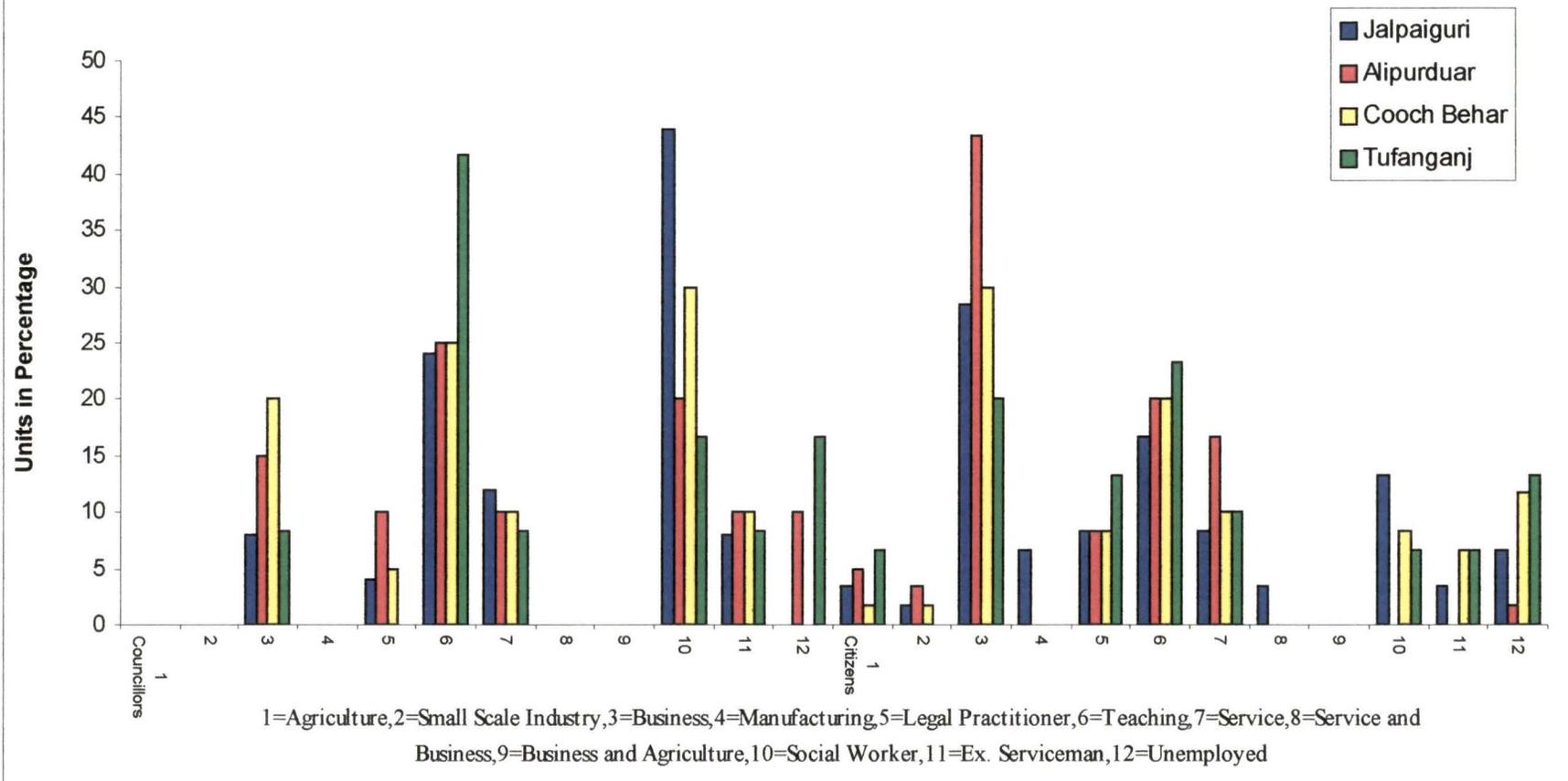
Chart 1.4

Distribution of Respondents (Councillors, Officials, Citizens) by Education Levels

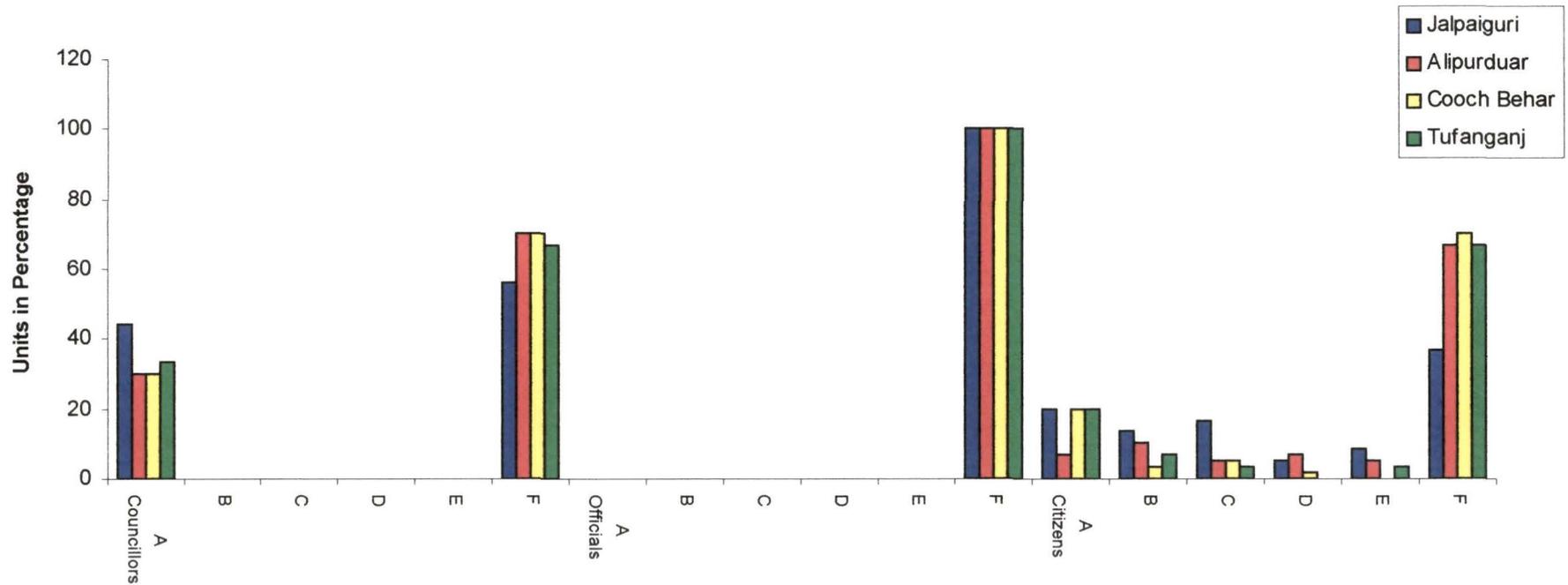


A=Upto Class X, B=Secondary/Higher Secondary, C=Graduate, D=PostGraduate, E=Any Other(Diploma Engineering, Polytechnic,Diploma in Sanitation)

**Chart. 1.5,
Distribution of Respondents (Councillors, Citizens) by Occupational Pattern**

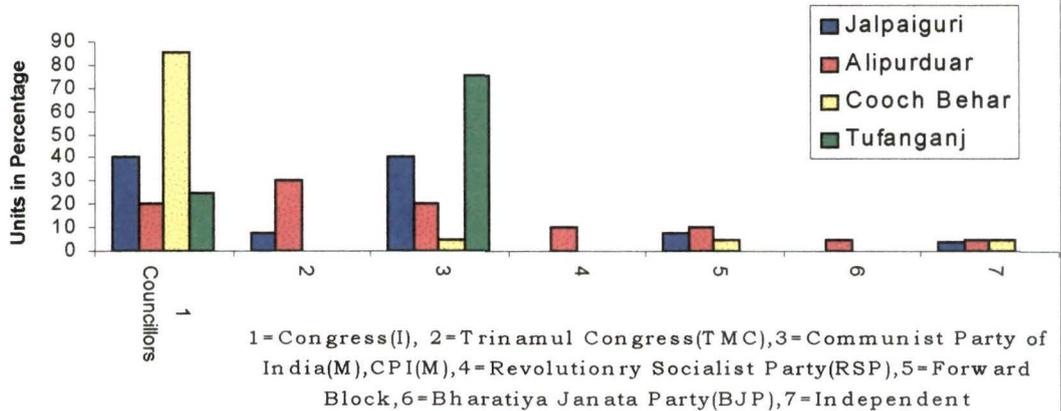


**Chart 1.6,
Distribution of Respondents (Councillors, Officials, Citizens) by Annual Income from
All Sources**



A=Less than 10,000, ,B=From Rs.15000-25000, C=26000-35000, D=36000-45000, E=46000-50000,
F=51000+

(B) Distribution of Respondents (Councillors) by Political Affiliation,
Chart. 2,
Distribution of Councillors by Political Affiliation



C :- Distribution of Councillors/Officials in Terms of Councillors Officials Relationship,
Chart No- 3,
Distribution of Opinions of Councillors and Officials Regarding Their Mutual Relationship

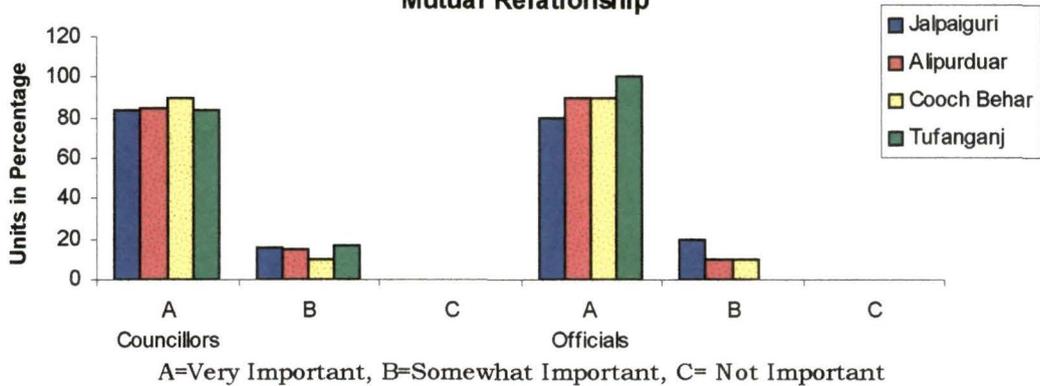
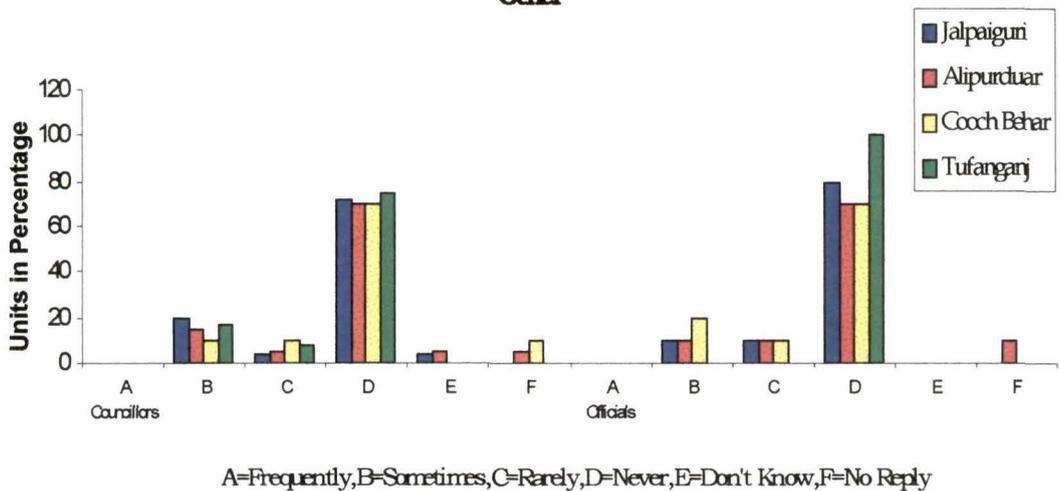
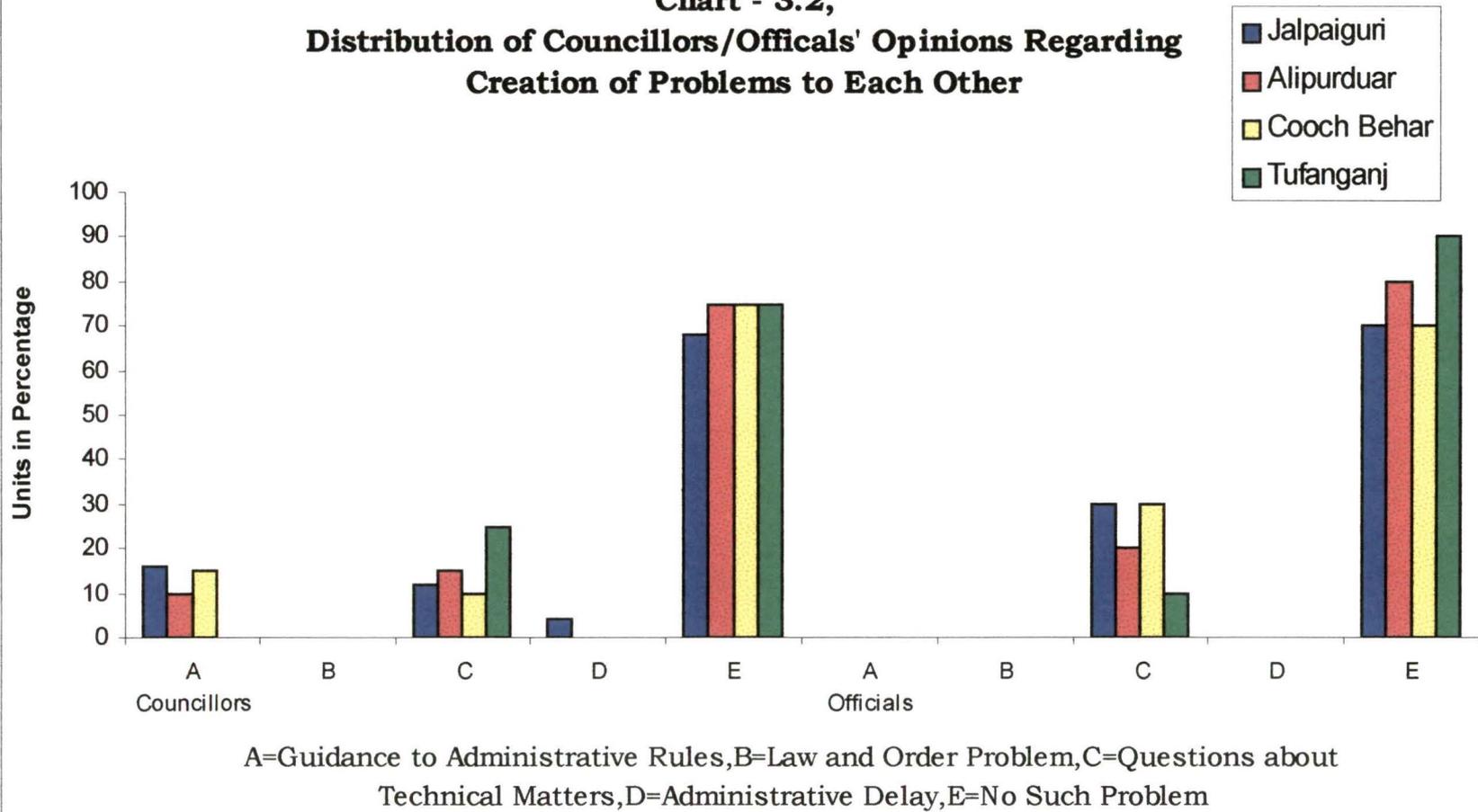


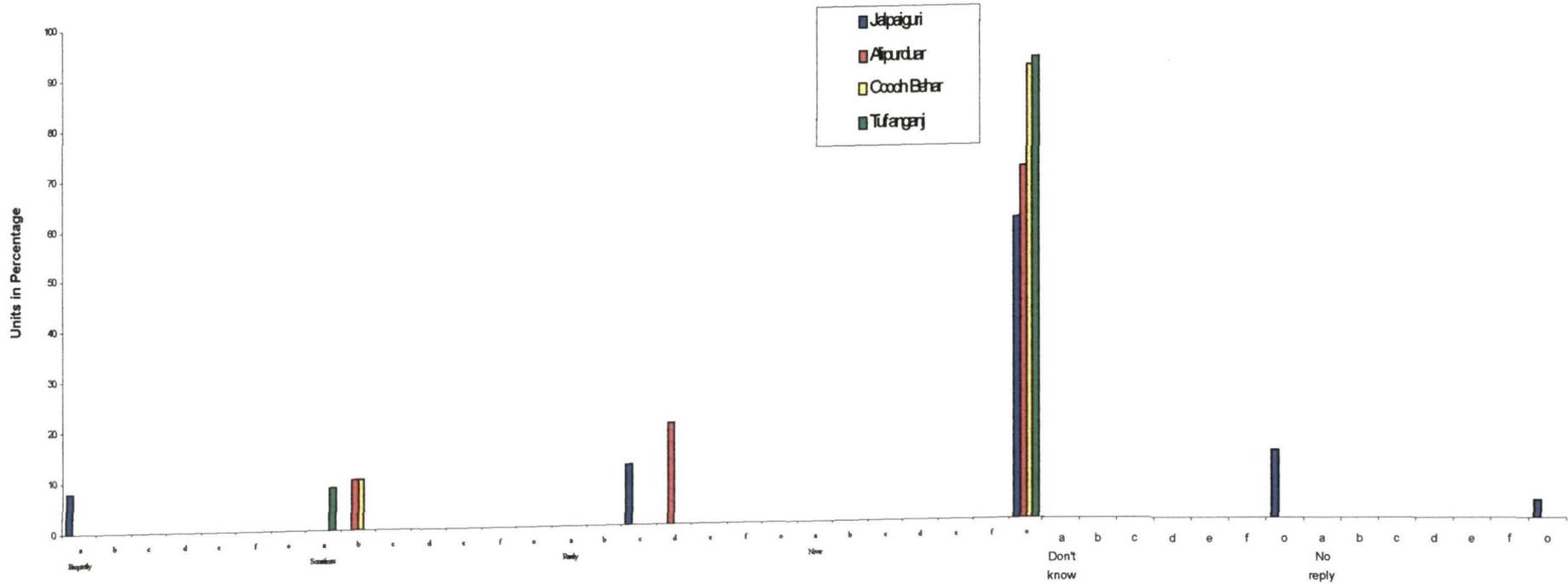
Chart - 3.1,
Distribution of Councillors/Officials' Opinions Regarding Favour from Each Other



**Chart - 3.2,
Distribution of Councillors/Officials' Opinions Regarding
Creation of Problems to Each Other**

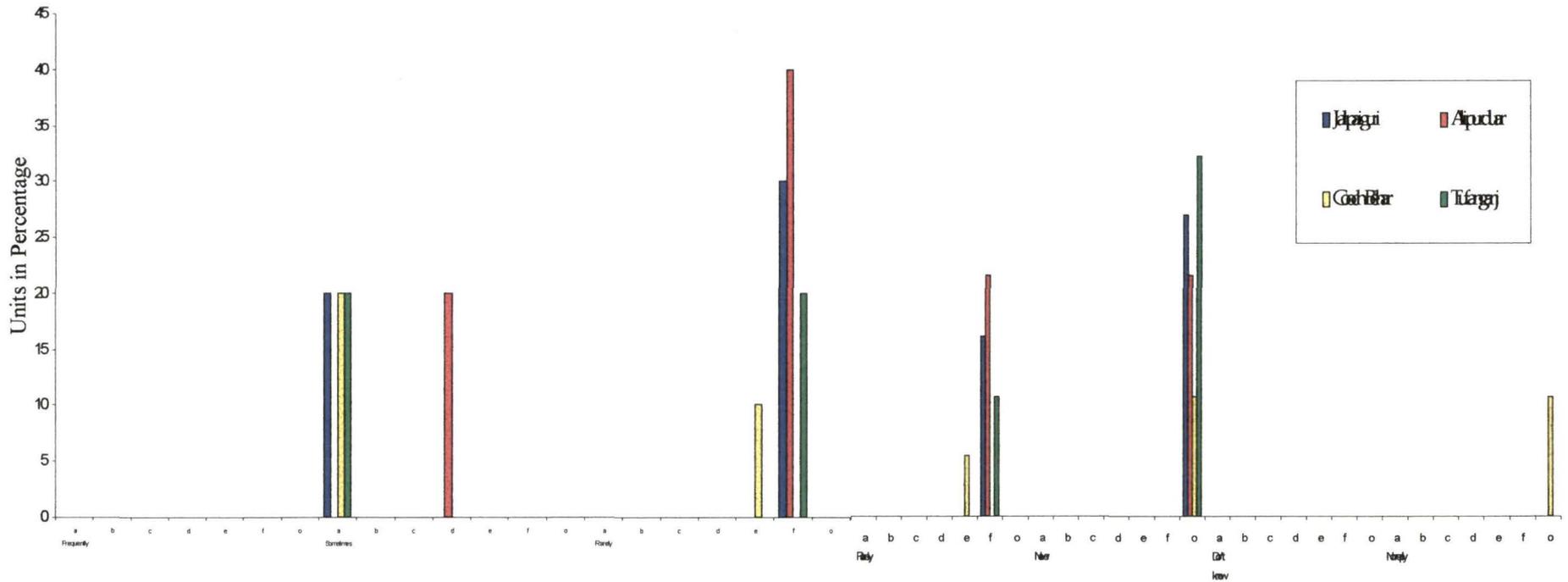


**Chart - 3.3,
Distribution of Councillors by Opinions Relating to Persuasion of Officials**



a= Promised to take responsibility of consequences, b= Try to spoil service record, c= Threat of abuse, d= Pressure through higher level political leaders, e= Through friends/relatives, f = Making public issue, o=None of the above

**Chart-3.4,
Distribution of Officials by Opinions Relating to Putting Pressure on Them by Councillors**



**a= Promised to take responsibility of consequences, b= Try to spoil service record, c= Threat of abuse,
d= Pressure through higher level political leaders, e= Through friends/relatives, f = Making public issue,
o=None of the above**

Chart - 3.5
Distribution of Councillors by the Extent of Contact of Officials for Personal, Partisan and Universal Interests

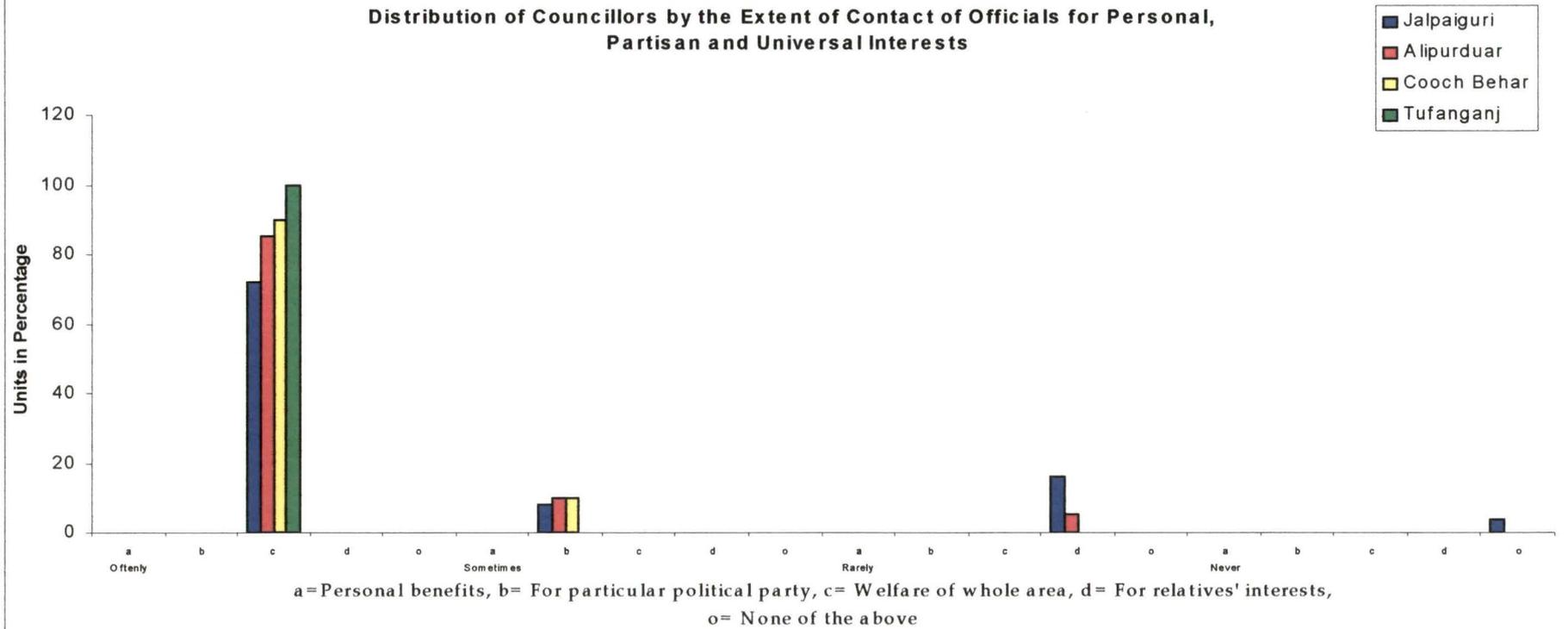
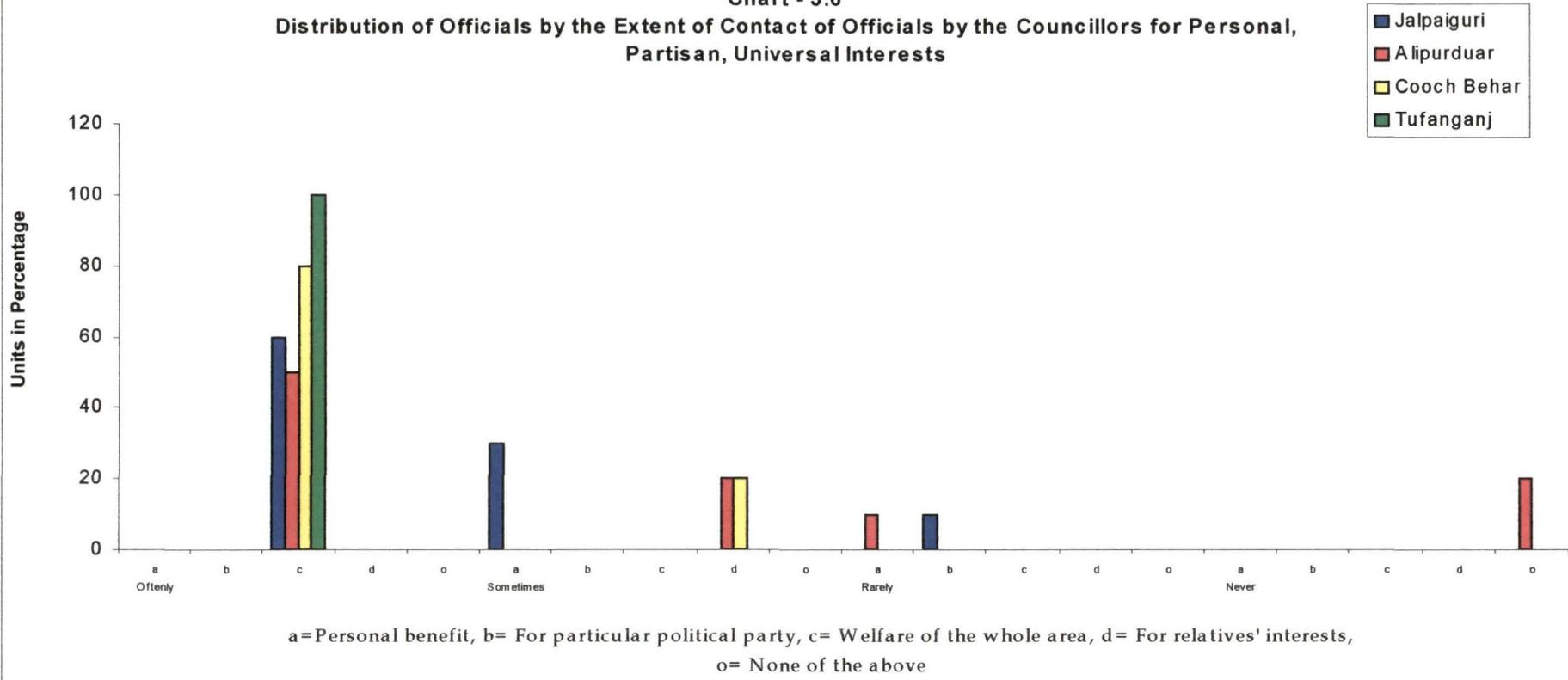


Chart - 3.6
Distribution of Officials by the Extent of Contact of Officials by the Councillors for Personal, Partisan, Universal Interests



**D.Tables Relating to Councillors-citizen's Relationship,
Chart - 4**

**Distribution of Councillors by the Extent of Receiving
Complaints from Citizen's Against Municipal Administrstion**

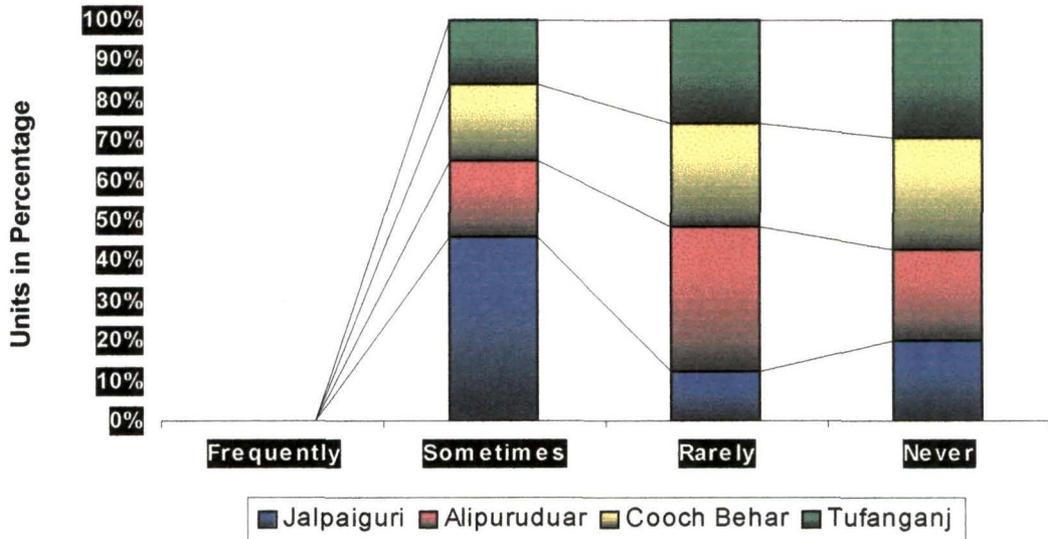


Chart 4.1

**Distribution of Councillors by the Extent of Receiving
Demands/Suggestions about the Developments of Wards**

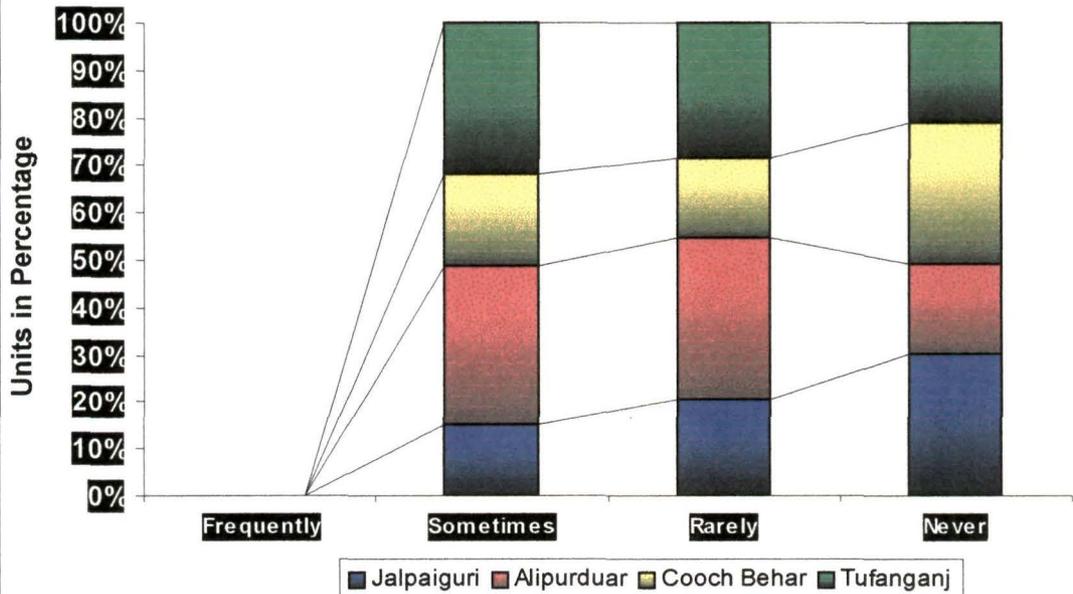


Chart-4.2
Distribution of Citizens by the Reasons for Few Complaints
Against Municipal
Administration by them.

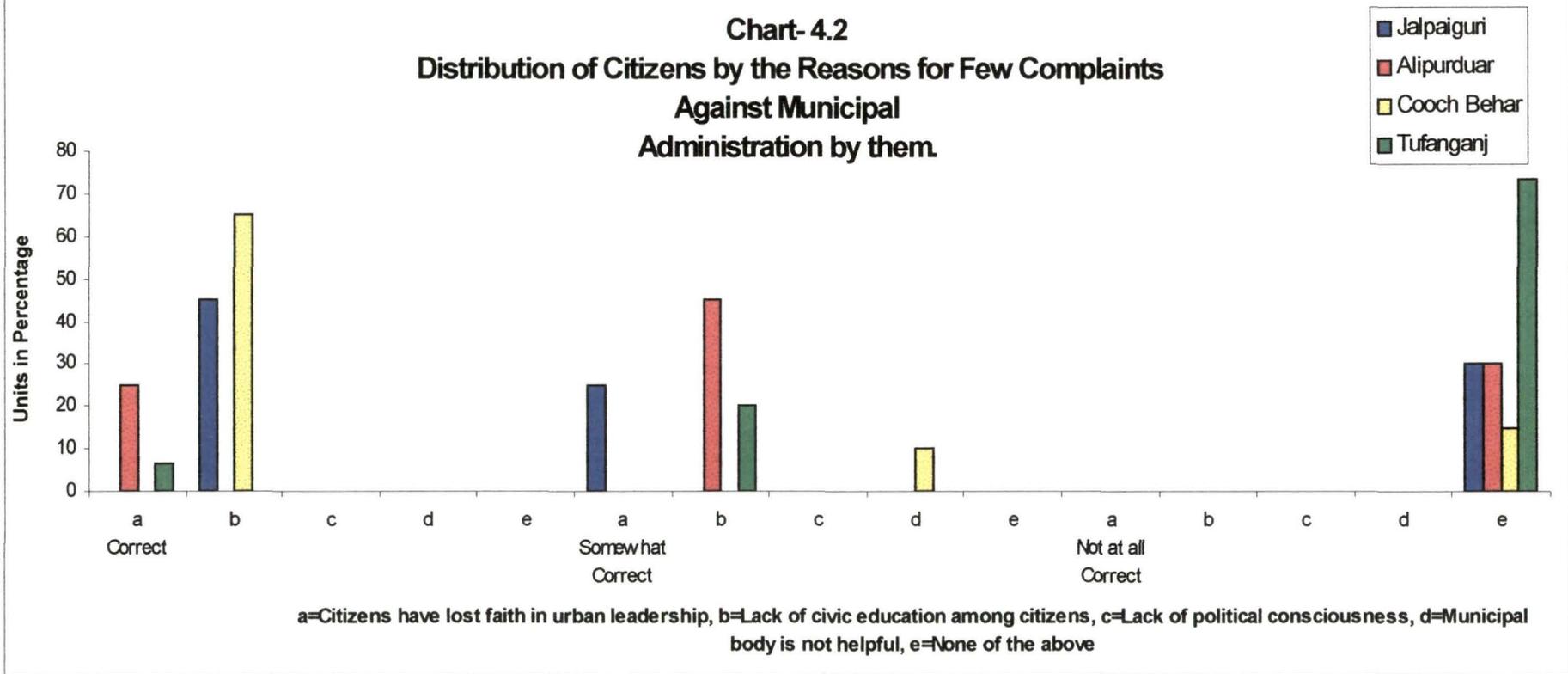
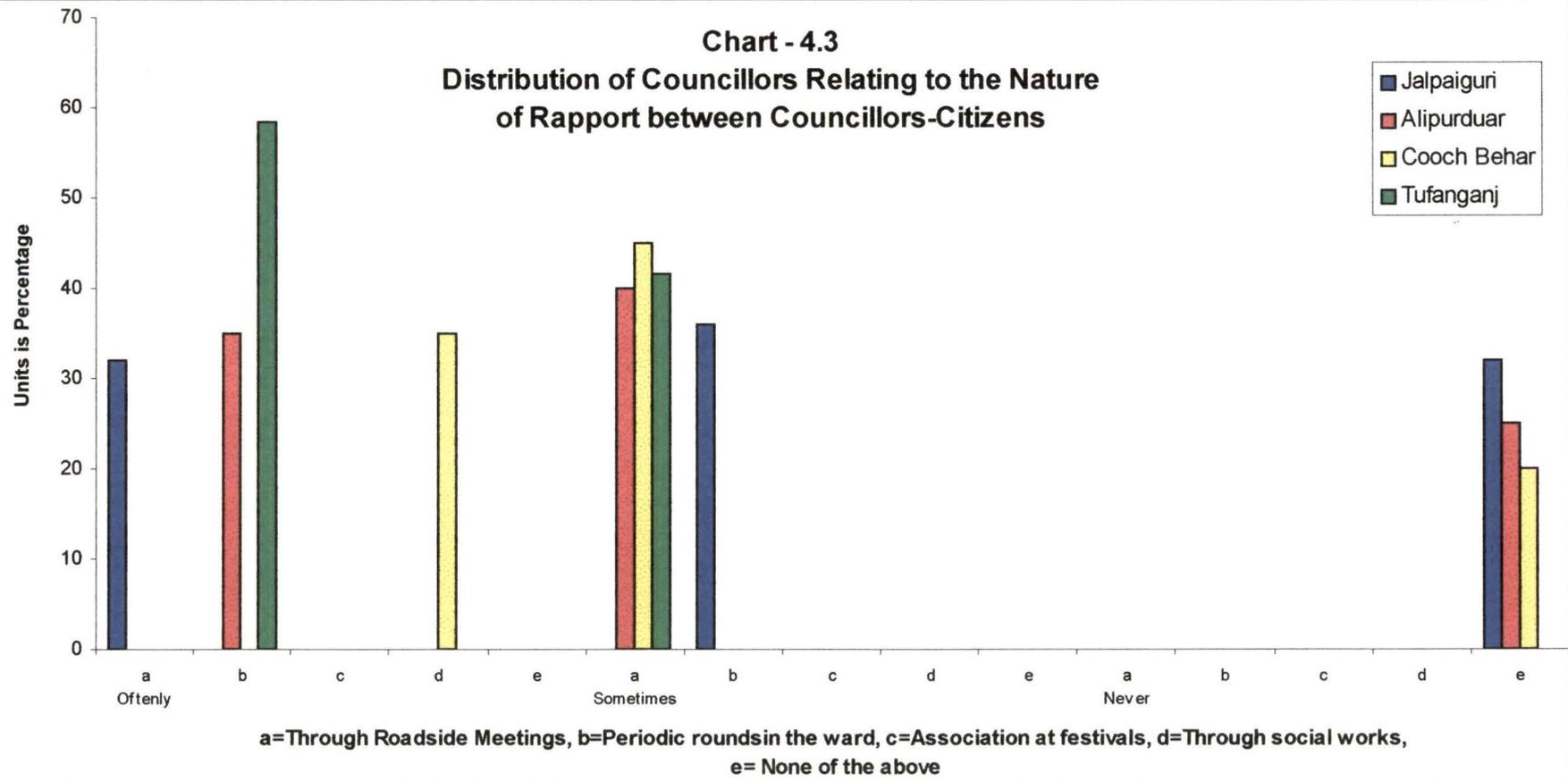
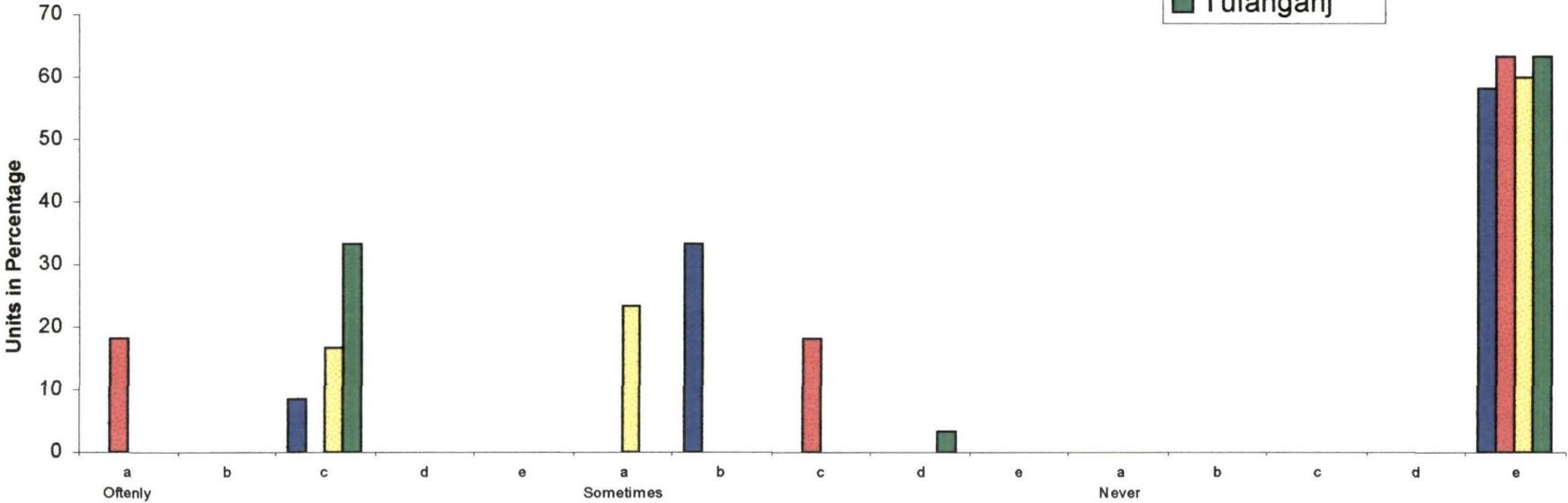
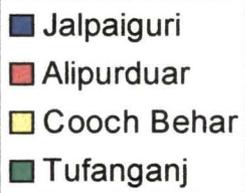


Chart - 4.3
Distribution of Councillors Relating to the Nature
of Rapport between Councillors-Citizens

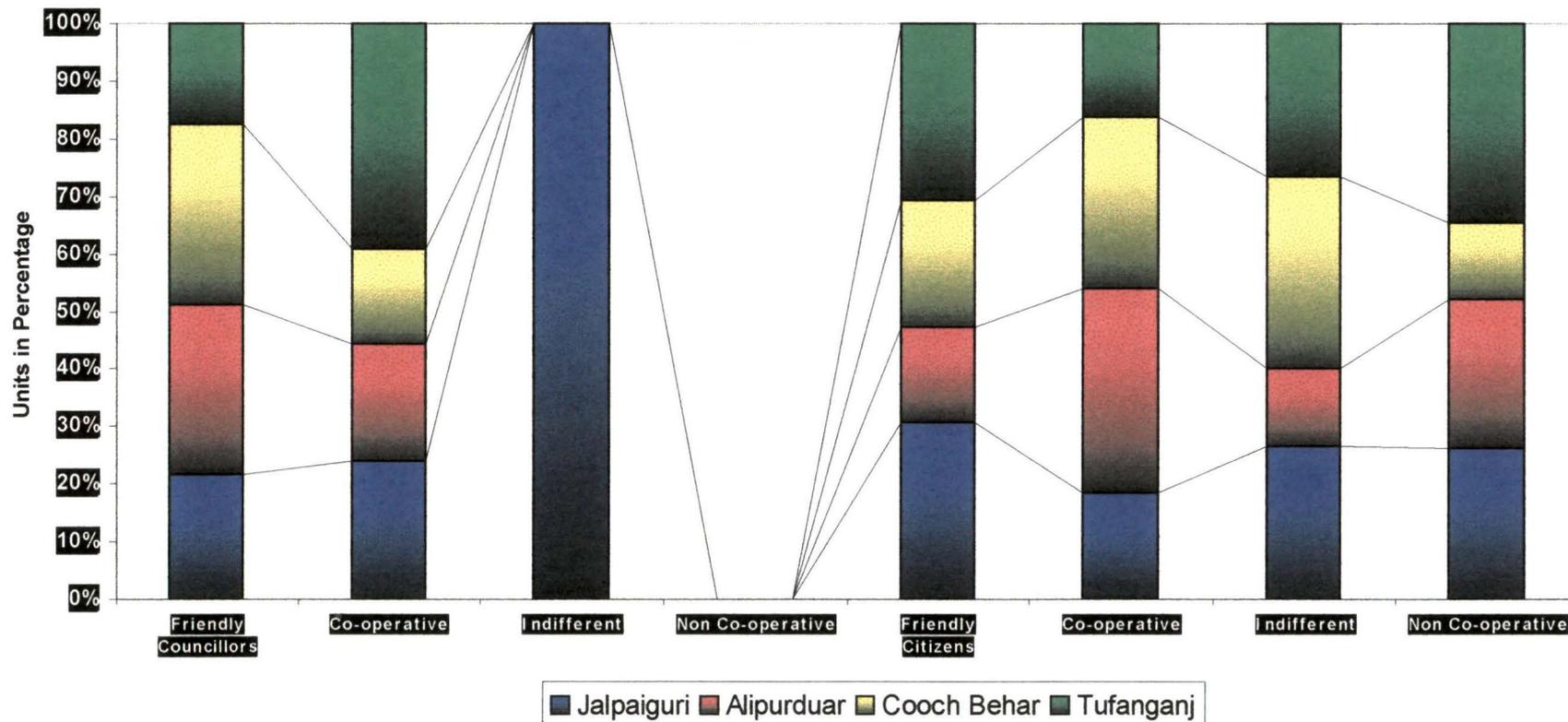


**Chart - 4.4,
Distribution of Citizens Relating to the Nature
of Rapport between Councillors-Citizens**

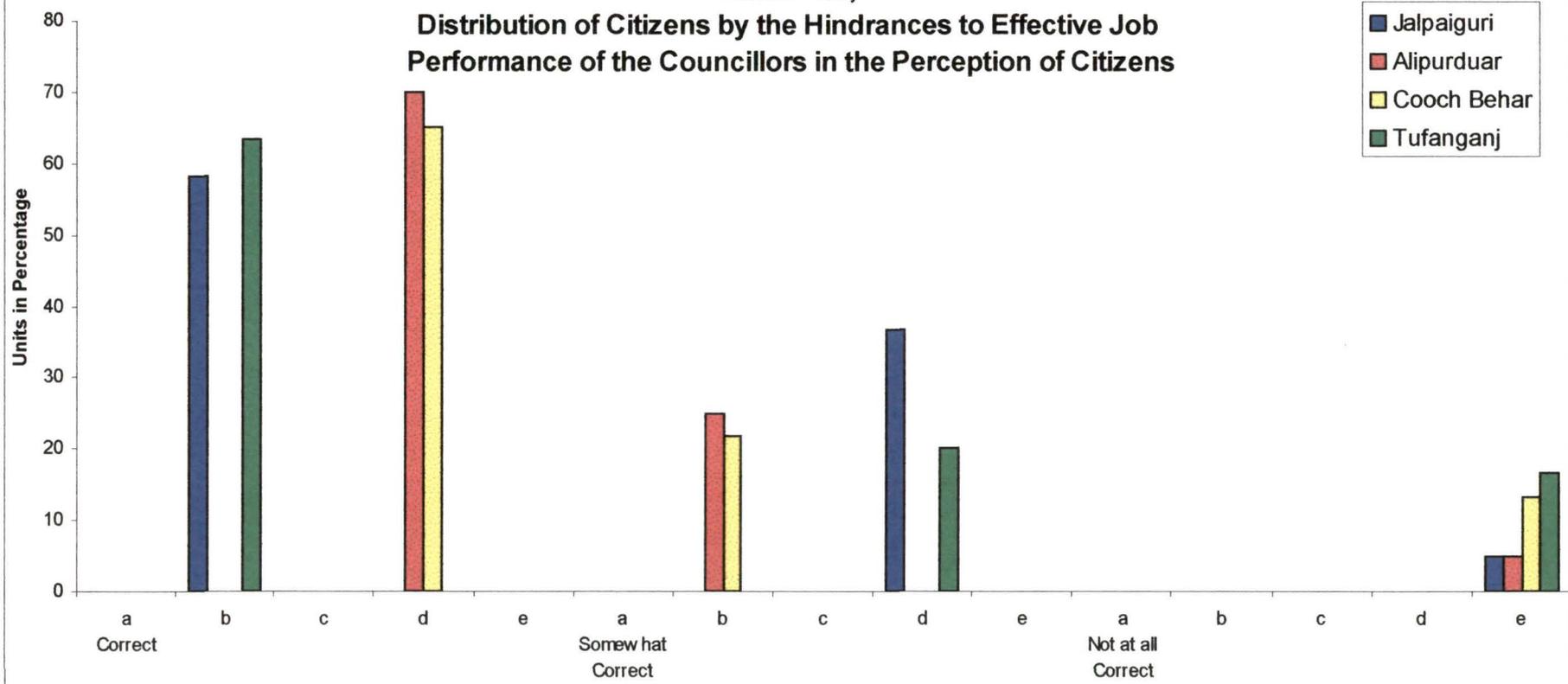


a=Through roadside meetings, b=Periodic rounds in the ward, c=Through Association at festivals, d=Through social works, e=None of the above

**Chart - 4.5,
Distribution of Councillors-Citizens' Attitude towards Each Other**



**Chart - 4.6,
Distribution of Citizens by the Hindrances to Effective Job
Performance of the Councillors in the Perception of Citizens**

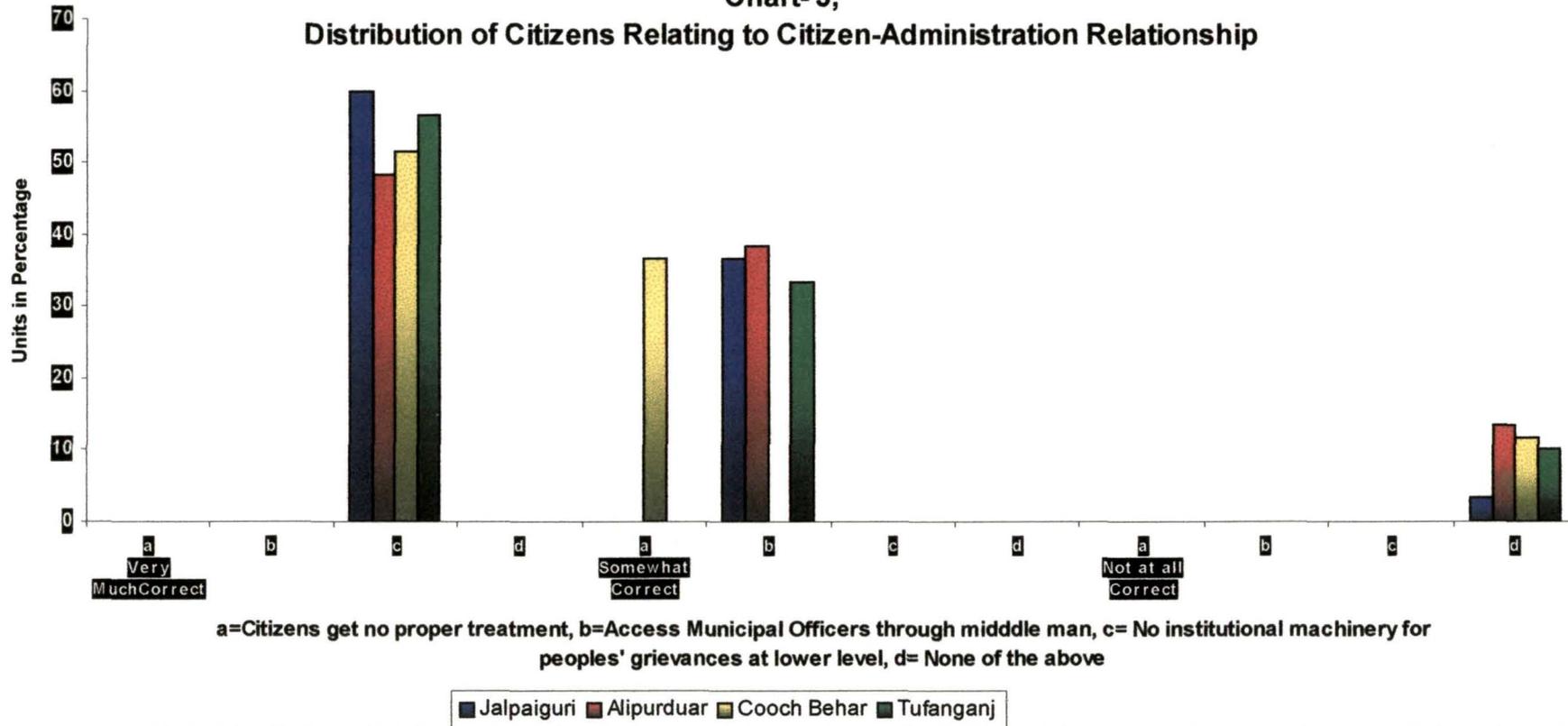


a=Excessive number of engagement, b=Lack of training, c=Political interference, d=Inadequate knowledge of rules and regulations, e=None of the above

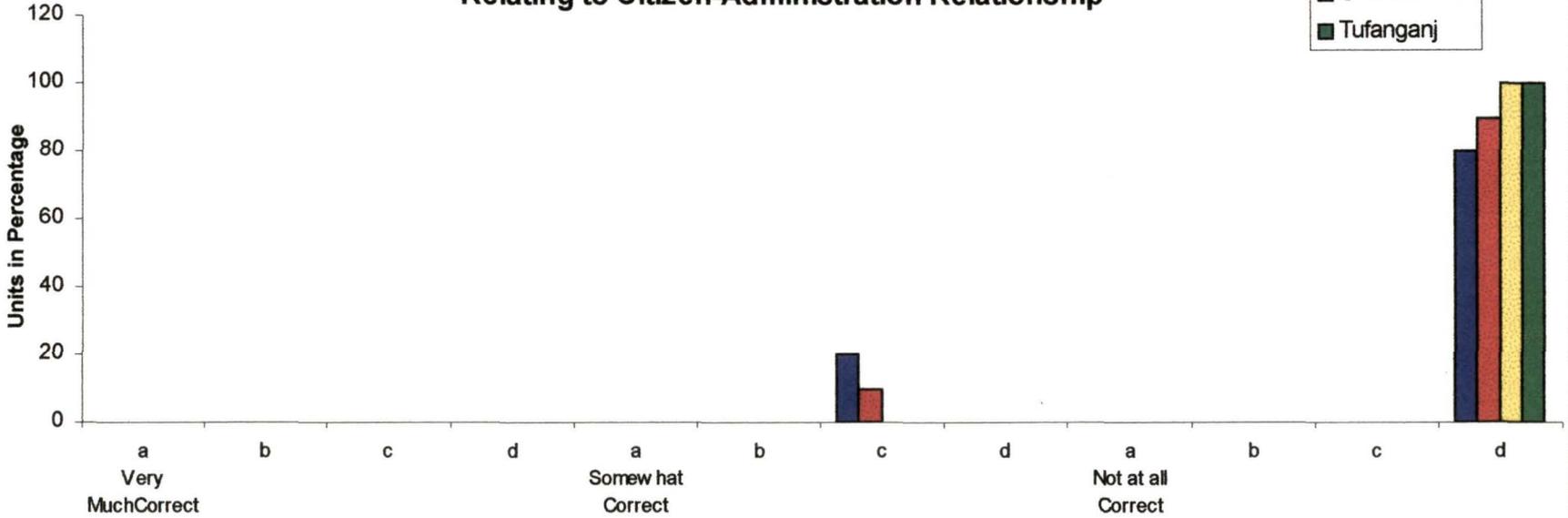
E:- Tables Relating to Citizen's-Administration Relationship.

Chart- 5,

Distribution of Citizens Relating to Citizen-Administration Relationship



**Chart- 5.1,
Distribution of Officials by Their Opinions
Relating to Citizen-Administration Relationship**



a=Citizens get no proper treatment, b=Access to Municipal Officers through middle man, c=No institutional machinery for peoples' grievances at lower level, d=None of the above

F = Tables Relating to Citizens' Awareness about Ward Committee and Municipal Activities.

Chart- 6,

Distribution of Citizens by Awareness about Ward Committee

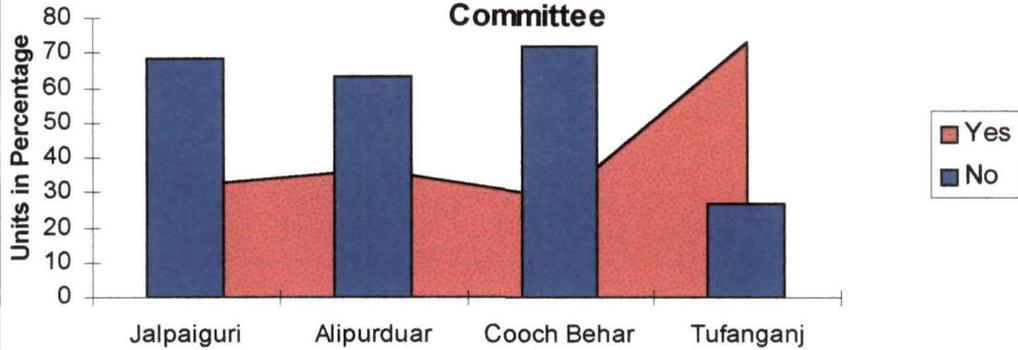
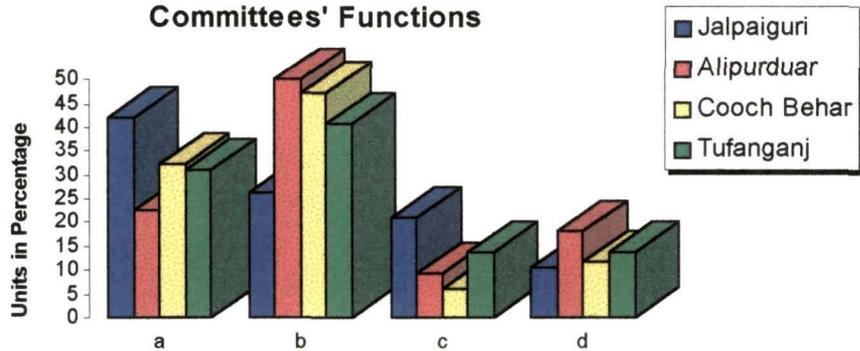


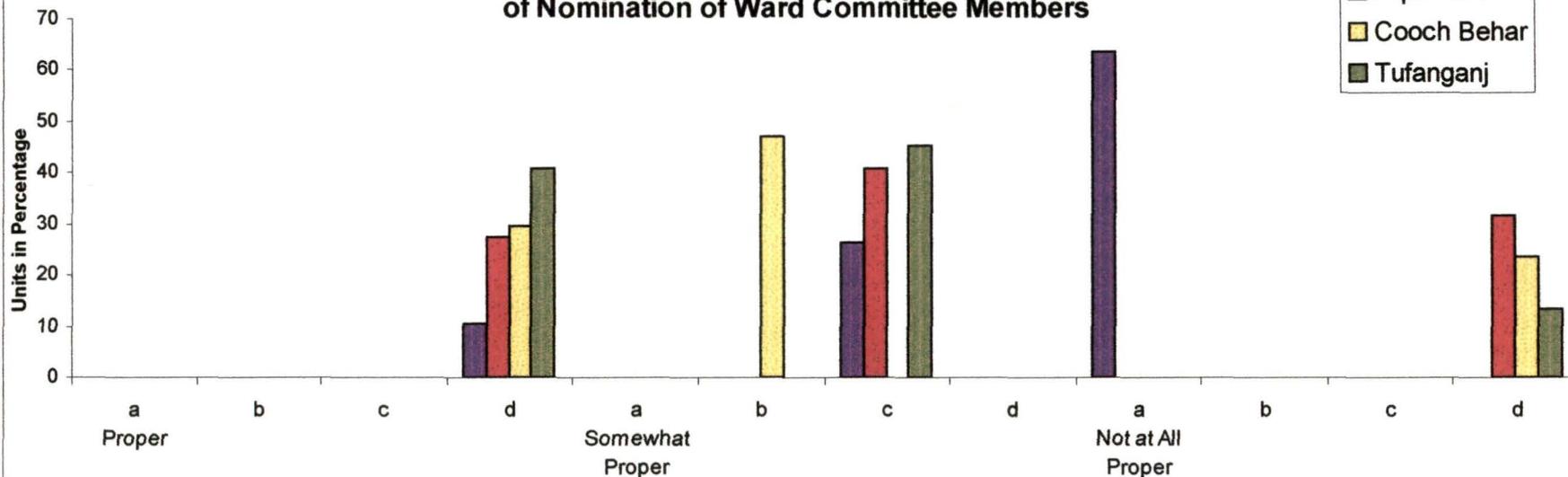
Chart- 6.1,

Distribution of Citizens' Opinion Relating to Ward Committees' Functions



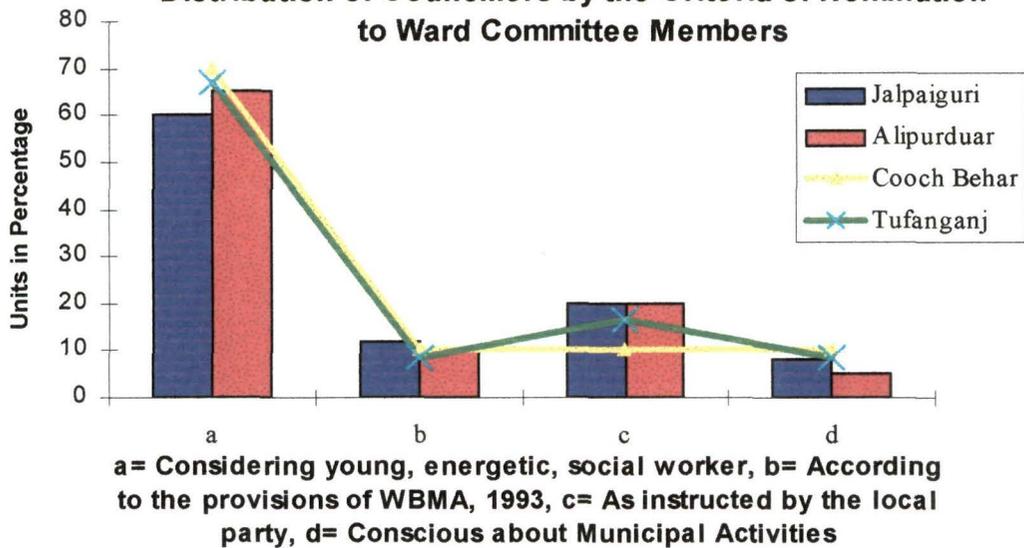
**a=Planning and Development of the ward,
b= Monitoring Municipal Activities in the ward,
c= To create Civic Consciousness,
d= None of the above**

**Chart-6.2,
Distribution of Citizens by the Opinions Relating to the Method
of Nomination of Ward Committee Members**

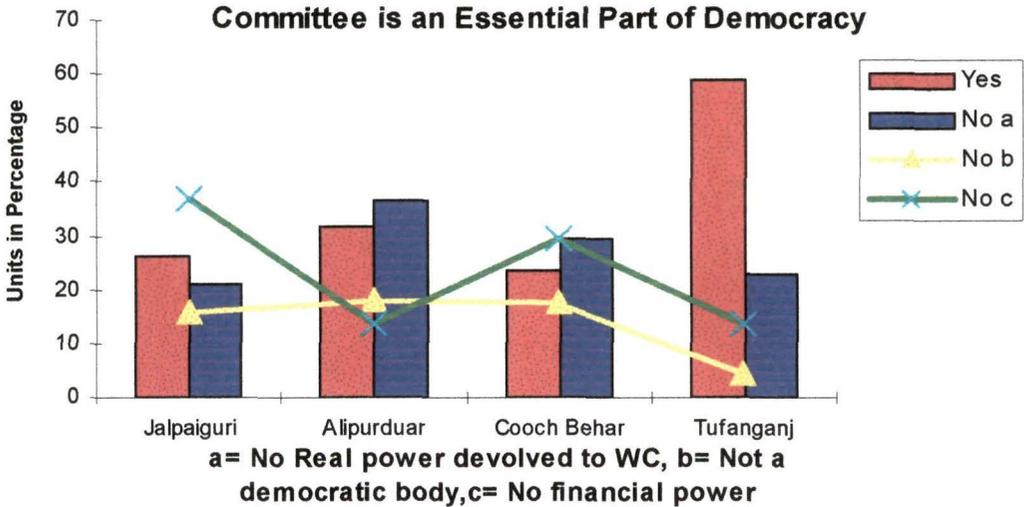


a=Politically Motivated, b= Not according to WBMA, 1993, c= Method is good but implementation is not proper, d= Method is not proper

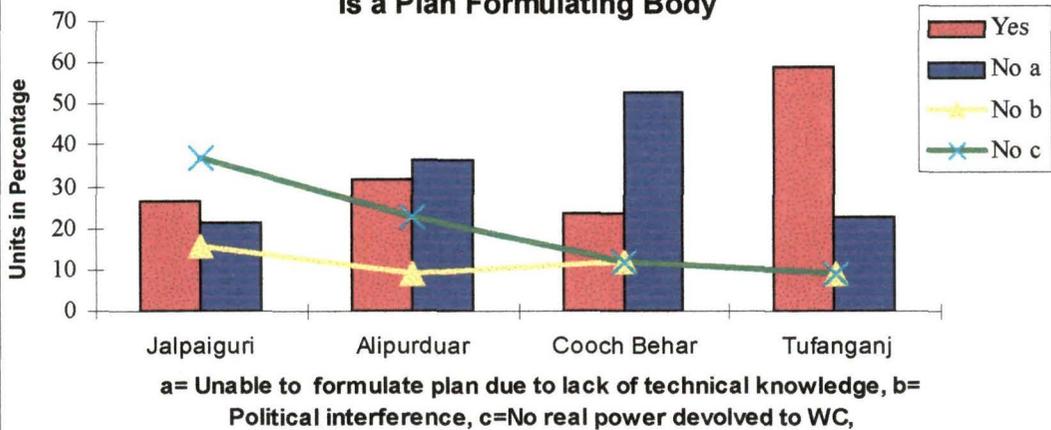
**Chart- 6.3,
Distribution of Councillors by the Criteria of Nomination
to Ward Committee Members**



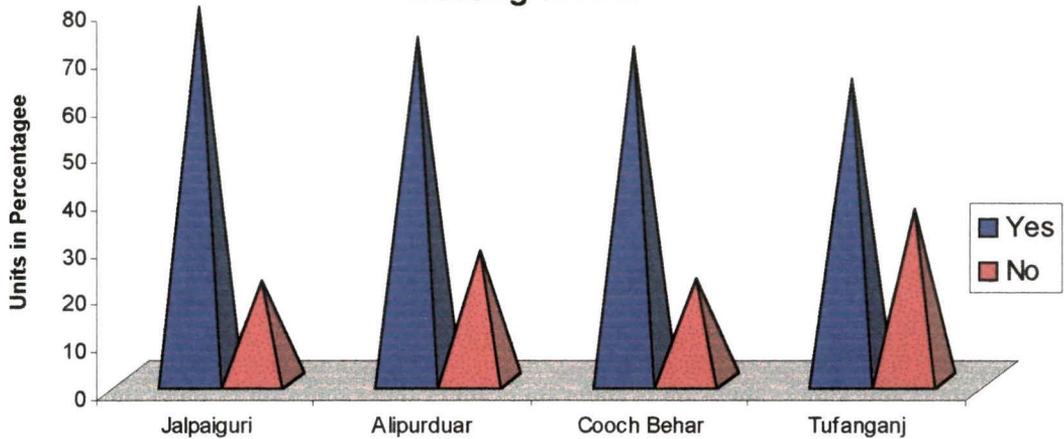
**Chart- 6.4,
Distribution of Citizens by the Opinion that Ward
Committee is an Essential Part of Democracy**



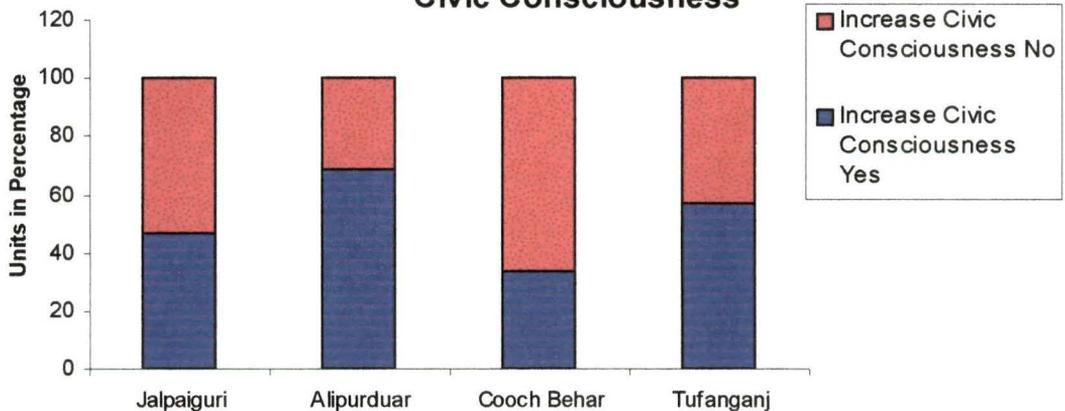
**Chart- 6.5,
Distribution of Citizens by the Opinion that Ward Committee
is a Plan Formulating Body**



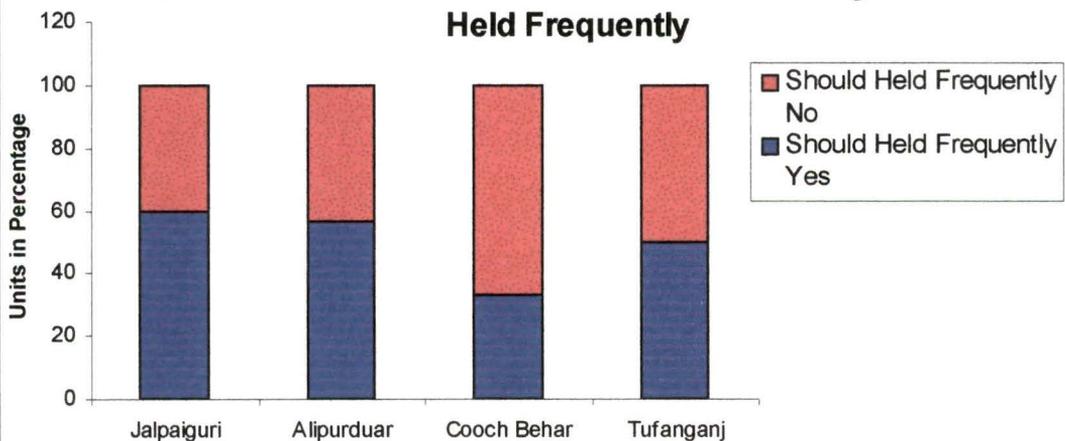
**Chart-6.6,
Distribution of Citizens by the Attendance in the Periodic Meeting of WC.**



**Chart-6.7 (a),
Distribution of Citizens' Opinion Who Think WC Increase Civic Consciousness**

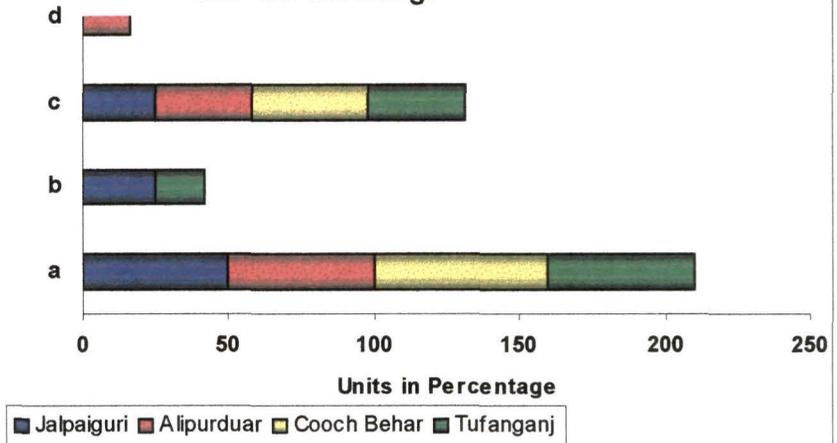


**Chart - 6.7 (b),
Distribution of Citizens Who Think WC Meeting should Held Frequently**

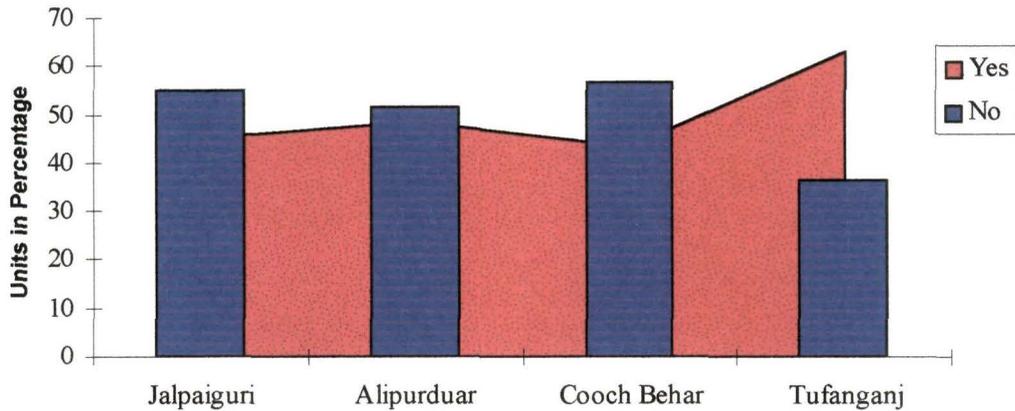


**Chart- 6.8,
Distribution of Citizens by Their Opinion Not to Attend in
the WC Meeting.**

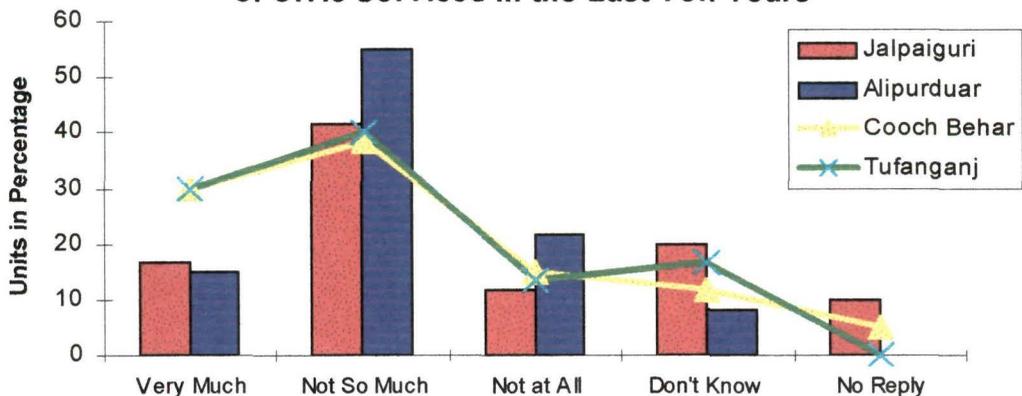
a= Members can
not express
opinion freely, b=
Excessive
dominance of
ruling party, c=
Scarcity of
negotiable data,



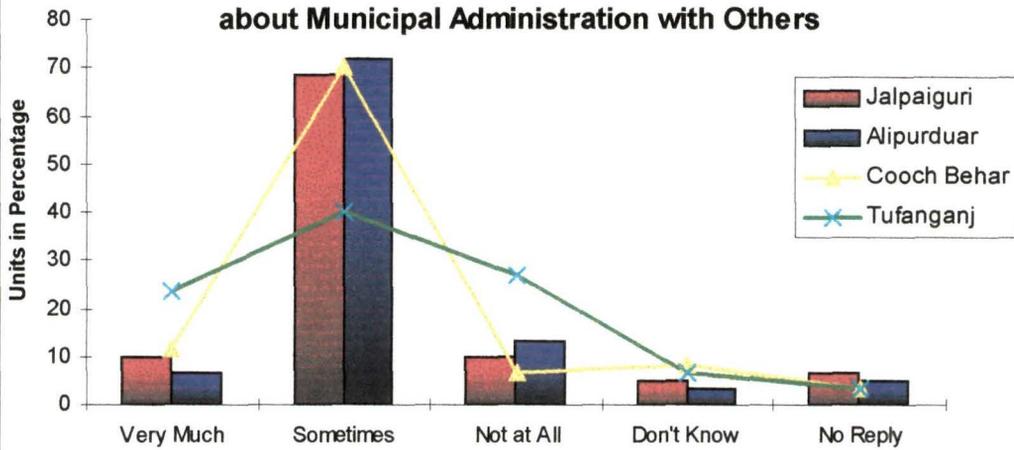
**Chart- 6.9,
Distribution of Citizens by Their Awareness about
Municipal Activities in the Town.**



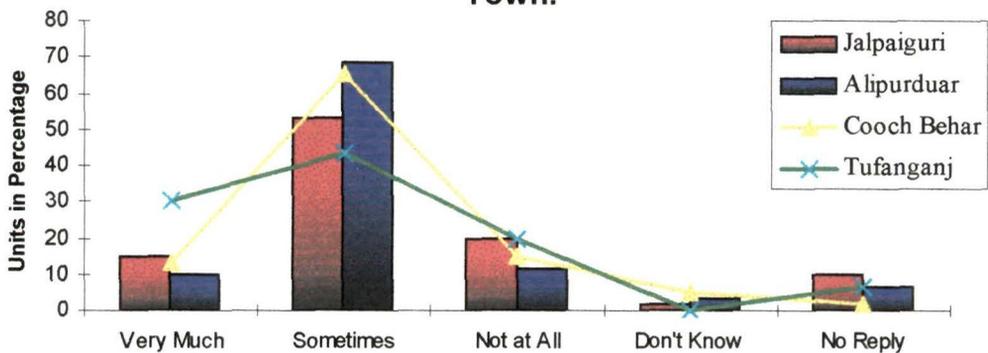
**Chart- 6.10,
Distribution of Citizens by Their Opinion on Improvement
of Civic Services in the Last Ten Years**



**Chart- 6.11,
Distribution of Citizens by Their Frequency of Discussion
about Municipal Administration with Others**

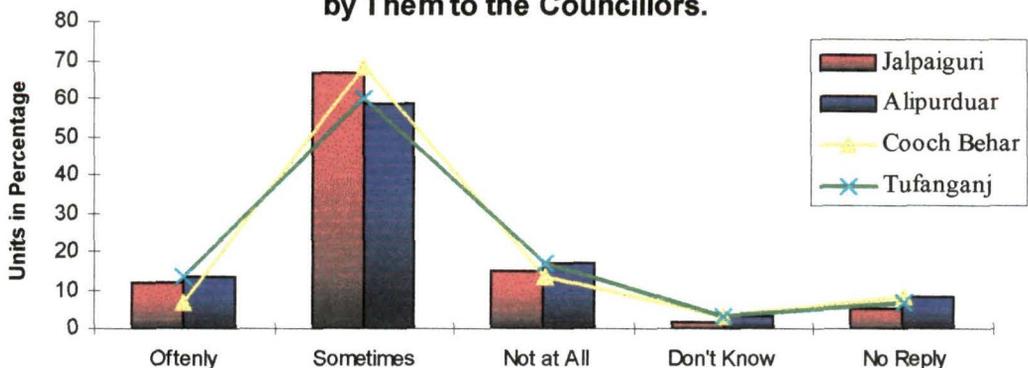


**Chart- 6.12,
Distribution of Citizens by Their Frequency of Visit to
the Spots of Development Programme Going in the
Town.**

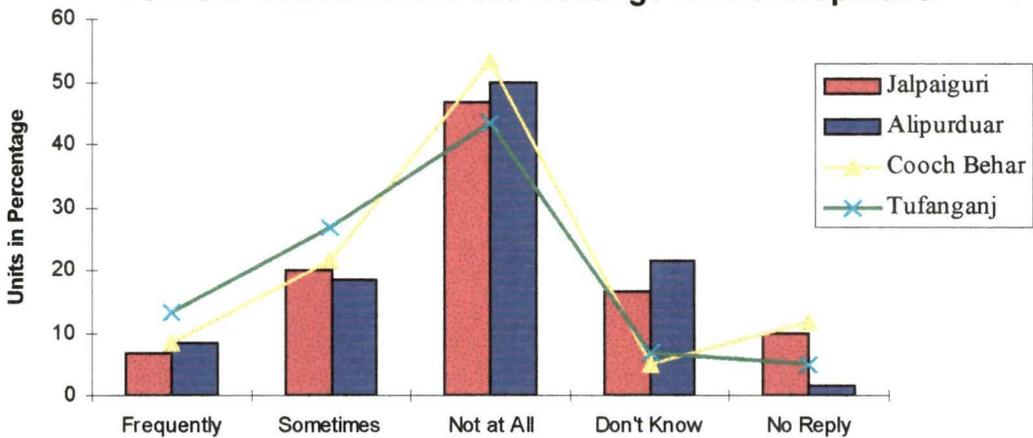


**G=Charts Relating to Municipal Developments in the
Perception of Citizens.**

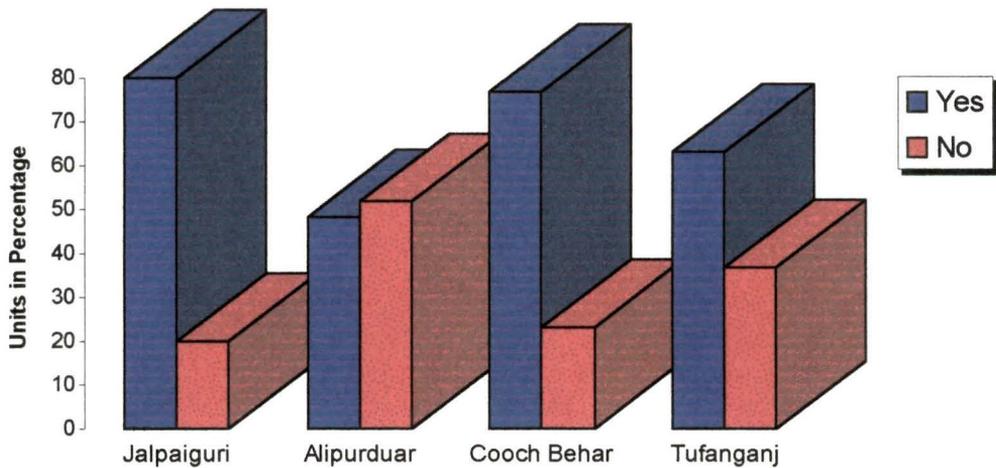
**Chart-7,
Distribution of Citizens by the Suggestions/Demands Placed
by Them to the Councillors.**



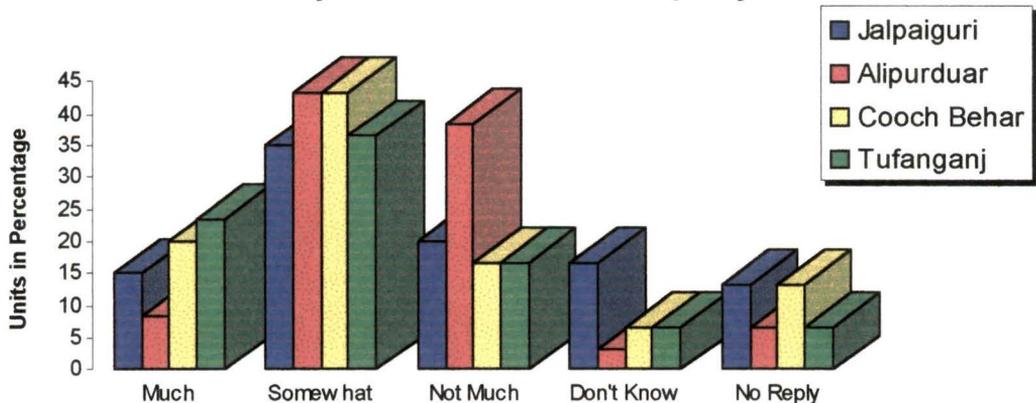
**Chart-7.1,
Distribution of Citizens by the Invitation They Received
from the Councillors in the Meetings for Development.**



**Chart-7.2,
Distribution of Citizens by the Opinion Whether Present
Municipality Efficient for Local Development.**



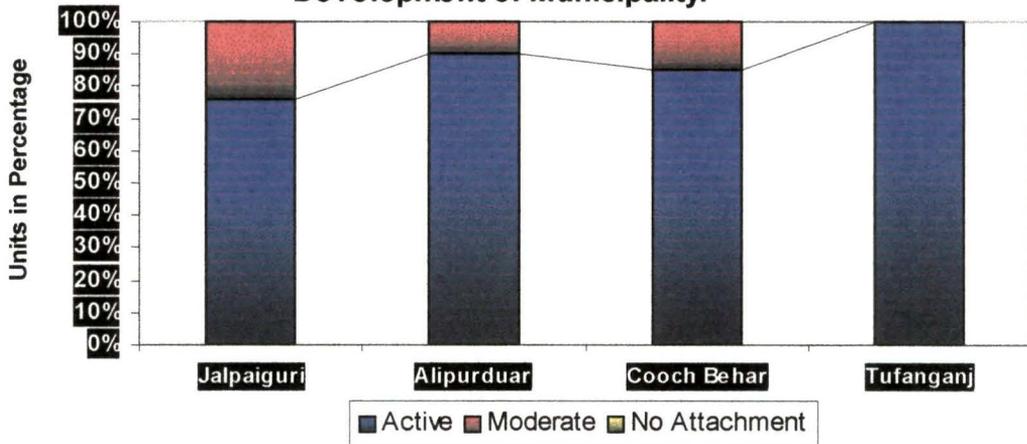
**Chart- 7.3
Distribution of Citizens by the Benefits
They Received from Municipality.**



H=Chart Relating to Nature of Affiliation as a Councillor.

Chart-8,

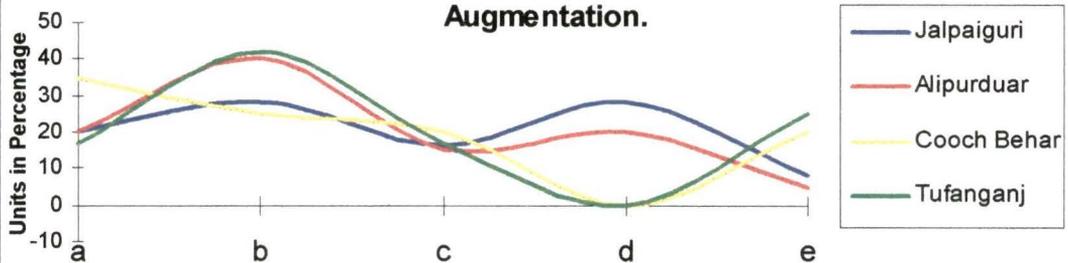
Distribution of Councillors by Affiliation/Attachment to the Development of Municipality.



I = Charts Concerning to Councillors' Opinion Relating to Municipal Finance.

Chart-9,

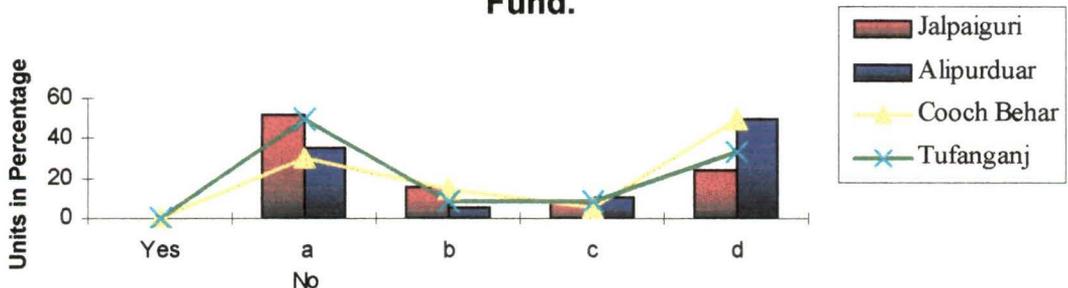
Distribution of Councillors' Opinion on Municipal Finance Augmentation.



a= More local revenue sources necessary, b= More Grants in aid, c= Minimum Service Charges should be introduced, d= Special drive should be taken to collect property tax,

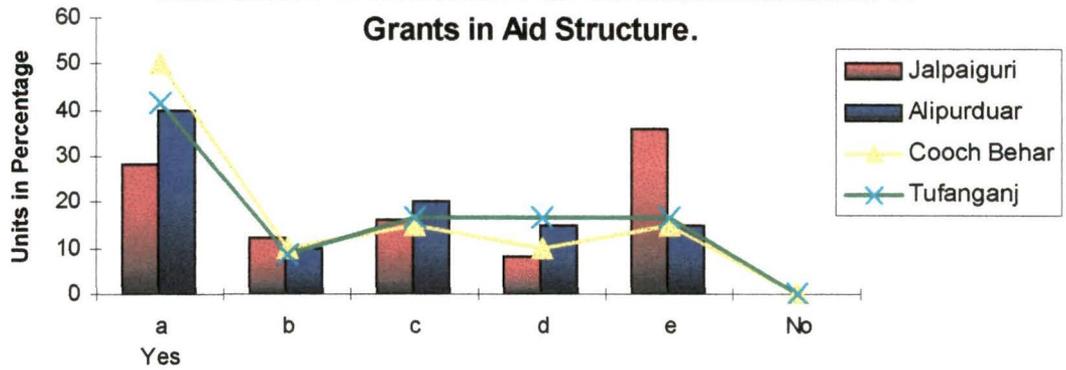
Chart-9.1,

Distribution of Councillors on Adequacy of Municipal Fund.



a= Revenue sources on Municipalities are very limited, b= Most of the Municipal Funds are used for Salary and Wages, c= Collection of Property tax is very poor, d= Small and medium towns have no other source except

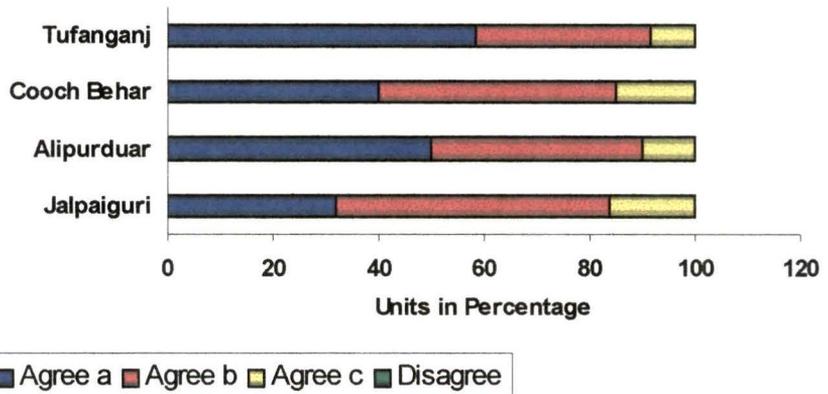
**Chart - 9.2,
Distribution of Councillors on Constitutionalization of
Grants in Aid Structure.**



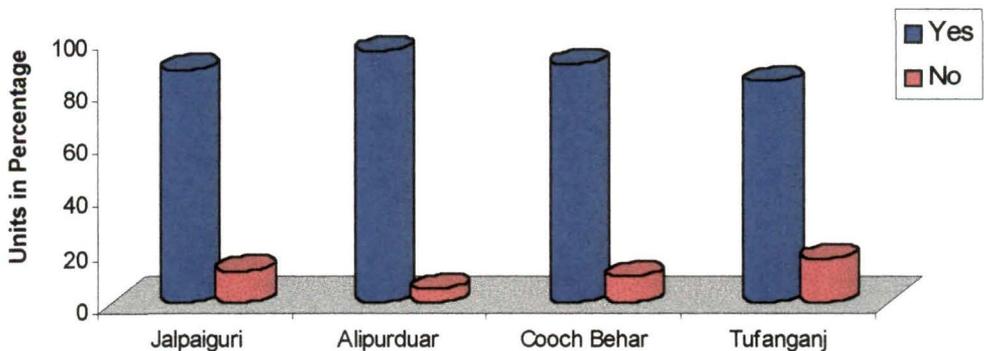
a= Fund flow may be assured, b= Lesser chance of political interference, c= Financial right may be guaranteed, d= Dependency on state government decreased, e= Local autonomy assured

**Chart-9.3,
Distribution of Councillors' Opinion on the Necessity of
Revised Grants in Aid Structure.**

a= Backward Area Municipality should get more fund,
b= Small/Medium towns should get more state aid,



**Chart-9.4,
Distribution of Councillors' Opinion by State Control on
Municipal Finance.**



From Chart-1, the socio-economic informations reveal that, regarding sex ratio amongst the Councillors in the Jalpaiguri Municipality Male Councillors constitute 60 percent, and Female, 40 percent; at Alipurduar, Male, 65 percent and Female, 35 percent; at Cooch Behar, Male, 65 percent and Female, 35 percent; and at Tufanganj, Male, 66.66 percent and Female, 33.34 percent representing in the Municipal governance. Amongst the municipal official respondents at Jalpaiguri, 100 percent was male which was also the picture at Alipurduar. But at Cooch Behar 70 percent was male and 30 percent was female officials. At Tufanganj 90 percent male and only 10 percent female respondents were found. The table depicts that, amongst the citizen respondents in four municipalities, 75 percent was male and 25 percent female at Jalpaiguri; 83.34 percent male and 16.66 percent female at Alipurduar; 66.64 percent male and 33.34 percent female at Cooch Behar 73.33 percent male and 26.67 percent female respondents were covered in the study.

Thus the above chart depicts that, amongst the Councillors the ratio of male and female representation has been followed as envisaged by the 74th Constitution Amendment Act 1992 and the West Bengal Municipal Act 1993. But in case of municipal officials, the female representation is very poor in all the four municipalities studied.

Chart 1.1 shows that, at Jalpaiguri municipality total Councillors interviewed 25, out of which 28% belonged to 25-40 age group, 40% belonged to 41-55 age group, 28% in the 56-65 age group and 4% to the age group of above 65. At Alipurduar out of 20 Councillors, 45% belonged to 25-40 age group, 40% of the age group of 41-55 and 15% belonged to the 56-65 age group. At Cooch Behar Municipality, out of 20 Councillors interviewed, 40% belonged to the 25-40 age group, 45% belonged to 41-55 age group, 10% in the age group of 56-65 and only 5% belonged to above 65 age group. At Tufanganj Municipality, out of 12 Councillors interviewed 58.33% belonged to 25-40 age group, 33.33% in the 41-55 age group and 8.34% belonged to 56-65 age group.

Out of total 10 municipal officials interviewed in each municipality mentioned above, 50% belonged to the age group of 25-40, 40% in the age

group of 41-55 and 10% belonged to 56-65 age group at Jalpaiguri municipality. 60% belonged to 25-40 age group, 30% in the 41-55 age group and 10% in the 56-65 age group found at Alipurduar municipality. At Cooch Behar 50% belonged to 25-40 age group, 40% in the 41-55 age group and 10% in the 56-65 age group. At Tufanganj municipality, 70% of the respondents belonged to the age group 25-40, 20% in the 41-55 age group and 10% belonged to the 56-65 age group.

Out of total 60 Citizens interviewed at Jalpaiguri municipality, 41.66% belonged to 25-40 age group, 33.34% belonged to 41-55 age group, 16.66% represented the 56-65 age group and 8.34% belonged to the above 65 age group. At Alipurduar total 60 Citizens were interviewed, out of which 43.33% was in the age group of 25-40, 50% belonged to the 41-55 age group, 4.91% belonged to the 56-65 age group and 1.66% was in the age group of above 65. At Cooch Behar, total 60 Citizens were interviewed and of them 46.65% belonged to 25-40 age group, 41.65% belonged in the 41-55 age group, 6.66% was in the 56-65 age group and 5.4% belonged to the above 65 age group. At Tufanganj, total 30 Citizens were interviewed out of which 43.33% belonged to 25-40 age group, 40% represented the 41-55 age group, 13.33% was in the 56-65 age group and 3.34% belonged to the above 65 age group.

The above Chart (1.1) reveals that, amongst the Councillors most of them belonged to the age group of 25-40 and 41-55 age groups. Total 62 Councillors belonged to these age groups in all the four municipalities taking together in absolute numbers. Total 13 Councillors represented the age group of 56-65 and only 2 Councillors belonged to the above 65 age group. The chart proves that the municipal representation is dominated by the young and middle age groups in all the four municipalities under study. Almost the similar picture is prevalent in case of municipal Officials and Citizens also.

Charts 1.2 and 1.3 depict the picture of caste of affiliation of the three categories of respondents. Amongst the Councillors in the Jalpaiguri Municipality all belonged to *Hinduism* and of them 32% belonged to *Brahmin*, 20% *Kayastha*, 8% *Baishya*, 36% *SC* and 4% *OBC*. In Alipurduar out of total 20

Councillors all belonged to *Hinduism*. Amongst them 20% belonged to *Brahmin*, 25% *Kayastha*, 15% *Baishaya*, 35% *SC* and 5% *OBC*. In Cooch Behar out of total 20 Councillors all belonged to *Hinduism* and 20% of them belonged to *Brahmin*, 30% *Kayastha*, 10% *Baishaya*, 35% *SC* and 5% *OBC*. In Tufanganj out of total 12 Councillors all belonged to *Hinduism* and amongst them 8.33% belonged to *Brahmin*, 25% *Kayastha*, 8.33% *Baishaya*, 50% *SC* and 8.33% *OBC*.

The above charts reveal that in all the four municipalities, representation is dominated by the *Brahmin*, *Kayastha* and *Scheduled Caste* communities over other sub-caste Hindu communities.

Amongst the total 10 municipal Officials interviewed in Jalpaiguri 80% belonged to *Hinduism*, 10% *Islam* and 10% *Buddhism*. Among the Hindu Officials 25% belonged to *Brahmin*, 12.5% *Kayastha*, 12.5% *Baishaya*, 25% *SC*, 12.5% *ST* and 12.5% *OBC*. In Alipurduar, out of total 10 Officials interviewed 80% belonged to *Hinduism*, 10% *Islam* and 10% *Buddhism*. Among the Hindu Officials 12.5% belonged to *Brahmin*, 25% *Kayastha*, 25% *Baishaya*, 25% *SC* and 12.5% *ST* category. In Cooch Behar, out of total 10 municipal Officials interviewed, 80% belonged to *Hinduism* and 20% *Islam*. Among the Hindu Officials 12.5% belonged to *Brahmin*, 50% *Kayastha*, 12.5% *Baishaya* and 25% *SC* category. In the Tufanganj municipality, out of total 10 employees interviewed, 80% belonged to *Hinduism* and 20% *Islam*. Among the Hindu Officials, 25% belonged to *Brahmin*, 50% *Kayastha*, 12.5% *SC* and 12.5% *ST* category. Among the Citizens out of total 60 respondents in Jalpaiguri 88.33% belonged to *Hinduism*, 10% *Islam* and 1.67% *Buddhism*. Among the Hindu respondents 18.87% belonged to *Brahmin*, 37.73% *Kayastha*, 22.64% *Baishaya*, 11.32% *SC*, 3.77% *ST* and 5.66% *OBC*. At Alipurduar out of total 60 respondents, 93.34% belonged to *Hinduism*, 5% *Islam* and 1.66% *Buddhism*. Among the Hindu respondents 26.78% belonged to *Brahmin*, 32.14% *Kayastha*, 21.42% *Baishaya*, 3.57% *SC*, 5.35% *ST* and 5.35% *OBC* category. In Cooch Behar, out of total 60 respondents 66.67% belonged to *Hinduism*, 21.67% *Islam* and 11.66% *Buddhism*. Among the Hindu respondents 20% belonged to *Brahmin*, 37.5% *Kayastha*, 30% *Baishaya*, 7.5% *SC* and 5% *OBC* category. In Tufanganj out of total 30 respondents 90% belonged to *Hinduism* and 10% *Islam*.

Among Hindu respondents, 14.81% belonged to *Brahmin*, 44.45% *Kayastha*, 14.8% *Baishya*, 14.8% *SC* and 11.12% *ST* category.

Thus, the above Charts depict that, in all the four municipalities mentioned above, most of the Officials belong to *Kayastha* sub-caste of *Hinduism* followed by *Brahmin*, *Baishya* and *Scheduled Caste* categories. Among the Citizen respondents the ratio of caste and sub-caste affiliation also shows almost the same as we find in the case of Councillors and Officials ratio.

Chart 1.4 shows that out of total 25 Councillors interviewed at Jalpaiguri municipality regarding their educational qualifications – 12% possess either secondary or Higher secondary qualification, 68% graduate, 16% post-graduate and 4% in any other category qualifications. In Alipurduar, out of total 20 Councillors interviewed 10% possess Secondary or H.S. qualification, 60% graduate, 20% post-graduate and 10% in any other category of qualifications. In Cooch Behar municipality, out of total 20 Councillors interviewed – 15% possess Secondary/H.S., 60% graduate, 20% post-graduate and 5% in any other qualifications. In Tufanganj out of total 12 Councillors interviewed, 16.66% possess Secondary/H.S., 66.66% graduate and 16.68% post-graduate qualifications.

Thus, the above chart reveals that among the Councillors most of them have graduate qualifications followed by post-graduate and secondary and H.S. degree. None of the Councillors have non-formal education.

Amongst the 10 Municipal Officials interviewed in Jalpaiguri – 10% possess below secondary education, 20% secondary/H.S., 40% graduate, 10% post-graduate and 20% in any other category educational level. In Alipurduar, out of total 10 employees interviewed, 10% possess below secondary education, 30% secondary/H.S., 30% graduate and 30% in any other category of qualifications. In Cooch Behar out of total 10 employees interviewed, 40% possess secondary/H.S. qualifications, 40% graduate, 10% post-graduate and 10% in any other category educational levels. In Tufanganj municipality, out of 10 employees interviewed, 10% possess below secondary education, 30% secondary/H.S., 50% graduate and 10% in any other category qualifications.

Chart 1.4 depicts that out of total 40 municipal officials interviewed in 4 municipalities taken together, 16 employees have graduate qualification, 12 employees have secondary/H.S. qualification, 3 employees have below secondary and 2 employees have post-graduate degree. On the other hand, 7 employees have technical or other diploma. From the above we can say that, municipal administration is dominated by the graduates followed by other qualified employees.

Amongst the citizens, out of total 60 respondents – 3.34% have non-formal education, 10% below secondary, 25% secondary/H.S., 28.34% graduate, 16.66% post-graduate and 16.66% possess other qualifications (diploma, certificate etc.). In Alipurduar out of 60 respondents, 5% have non-formal, 15% below secondary, 33.34% secondary/H.S., 33.33% graduate, 8.34% post-graduate and 5% any other qualifications. In Cooch Behar, out of total 60 respondents, 65% have non-formal education, 10% below secondary, 60% secondary/H.S., 13.34% graduate, 8.34% post-graduate and 1.67% any other qualifications. In Tufanganj out of total 30 respondents, 6.5% have non-formal education, 10% below secondary, 60% secondary/H.S., 13.34% graduate and 3.35% have any other formal education.

Thus, the above Chart reveals that amongst the citizen respondents, the majority have secondary or higher secondary education followed by graduates in all the municipalities taking together. Non-formal education and in the category of any other education have also a considerable percentage of the respondents. It means that, the respondents have multifarious educational features in the four municipalities.

Chart 1.5 reflects the occupational pattern of the Councillors and Citizens of the four municipalities. Out of 25 Councillors interviewed in Jalpaiguri, 8% have Business, 4% Legal Practice, 24% Teaching, 12% Service, 44% Social Worker, 8% Ex-Serviceman. In Alipurduar out of total 20 Councillors interviewed, 15% have Business, 10% Legal Practice, 25% Teaching, 10% Service, 20% Social Worker, 10% Ex-Serviceman and 10% unemployed. In Cooch Behar out of total 20 Councillors interviewed, 20% have Business, 5%

Legal Practice, 25% Teaching, 10% Service, 30% Social Worker and 10% Ex-Serviceman. In Tufanganj municipality out of total 12 Councillors interviewed, 8.4% have Business, 41.67% Teaching, 8.4% Service, 16.6% Social Worker, 8.4% Ex-Serviceman and 16.6% unemployed.

The above Chart depicts that amongst the Councillor's occupation, teaching has an exclusive dominance over the other professionals followed by social workers, legal practitioners, businessman, ex-serviceman and unemployed respectively.

Amongst the Citizen respondents interviewed in Jalpaiguri, out of total 60, 3.4% have agriculture, 1.7% small scale industry, 28.33% business, 6.7% manufacturing, 8.33% legal practice, 16.7% teaching, 8.33% service, 3.33% service and business, 13.33% business and agriculture, 3.33% Ex-Serviceman and 6.7% unemployed as their professions. In Alipurduar, out of 60 Citizen respondents, 5% have agriculture, 3.33% small scale industry, 43.33% business, 8.33% legal practice, 20% teaching, 16.66% Service and 1.66% unemployed as their occupation. In Cooch Behar municipality, out of total 60 respondents, 1.66% have agriculture, 1.66% small scale industry, 30% business, 8.33% legal practice, 20% teaching, 10% service, 8.33% social worker, 6.66% Ex-Serviceman and 11.66% unemployed as their occupation. In Tufanganj municipality, out of total 30 respondents, 6.66% have agriculture, 20% business, 13.33% legal practice, 23.33% teaching, 10% service, 16.66% business and agriculture, 16.66% Ex-Serviceman and 13.33% are involved in the above professions.

Thus, the Chart 1.5 represents that, amongst the Citizen respondents, out of total 210 interviewed taking altogether in the four municipalities, most of them are engaged in Business followed by teaching, legal practice and other professions as well as unemployed.

Chart 1.6 shows the annual income from all sources of the three types of respondents (Councilors, Officials and Citizens) of the four municipalities under study. The income groups were arranged in six categories.

Amongst the 25 Councillors interviewed in Jalpaiguri, 44% have annual income in the range of less than Rs. 10,000 and 56% have above Rs. 51,000

annual income. In Alipurduar out of total 20 Councillors, 30% have less than Rs. 10,000 and 70% have above Rs. 51,000 annual income. In Cooch Behar out of total 20 Councillors, 30% have less than Rs. 10,000 and 70% have above Rs. 51,000 annual income. In Tufanganj, out of total 12 Councillors, 33.34% have less than Rs. 10,000 and 66.66% have above Rs. 51,000 annual income from all sources.

The above Chart depicts that in all the four municipalities, amongst the Councillors most of them have more than Rs. 51,000 annual income. Amongst the less than Rs. 10,000 income group of Councillors consisted mainly Social Workers, Housewives and Unemployed.

After the pay revision of the State, monthly salaries of all classes of municipal Officials have increased very much. As a result, total 40 municipal Officials interviewed in the 4 municipalities, all of them have above Rs. 51,000 annual income.

Amongst the 60 Citizen respondents in Jalpaiguri municipality, 20% have less than Rs. 10,000 yearly income, 13.33% have Rs. 15,000 to Rs. 25,000, 16.67% have Rs. 26,000 to Rs. 35,000, 5% have Rs. 36,000 to Rs. 45,000, 8.33% have Rs. 46,000 to Rs. 50,000 and 36.67% have above Rs. 51,000 annual income from all sources. In Alipurduar, out of total 60 Citizen respondents, 16.67% have less than Rs. 10,000, 10% have Rs. 15,000 to Rs. 25,000, 5% have Rs. 26,000 to Rs. 35,000, 6.67% have Rs. 36,000 to Rs. 45,000, 5% have Rs. 46,000 to Rs. 50,000 and 66.66% have above Rs. 51,000 annual income from all sources. In Cooch Behar out of total 60 respondents, 20% have less than Rs. 10,000, 3.33% Rs. 15,000-25,000, 5% Rs. 26,000-35,000, 1.67% Rs. 36,000-45,000 and 70% have above Rs. 51,000 annual income from all sources. In Tufanganj out of total 30 respondents, 20% have less than Rs. 10,000, 6.67% have Rs. 15,000-25,000, 3.33% Rs. 26,000-35,000, 3.33% Rs. 46,000-50,000 and 66.67% have above Rs. 51,000 annual income from all sources.

The above Chart (1.6) reveals that, amongst the citizens majority of them are belonging to the highest income group as displayed in the schedule.

(B) *Distribution of Councillors by Political Affiliation:*

Political parties at the urban local level perform a wide range of functions, although their prime function is to see that their candidates are returned in the election or maintained in power. At present, increasingly people seeking to become a member of Municipal Councils. Chart No. 2 depicts the political affiliation of the Councillors in the 4 municipalities under study.

In Jalpaiguri, out of total 25 Councillors 40% belonging to Congress (I), 8% Trinamul Congress, 40% Communist Party of India (Marxist), 8% Forward Block and 4% Independent. In Alipurduar Municipality, 20% belonging to Congress (I), 30% Trinamul Congress, 20% Communist Party of India (Marxist), 10% Revolutionary Socialist Party, 10% Forward Block, 5% Bharatiya Janata Party and 5% Independent. In Cooch Behar Municipality out of total 20 Councillors, 85% belonging to Congress (I), 5% Communist Party of India (Marxist), 5% Forward Block and 5% Independent. In Tufanganj, out of total 12 Councillors, 25% belonging to Congress (I) and 75% belonging to Communist Party of India (Marxist).

Thus, the Chart 2 indicates that, in Jalpaiguri although Congress (I) and CPI (M) are the two major political parties, but none of them are in a position to form the municipal government of their own. The two other minor parties i.e., TMC and Forward Block supported right and left allies but the independent alone played the role of king-maker. In Alipurduar political composition was more complicated and none of the political parties have had domination over the other. In Cooch Behar and Tufanganj, the dominance of Congress (I) and CPI (M) respectively are unquestionable.

(C) *Distribution of Councillors and Officials in Terms of Councillors-Officials Relationship:*

This section deals with the nature of the relationship between the Councillors and Officials of the urban level of four municipalities, i.e., Jalpaiguri, Alipurduar, Cooch Behar and Tufanganj. Relationship reveals the nature of behaviour, which is associated with the role of the actors. The success of

municipal administration no doubt, to a great extent depends upon the cooperation and coordination within the departments of the executives and the deliberative wings. The study covered the dimension with the help of certain variables to measure the relationship between the Councillors and officials. The respondents were asked some questions and requested to express their opinion about four statements, which describe what should be the relationship between themselves and the other role incumbents.

It appears from the Chart 3 that in Jalpaiguri municipality out of total 25 Councillors, 84% expressed it is very important and 16% told it is somewhat important to contact municipal officials for getting certain things done. In Alipurduar out of total 20 Councillors, 85% expressed very important and 15% said somewhat important. In Cooch Behar out of total 20 Councillors, 90% express very important and 10% said somewhat important. In Tufanganj out of total 12 Councillors, 83.33% favoured very important and 16.67% favoured somewhat important to contact municipal officials for better performance of municipal works. It proves that more than 85% of the total Councillors interviewed like to have a good understanding and communication between the Councillors and Officials.

Again, it was asked to the municipal Officials, how far it was important to consult Councillors in discharging administrative responsibilities. In Jalpaiguri out of total 10 Officials, 80% replied in favour of very important, 20% somewhat important. In Alipurduar, 90% opined in favour of very important, 10% somewhat important. In Cooch Behar out of 10 Officials 90% in favour of very important and 10% somewhat important. In Tufanganj out of 10 Officials 100% voted in favour of very important. Thus it reveals from the above chart that, the municipal Officials also like to have a good understanding and communication between Councillors and Officials for better administrative performance.

The next item regarding Councillors-Officials' relationship was asked to the Councillors, whether and how frequently they asked favour from Officials. Chart 3.1 shows that, in the Jalpaiguri municipality out of total 25 Councillors,

20% said sometimes, 4% said rarely, 72% told never and 4% said don't know. In the Alipurduar municipality out of total 20 Councillors, 15% said sometimes, 5% said rarely, 70% told never, 5% said don't know and 5% declined to give answer. In the Cooch Behar municipality out of total 20 Councillors, 10% replied in favour of sometimes, 10% rarely, 70% never and 10% declined to give any reply. In the Tufanganj municipality out of total 12 Councillors, 16.67% voted for sometimes, 8.33% for rarely and 75% in favour of never.

Thus, from the above Chart, it is found that more than 70% of the total Councillors in the above-mentioned municipalities never asked or experienced any such endeavour to get favour from municipal Officials. Very few Councillors answered that they sometimes try to get favour from Officials not for their self-interest rather for the interest of the concerned ward.

The same question was asked to the municipal Officials as to whether and how frequently they try to achieve favour from Councillors. In the Jalpaiguri municipality out of 10 Officials, 10% voted for sometimes, 10% rarely and 80% in favour of never. In the Alipurduar municipality out of total 10 Officials, 10% agreed upon sometimes, 10% rarely, 70% never and 10% disagreed to give any answer. In the Cooch Behar municipality out of total 10 Officials, 20% agreed on sometimes, 10% rarely and 70% told never. In The Tufanganj municipality it was asked out of total 10 Officials, 100% believed that no such favour asked by any Official.

Thus, the Chart 3.1 shows that 80% of the total municipal Officials interviewed believe that the municipal Officials do not seek any favour from the Councillors and they fulfill their assigned duties with sincerity and impartiality.

The next statement relating to problems alleged for the Officials by the Councillors regarding the Councillors-Officials relationship had been presented before the Councillors as well as Officials to find out their opinions – on the basis of four specific problems i.e., guidance to administrative rules; law and order problem; questions about technical matters; and administrative delay.

Chart 3.2 shows that in the Jalpaiguri municipality, out of total 25 Councillors, 16% agreed on guidance to administrative rules, 12% agreed on questions about technical matters, 4% was affirmative on administrative delay

and 68% disagreed with all the above statements. In the Alipurduar municipality out of total 20 Councillors, 10% agreed on guidance to administrative rules, 15% on questions about technical matters and 75% disagreed with all the above statements. In the Cooch Behar municipality out of total 20 Councillors, 15% answered positively on guidance to administrative rules, 10% on question about technical matters and 75% voted against all the above statements. In the Tufanganj municipality out of total 12 Councillors, 25% agreed on questions about technical matters and 75% disagreed with all the above statements.

Thus, the above chart proves that more than 72% of the total Councillors in the 4 municipalities believe that the Councillors do not create any problem or hindrance to the role performance of the municipal Officials in their day to day works.

In the same Chart, the municipal Officials cast their opinion on the same question and similar statements. In the Jalpaiguri municipality out of total 10 officials, 30% agreed on questions about technical matters and 70% disagreed with all the above statements. In the Alipurduar municipality out of total 10 officials, 20% agreed on questions about technical matters and 80% disagreed with all the above statements. In the Cooch Behar municipality, 30% agreed on questions about technical matters and 70% voted against all of the above statements. In the Tufanganj municipality out of total 10 Officials, 10% voted for questions about technical matters and 90% voted against all the above questions.

It reveals from the Chart 3.2 that more than 75% of the municipal Officials interviewed in the four municipalities, do not agree with the above statements regarding creation of problems to them by the Councillors.

The next item regarding Councillors-Officials relations based on Councillors endeavour to persuade and even force the Officials to do what they want were asked on the basis of six statements i.e., promise to take responsibility of consequences; try to spoil service record; threat of abuse; pressure through higher-level political leaders; through friends/relatives; and making public issue.

Chart 3.3 reveals that, in the Jalpaiguri municipality out of total 25 Councillors, 8% replied positively on the statement regarding promise to take

responsibility of consequences, which is used frequently, 12% agreed on the statement threat of threat of abuse, which is used rarely, 60% disagreed with all the above statements, 16% replied that they don't know anything about such matters and 4% declined to made any answer. In the Alipurduar municipality out of total 20 Councillors, 10% agreed on the statement relating to the threat to spoil service record, which is used sometimes, 20% replied positively on the statement pressure through higher level political leaders, which is used rarely and 70% of the respondents disagreed with all the above statements. In the Cooch Behar municipality out of total 20 Councillors, 10% agreed with the statement that Councillors threat to spoil service record, which is used sometimes and 90% of the respondents did not agree with the above statements. In the Tufanganj municipality out of total 12 Councillors, 8.33% agreed with the statement promise to take responsibility of consequences, which is used sometimes but 91.67% of the Councillors disagreed with all the above statements.

The Chart 3.3 proves that more than 75% of the total Councillors interviewed disagreed about the existence of persuasion on the Officials by the Councillors to do any unprecedented, unconstitutional or illegal work for them. They viewed that municipal functions run on the basis of statutory and administrative rules as directed by the WBMA-1993.

Chart 3.4 shows the opinions of the municipal Officials on the same questions based on the similar statements. In the Jalpaiguri municipality, out of total 10 Officials interviewed, 20% agreed on the statement relating to promise to take responsibility of consequences, which is used sometimes, 30% voted for the statement making public issue, which is used rarely and 50% disagreed with the existence of such persuasion. In the Alipurduar municipality, out of total 10 respondents, 20% agreed on the statement relating to threat of abuse, which is used sometimes, 40% voted for the statement making public issue, which is used rarely and 40% were against all the statements. In the Cooch Behar municipality out of total 10 respondents, 20% voted for the statement relating to promise to take responsibility of consequences, which is used sometimes, 10% favoured the statement that they are persuaded through friends/relatives, which is used rarely,

20% declined to give any reply and 50% disagreed with all the above statements. In the Tufanganj municipality out of total 10 respondents, 20% agreed on the statement relating to promise to take responsibility of consequences, which is used sometimes, 20% replied positively on the statement making public issue, which is used rarely and 60% of the respondents disagreed about the existence of such persuasion.

In the Charts 3.5 and 3.6, with a view to evaluate the tendency among urban leaders of pursuing personal interests on problems concerning partisan and universal interests, both the Councillors and Officials were asked to express their opinion about the four statements i.e. – personal benefit; for particular political party; for whole area benefit and for the interests of relatives. The above-mentioned two charts represent the informations on Councillors and Officials responses as follows.

In the Jalpaiguri municipality out of total 25 Councillors interviewed, 72% agreed on the statement for whole area benefit, which is used oftenly as the representative of the Ward concerned, 8% agreed on the statement for benefit of a particular political party, which is used sometimes, 16% replied positively on the statements for relatives interests, which is used rarely and 4% agreed about the existence of such situations. In the Alipurduar municipality out of total 20 Councillors, 85% replied positively on the statement for whole area benefit, which is used quite oftenly, 10% supported the statement for a particular political party that occurs sometimes and 5% agreed on the statement for relative interests that is used rarely. In the Cooch Behar municipality out of total 20 Councillors, 90% voted for the statement for whole area benefit used quite oftenly and 10% agreed on the statement that contact made for particular political party benefits which is used sometimes. In the Tufanganj municipality out of total 12 Councillors, 100% voted for the statement that contacts are made for the benefit of the whole area oftenly.

The Chart 3.6 shows that in the Jalpaiguri municipality out of total 10 Officials, 30% agreed on the statement that contact are made by the Councillors for their personal benefit sometimes, 60% viewed that peoples' representatives

approached them oftenly for the benefit of the whole area and 10% agreed on the statement that contacts are made for the benefit of a particular political party rarely. In the Alipurduar municipality out of total 10 respondents, 20% agreed on the statement that contacts are made for the interests of relatives sometimes, 20% disagreed with any of the above statements, 50% acknowledged that contacts are made for the whole area benefit oftenly and 10% agreed that contacts are made for personal benefits by the Councillors rarely. In the Cooch Behar municipality out of total 10 respondents, 80% agreed that they are approached by the Councillors for the benefit of whole area oftenly and 20% viewed, the Councillors approached for their relatives interests sometimes. In Tufanganj municipality out of total 10 respondents, 100% acknowledged that Councillors approached quite often for the benefit of the whole area.

The above two charts indicate that the Councillors as the peoples' representatives maintain a good contact with municipal Officials for the benefit of the whole area they represent quite oftenly.

(D) Distribution of Respondents (Councillors/Citizens) by Councillor-Citizens Relationship:

Generally, Citizens in our country often keep themselves away from the municipal affairs. There is a general belief that the Citizens can do nothing to influence civic activities. To find out the truth, the respondents in both the sample were asked – “why Citizens do not complain to the Councillors against municipal administration?”

Chart 4 shows the extent of receiving complaints from the Citizens against municipal administration. In the Jalpaiguri municipality out of total 25 Councillors, 48% received such complaints sometimes, 12% rarely and 40% never received any complaint. In the Alipurduar municipality out of total 20 Councillors, 20% received complaints sometimes, 35% rarely and 45% never received any complaint from the Citizens. In the Cooch Behar municipality out of total 20 Councillors, 20% received complaints against municipal administration by the Citizens, 25% rarely and 55% never received any complaint. In the Tufanganj municipality out of total 12 Councillors, 16.67%

received complaints sometimes, 25% rarely and 58.33% never received any complaint against municipal administration by the Citizens.

Chart 4.1 shows the extent of receiving demands/suggestions from the Citizens by the Councillors for the development of the Ward, they represent. In the Jalpaiguri municipality out of total 25 Councillors, 16% received demands/suggestions from the Citizens sometimes, 12% received rarely and 72% never received any demand or suggestion from the Citizens of the Ward. In Alipurduar municipality out of total 20 Councillors, 35% received demands/suggestions sometimes, 20% rarely and 45% never received any such demand or suggestion. In the Cooch Behar out of total 20 Councillors, 20% received demand/suggestions sometimes, 10% rarely and 70% never received any demand/suggestion. In the Tufanganj municipality out of total 12 Councillors, 33.33% received such demands or suggestions sometimes, 16.67% rarely and 50% never received such demand or suggestion for the development of the concerned Ward.

Chart 4.2 represents the opinions of the Citizens for few complaints against the municipal administration on the basis of four statements presented before them, i.e., Citizens have lost faith in urban leadership; lack of civic education among Citizens; lack of political consciousness; and municipal body is not helpful.

In the Jalpaiguri municipality, out of total 60 Citizens interviewed, 25% agreed that Citizens have lost faith in urban leadership is somewhat true, 45% believe that lack of civic education among Citizens is correct for few complaints against municipal administration and 30% of the respondents did not agree with any of the above statements. In Alipurduar out of total 60 respondents, 45% viewed that lack of civic education among Citizens was somewhat correct for few complaints, 30% disagreed with all the above statements and 25% agreed that Citizens have lost faith in urban leadership is fully correct. In Cooch Behar out of total 60 respondents, 25% disagreed with all the above statements, 65% believe that lack of civic education among the Citizens is correct for few complaints and 10% viewed that municipal body is not helpful was somewhat

correct. In the Tufanganj municipality out of total 30 respondents, 6.67% agreed with the statement that Citizens have lost faith in urban leadership was correct, 20% viewed that lack of civic education among Citizens was somewhat correct and 76.67% disagreed with all the above statements.

Thus, the above-mentioned three charts prove that the complaints against the municipal administration as well as demands or suggestions made by the Citizens to the Councillors in all the four municipalities found very few. On the other hand, the reasons relating to few complaints made by the Citizens revealed paradoxical because most of the Citizens did not agree with the statements but they themselves could not show any specific reason either overtly or covertly.

In a democratic set up, a meaningful and live contact between the Governors and Governed is necessary for smooth functioning of an urban Government. This would also help to create an atmosphere for developmental activities within the urban areas. The most important technique of maintaining rapport between the Councillors and Citizens seems to be face to face contact. Both the categories of respondents were asked to mention how rapport between them are maintained on the basis of four probable ways i.e., through road side meetings; periodic rounds in the Ward; association at festivals; and through social works.

Charts 4.3 and 4.4 show that in the Jalpaiguri municipality out of total 25 Councillors, 32% maintained rapport through road side meetings quite oftenly, 36% made rapport with Citizens through periodic rounds in the Ward sometimes and 32% did not agree with any of the ways of communication stated. In the Alipurduar municipality out of total 20 Councillors, 35% believe that they made rapport with Citizens through periodic rounds in the Ward oftenly. 40% through roadside meetings sometimes and 25% did not agree with any of the methods. In Cooch Behar out of total 20 Councillors, 35% try to make rapport through social works oftenly, 45% through roadside meetings and 20% followed none of the above-mentioned methods. In Tufanganj municipality out of total 12 Councillors, 41.67% maintained rapport with Citizens through roadside meetings sometimes and 58.33% through periodic rounds in the Ward quite oftenly.

Chart 4.4 shows the opinions of the Citizens relating to the nature of rapport between the Councillors and Citizens. In the Jalpaiguri out of total 60 respondents, 58.33% viewed that the Councillors do not follow any of the methods, 33.33% agreed that Councillors sometimes round in the Ward and 8.34% belief that rapport is made oftenly through association in festivals. In Alipurduar out of total 60 respondents, 63.34% stated that Councillors do not follow any of the methods, 18.33% agreed that through roadside meeting of rapport followed by the Councillors oftenly and 18.33% viewed that Councillors meet only through association in festivals sometimes. In Cooch Behar out of total 60 respondents, 60% stated that the Councillors do not follow any of the methods of rapport, 23.33% agreed that the Councillors sometimes met with citizens through roadside meetings and 16.67% said that Councillors met with Citizens oftenly through association in festivals. In Tufanganj out of total 30 respondents, 63.33% disagreed with any of the methods of rapport maintained by the Councillors, 33.33% viewed that Councillors only met through association in festivals oftenly and 3.34% agreed that Councillors sometimes met with Citizens through social works.

Chart 4.3 shows that most of the Councillors claim that they always try to maintain a good rapport with the Citizens of their Ward either through one or more of the above-mentioned methods.

In the implementation of the municipal plans, public cooperation is always a necessary element. As the peoples' representatives, Councillors' have to maintain a close relation with the Constituents. However, their attitude towards Citizens is broadly conditioned by many considerations. In the present study both the Councillors and the Citizens were asked to characterize their mutual attitude.

Chart 4.5 shows that in the Jalpaiguri municipality out of total 25 Councillors, 52% characterized their relation with the Citizen as friendly, 36% as cooperative and 12% indifferent. In Alipurduar out of total 20 Councillors, 70% characterized their relation with Citizens as friendly and 30% as cooperative. In Cooch Behar out of total 20 Councillors, 75% viewed their relation as friendly

and 25% cooperative with the Citizens. In Tufanganj out of total 12 Councillors, 41.67% viewed their relations with the Citizens as friendly and 58.33% as cooperative.

Amongst the citizens in Jalpaiguri out of total 60 respondents, 58.33% characterized their relations with the Councillors as friendly, 30% as cooperative, 6.67% as indifferent and 10% stated as non-cooperative. In Alipurduar out of total 60 respondents, 28.33% viewed their relation with the Councillors as friendly, 58.33% as cooperative, 3.34% as indifferent and 10% as non-cooperative. In Cooch Behar out of total 60 respondents, 38.33% expressed that their relations with the Councillors were friendly, 48.34% as cooperative, 8.33% as indifferent and 5% as non-cooperative. In Tufanganj, out of total 30 respondents, 53.33% viewed their relations with the Councillors as friendly, 26.67% as cooperative, 6.67% as indifferent and 13.33% as non-cooperative.

Analysis of data reveals that majority of the Citizens viewed the attitude of the Councillors as friendly and cooperative. Almost all the Councillors shared the similar opinion.

It has already been mentioned that the municipalities barring little success are not working upto the expectation. There are several factors, which create hindrances in effective job performance of the Councillors. The Citizens were asked to mention some of the major hindrances in effective job performance of the Councillors on the basis of four stated hindrances i.e. – excessive number of engagements; lack of training; political interference; and inadequate knowledge of rules and regulations.

Chart 4.6 reveals that in Jalpaiguri, out of total 60 respondents, 58.33% voted for lack of training of the Councillors the main hindrance of effective job performance, 36.67% viewed political interference somewhat correct and 5% viewed that none of the reasons was true. In Alipurduar out of total 60 respondents, 70% viewed that inadequate knowledge of rules and regulations were the main hindrance, 25% viewed lack of training somewhat correct and 5% did not acknowledge any of the statement as correct. In Cooch Behar out of total 60 respondents, 65% viewed inadequate knowledge of rules and regulations as the main hindrance, and 21.67% lack of training as somewhat correct and

13.33% opposed all the statements. In Tufanganj out of total 30 respondents, 63.33% viewed lack of training as the main hindrance and 20% viewed inadequate knowledge of rules and regulations as somewhat hindrance but 16.67% opposed to consider any of the statements as true.

Thus, the data analysis proves that majority of the respondents consider lack of training and inadequate knowledge of municipal rules and regulations are the main hindrance in the effective job performance of the Councillors.

(E) Distribution of Respondents (Citizens-Administration) by Their Relations to Each Other:

This section deals with the nature of the relationship between the Citizens and municipal Administration at the urban local level of four municipalities under study. Relationship reveals the nature of behaviour, which is associated with the role of the actors. The success of a municipal Administration, no doubt, to a great extent, depends upon the cooperation and coordination between the Administration and Citizens. The study covered the dimension with the help of following variables – Citizens get no proper treatment, access to municipal officers through middleman; and no institutional machinery for peoples' grievances at lower level. The respondents were asked to express their opinions on the above statements.

It appears from Chart 5 that in the Jalpaiguri, out of total 60 Citizen respondents, 60% viewed that no institutional machinery for peoples' grievances at lower level was very much correct, 36.67% viewed access to municipal officers through middleman was somewhat correct and 3.33% disagreed with all the above statements. In Alipurduar out of the 60 respondents, 48.33% acknowledged that there was no institutional machinery for peoples' grievances at lower level was very much correct, 38.33% viewed the access of municipal officers through middleman was somewhat correct and 13.34% disagreed with all the above statements. In Cooch Behar out of total 60 respondents, 51.67% agreed on that there was no institutional machinery to ventilate peoples' grievances at lower level was very much correct, 36.67% viewed that Citizens get

no proper treatment was somewhat correct and 11.66% disagreed with all the above statements. In Tufanganj municipality out of total 30 respondents, 56.67% agreed that no institutional machinery for peoples' grievances was very much correct, 33.33% voted for the statement, access to municipal officers through middleman was somewhat correct and 10% disagreed with all the above statement.

Chart 5.1 shows that in the Jalpaiguri out of 10 officials respondents, 80% did not agree with any of the above statements and 20% acknowledged lack of machinery to ventilate peoples' grievances sometimes correct. In Alipurduar municipality out of 10 respondents, 90% disagreed with any of the above statements and 10% agreed on the lack of machinery to ventilate peoples' grievances as somewhat correct. In Cooch Behar and Tufanganj out of 10 respondents each, 100% in each municipality disagreed with any of the above statements.

Thus, the data analysis reveals that the majority of the Citizen respondents acknowledged some problems and grievances against municipal Administration. On the other hand, most of the municipal officials did not agree about the non-cooperation or indifferent attitude by the officials towards the Citizens.

(F) Citizens' Awareness about Ward Committee and Municipal Activities:

It has already been stated in the earlier Chapter that the 74th Constitution Amendment Act 1992, and the West Bengal Municipal Act 1993, envisaged for the constitution of Ward Committee in all the Municipalities in each Ward taking the eminent persons in various field of the Ward to achieve the goal of decentralized development and ensuring peoples' participation in the development process. This section deals with the nature of peoples' awareness and participation in the functions of the Ward Committees in the four municipalities under study.

Chart 6 shows that in the Jalpaiguri municipality, out of total 60 Citizen respondents, 31.67% know about the existence of Ward Committee and 68.33% did not know about any such Committee. In Alipurduar out of total 60 respondents, 36.67% said yes and 63.33% told no. In Cooch Behar out of total 60 respondents, 28.33% said yes and 71.67% negative. In Tufanganj out of total 30 respondents, 73.33% know about it and 26.67% did not know about Ward Committee.

The data analysis reveals that, 38.09% of the total respondents taking all the four municipalities together expressed positive view about the Ward Committees and 61.91% did not know about Ward Committee. Thus, it appears that majority of the people do not know about the existence of Ward Committee.

In the Chart 6.1 the respondents who were aware about the Ward Committee is distributed by the opinions about the functions of Ward Committee on the basis of four statements i.e. – planning and development of the Ward; monitoring municipal activities; to create civic consciousness among the Citizens; and none of the above.

The data analysis reveals that in Jalpaiguri out of total 19 respondents, 42.01% said planning and development of the Ward, 26.31% expressed monitoring municipal activities, 21.05% viewed to create civic consciousness and 10.52% told none of the above were its functions. At Alipurduar out of total 22 respondents, 22.72% voted for planning and development of the Ward, 50% voted for monitoring municipal activities, 9.09% for the creation of civic consciousness and 18.18% for none of the above. In the Cooch Behar out of total 17 respondents, 32.29% voted for planning and development, 47.05% for monitoring municipal activities, 5.88% to create civic consciousness and 11.76% for none of the above. In Tufanganj out of total 22 respondents, 31.18% voted for planning and development, 40.90% for monitoring municipal activities, 13.63% to create civic consciousness and 13.63% for none of the above.

Thus, from the data it appears that majority of the respondents viewed monitoring municipal activities was and is the function of Ward Committee. A

good number of the respondents viewed that planning and development of the Ward was and is the function of Ward Committee.

The WBMA-1993 envisaged that the members and Convenor of the Ward Committee should be nominated by the Ward Councillor. Chart 6.2 reveals the opinions of the Citizens relating to the method of nomination on the basis of four statements i.e. – politically motivated; not according to the provisions of the WBMA-1993; idea of nomination was good but implementation was not proper; and method is not proper.

In the Jalpaiguri out of 19 respondents, 10.52% considered the method as proper, 26.31% considered the method somewhat good but implementation was not proper and 63.58% considered it not at all proper due to being politically motivated. In Alipurduar out of total 22 respondents, 27.27% viewed the method as proper, 31.18% viewed not at all proper and 40.90% considered the method was somewhat proper but implementation was not proper. In Cooch Behar out of total 17 respondents, 29.41% viewed the method as proper, 47.05% somewhat proper but not according to WBMA-1993 and 23.52% viewed the method not at all proper. In Tufanganj out of total 22 respondents, 40.90% considered the method as proper, 45.45% viewed it somewhat correct but implementation was not proper and 13.35% viewed it not at all proper.

The above Chart depicts that almost majority of the respondents considered that, the method of nomination was good but the implementation was not proper and according to the provisions of the WBMA-1993, due to political interference and other pressures.

Chart 6.3 deals with the criteria considered by the Councillors in the nomination of members and Convenors of Ward Committees on the basis of four variables – considering young, energetic social worker; according to the provisions of the WBMA-1993; as instructed by the local party; and conscious about municipal activities.

The data analysis reveals that in Jalpaiguri out of total 25 Councillors, 60% considered young, energetic social workers, 12% as envisaged by the WBMA-1993, 20% by the instruction of local party and 8% considered

consciousness about municipal activity as the main criteria in the nomination of members and Convenors of Ward Committees. In the Alipurduar out of total 20 Councillors, 65% considered young, energetic social worker, 10% as envisaged by the Act, 20% by the political party and 5% considering consciousness about municipal activities. In the Cooch Behar out of total 20 Councillors, 70% considered young, energetic social workers, 10% according to Municipal Act, 10% by the local political party and 10% conscious about municipal activities. In Tufanganj out of total 12 Councillors, 66.67% considered young, energetic social workers, 8.33% as envisaged by the Act, 16.67% by the local political party and 8.33% considering consciousness about municipal activities.

The above data analysis depicts that more than 65% of the total Councillors in the four municipalities considered young, energetic social worker as the criterion for the nomination of members and Convenors in the Ward Committee.

The next question about the Ward Committee was asked to the Citizens, whether they considered the Ward Committee as an essential part for democratic, decentralized development. Chart 6.4 shows that in Jalpaiguri municipality out of total 19 respondents, 26.31% considered yes and 73.69% considered negative on three grounds – 21.05% viewed no real power devolved to the Ward Committee, 15.78% considered Ward Committee as an undemocratic body and 36.85% viewed that the Ward Committee possessed no financial power. In Alipurduar out of total 22 respondents, 31.81% viewed Ward Committee as an essential part of democratic, decentralized development and 68.19% viewed negative because, 36.37% considered that no real power devolved to Ward Committee, 18.18% considered Ward Committee as undemocratic body and 16.63% find no financial power to Ward Committee. In Cooch Behar out of total 17 respondents, 23.52% viewed positive and 76.48% viewed negative because, 29.41% found no real power to Ward Committee, 17.64% viewed Ward Committee as undemocratic body and 29.41% found no financial power of Ward Committee. In Tufanganj out of total 22 respondents, 59.09% viewed positive and 40.91% viewed negative on the grounds – 22.72%

found no real power to Ward Committee, 4.55% viewed Ward Committee as undemocratic body and 13.63% found no financial power to Ward Committee.

The above data analysis reveal that majority (63.75%) of the respondents do not consider the Ward Committee as an essential part of the democratic decentralized development mainly for the above-mentioned grounds.

The other unstructured question was asked to the Citizens -- whether they considered the Ward Committee as a plan formulating body. The opinions found are tabulated on two heads – yes/no and then the no's are categorized on three grounds in the Chart 6.5.

In the Jalpaiguri municipality out of 19 respondents, 26.31% viewed positive and 73.69% viewed negative because 21.05% considered Ward Committee had no technical expert for plan making, 15.78% found political interference and 36.85% viewed no real power devolved to Ward Committee. In Alipurduar out of total 22 respondents, 31.81% viewed positive and 68.19% viewed negative of which 36.36% found no technical machinery for plan making, 9.09% undue political interference and 22.72% found no real power to Ward Committee. In Cooch Behar out of total 17 respondents, 23.53% viewed positive and 76.47% viewed negative because 52.94% found lack of technical expert for plan making, 11.76% undue political interference and 11.76% found no financial power to Ward Committee. In Tufanganj, out of 22 respondents, 59.09% viewed positive and 40.91% viewed negative of which 22.73% found no technical expert for plan formulation, 9.09% viewed undue political interference and 9.09% found no financial power to Ward Committee.

Thus, the data analysis reveals that taking all the four municipalities together, 36.25% of the total respondents considered the Ward Committee as plan formulating body for the Ward and 63.75% did not consider so.

The next item that was considered in Chart 6.6 is about the citizens' attendance in the periodic meetings of the Ward Committee. The data states that in Jalpaiguri out of 19 respondents, 78.94% said yes and 21.06% no. in Alipurduar out of total 22 respondents, 72.72% expressed positive and 27.28% negative. In Cooch Behar out of 17, 70.59% said yes and 29.41% said no. In Tufanganj out of 22 respondents, 63.63% said yea and 36.37% said no.

The above-mentioned analysis of data depicts that more than 70% of the total respondents attended in the periodic meetings of the Ward Committees.

In the Chart 6.7 (a and b taken together) the respondents who attended in the periodic meetings of Ward Committee were asked, whether such meetings increased civic consciousness and should be held frequently. In Jalpaiguri out of total 15 respondents, 46.67% viewed that it increased civic consciousness and 53.33% said negative. 60% said should be held frequently and 40% said no necessity. In Alipurduar out of 16 respondents, 68.75% viewed positive and 31.25% viewed negative. 56.25% said should be held frequently and 43.75% against such meetings. In Cooch Behar, out of 12 respondents, 33.33% viewed positive and 66.67% viewed negative. 33.33% said should be held frequently and 66.67% against such meetings. In Tufanganj out of 14 respondents, 57.14% viewed positive and 42.86% negative. 50% told should be held frequently and 50% said should not be held frequently.

The above data analysis reveals that majority of the respondents considered the periodic meetings of the Ward Committees as a mechanism to increase civic consciousness among the citizens and should be held frequently.

The next unstructured question was asked to the respondents who did not attend in the periodic meetings of Ward Committee and shows the reasons behind it. Chart 6.8 shows the numbers and reasons of not attending in the meetings expressed by them. In Jalpaiguri out of 4 respondents, 50% viewed that they could not express opinion freely, 25% believe that excessive dominance of ruling political party as the reason and 25% stated that they did not possess negotiable data. In Alipurduar out of 6 respondents, 50% stated that they could not express opinion freely, 33.33%, scarcity of negotiable data and 16.67% believe that those meetings are used mostly for political campaigning. In Cooch Behar out of 5 respondents, 60% stated that members could not present opinion freely and 40% due to scarcity of negotiable data. In Tufanganj out of 8 respondents, 50% did not attend the meeting because they cannot express opinion freely, 16.67% due to excessive dominance of ruling party and 33.33% lack of negotiable data.

Thus, the data displayed in the Chart 6.8 reveals that most of the members who did not attend the periodic meetings of the Ward Committee because they cannot express their opinion freely.

Another structured question was asked to the Citizens about their awareness of municipal activities that are going on in their town. Chart 6.9 shows that in the Jalpaiguri municipality out of 60 respondents, 45% said yes and 55% no. In Alipurduar out of 60 respondents, 48.33% viewed positive and 51.67% negative. In Cooch Behar out of 60 respondents 43.33% positive and 56.67% negative. In Tufanganj out of 30 respondents, 63.33% noted positive and 36.67% negative.

The data analysis reveals that majority of the Citizen respondents are not aware about the municipal activities that are going on in their town, except in Tufanganj.

Citizen respondents were asked, whether they believe that municipal services have improved in the last ten years. Data presented in the Chart 6.10 shows that, in Jalpaiguri out of 60 respondents, 16.67% viewed very much, 41.66% not so much, 11.64% not at all, 20% said they don't know and 10% declined to give any reply. In Alipurduar out of 60 respondents, 15% expressed very much, 55% not so much, 21.67% not at all and 8.33% said they don't know. In Cooch Behar out of 60 respondents, 30% viewed very much, 38.33% not so much, 15% not at all, 11.67% said they don't know and 5% declined to give any answer. In Tufanganj out of 30 respondents, 30% said very much, 40% not so much, 13.33% not at all and 16.67% said they don't know.

The above data analysis reveals that majority of the Citizens do not believe that the municipal administration has improved civic services upto their expectations in the last ten years.

Citizens were asked how far they discuss about municipal administration with others and the responses shown in Chart 6.11. The Chart depicts that in Jalpaiguri out of 60 respondents, 10% said very much, 68.33% sometimes, 10% not at all, 5% don't know and 6.67% did not give any reply. In Alipurduar out of 60 respondents, 6.67% noted very much, 71.67% sometimes, 13.33% not at all, 3.33% don't know and 5% did not reply. In Cooch Behar out of 60 respondents,

11.67% noted very much, 70% sometimes, 6.67% not at all, 8.33% don't know and 3.33% declined to reply. In Tufanganj out of 30 respondents, 23.33% said very much, 40% sometimes, 26.67% not at all, 6.67% don't know and 3.33% declined to give any reply.

The above Chart 6.11 shows that majority of the citizens in all the four municipalities discuss about municipal administration with others sometimes.

Chart 6.12 shows the frequency of visit by the citizens to the spots where the development programmes are going on in the town. In Jalpaiguri out of total 60 respondents, 15% noted very much, 53.33% sometimes, 20% not at all, 1.67% don't know and 10% did not reply. In Alipurduar out of 60 respondents, 10% noted very much, 68.33% sometimes, 11.67% not at all, 3.33% don't know and 6.67% no reply. In Cooch Behar out of 60 respondents, 13.33% said very much, 65% sometimes, 15% not at all, 5% don't know and 1.67% no reply. In Tufanganj out of 30 respondents, 30% noted very much, 43.33% sometimes, 20% not at all and 6.67% declined to give answer.

Thus the data analysis depicts that most of the Citizens visited the spots where development programmes are going on in the town occasionally or sometimes.

(G) Municipal Developments in the Perception of Citizens:

Citizens are the most important, honest and responsible evaluators of the developmental activities of a municipality as a beneficiary of developments. Therefore, an attempt has been made in this section to evaluate the developments of the four municipalities in the perception of the residents. In this connection, a question was asked to the respondents, how far they demanded or suggested the Councillors for development?

Chart 7 shows that in Jalpaiguri out of total 60 respondents, 11.66% stated very much, 66.67% noted sometimes, 15% said not at all, 1.67% replied don't know and 5% declined to give any answer. In Alipurduar out of 60 respondents, 13.33% replied very much, 58.33% noted sometimes, 16.67% said

not at all, 3.33% said don't know, and 8.33% declined to give any reply. In Cooch Behar out of 60 respondents, 6.67% noted very much, 68.33% told sometimes, 13.33% replied not at all, 3.33% said don't know and 8.33% declined to answer. In Tufanganj out of 30 respondents, 13.33% answered very much, 60% noted sometimes, 16.67% replied not at all, 3.33% said don't know and 6.67% declined to reply.

The above data analysis reveals that in the four municipalities most of the respondents demanded or suggested the Councillors for development sometimes.

Another question was asked to the citizens about the frequency of invitation they received from the Councillors in the meetings for development. Chart no. 7.1 reveals that in Jalpaiguri out of total 60 respondents, 6.67% said frequently, 20% sometimes, 46.67% not at all, 16.67% don't know and 10% no reply. In Alipurduar out of 60 respondents, 8.33% noted frequently, 18.33% sometimes, 50% not at all, 21.67% don't know and 1.67% no reply. In Cooch Behar out of 60 respondents, 8.33% noted frequently, 21.67% sometimes, 53.33% not at all, 5% don't know and 11.67% declined to reply. In Tufanganj out of 30 respondents, 13.33% noted frequently, 26.67% sometimes, 43.33% not at all, 6.67% don't know and 5% did not give any answer.

Thus, from the data interpretation it reveals that almost 50% of the total respondents in the four municipalities never get any invitation from their Councillors in the meetings held for municipal development.

The next question was asked to the citizens whether the present municipality is efficient for local development. Chart 7.2 shows that, in Jalpaiguri 80% of the respondents answered yes and 20% noted no. In Alipurduar, 48.33% said yes and 51.67% told no. In Cooch Behar, 76.67% answered yes and 23.33% told no. In Tufanganj, 63.33% answered yes and 36.67% replied negatively.

Chart 7.2 reveals that majority of the total respondents in the four municipalities think that present municipality is efficient for the development of the locality.

Another question was asked to the Citizens relating to the benefits they received from the municipal developments. Chart 7.3 shows that in Jalpaiguri out of 60 respondents, 15% stated much, 35% sometimes, 20% not much, 16.67% replied don't know and 13.33% declined to give reply. In Alipurduar out of 60 respondents, 8.33% replied much, 43.44% stated somewhat, 38.33% said not much, 3.33% replied don't know and 6.67% didn't reply. In Cooch Behar out of 60 respondents, 20% said much, 43.33% somewhat, 16.67% not much, 6.67% don't know and 13.33% declined to reply. In Tufanganj out of 30 respondents, 23.32% said much, 36.67% somewhat, 16.67% not much, 6.67% don't know and 6.67% declined to reply.

The above data analysis reveals that, majority of the respondents viewed that they have been somewhat benefited by the municipal development works.

(H) Nature of Affiliation as a Councillor:

Councillors are the peoples' representatives and the electorates expect to fulfill their aspirations and expectations attached to urban facilities and civic services by their representatives. So the Councillors have a moral obligation to respond at the call of the electorates. This section deals with the frequency or quantum of attachment of the Councillors with the municipal development programmes. The Councillors were asked the question, how they quantify and maintain affiliation to the various developmental programmes of the Municipality?

Chart 8 shows that in the Jalpaiguri municipality out of total 25 Councillors, 76% noted their active participation and 24% viewed moderate affiliation. In Alipurduar out of 20 Councillors, 90% claimed active and 10% moderate participation. In Cooch Behar out of 20 Councillors, 85% claimed active and 15% moderate participation. In the Tufanganj municipality out of total 12 Councillors, 100% claimed to be the active participants in the various development programmes of the Municipality.

Thus, the data analysis reveals that, an overwhelming majority of the Councillors in all the four municipalities claimed that their participation are active in the various developmental programme of their municipalities.

(I) Councillors' Opinion on Municipal Finance:

The assignment of functions is only the first step towards building of a good municipal government system. The second step is to ensure that the assigned functions are matched by the adequate sources of finance. The Second Municipal Finance Commission in West Bengal 1993 stated that, functions and finances must go together as unfunded mandates strike at the very root of autonomy and efficiency. Therefore, this section deals with how far the municipal functions and finances are matched in the four municipalities. The Councillors were asked few unstructured questions relating to municipal finance. The answers are categorized as shown in the keys of Chart 9.

Chart 9 shows that in Jalpaiguri out of total 25 Councillors, 20% believe that more local revenue sources are necessary, 28% claimed for more grants-in-aids, 16% wanted to introduce minimum service charges, 28% viewed that special drive should be taken for arrear property tax collection and 8% in favour of more remunerative capital investment. In Alipurduar out of 20 Councillors, 20% claimed for more local revenue sources, 40% in favour of more grants-in-aids, 15% was in favour of minimum service charges, 20% viewed that special drive should be taken for arrear property tax collection and 5% favoured more remunerative capital investment. In Cooch Behar out of 20 Councillors, 35% demanded more local revenue resources, 25% claimed for more grants-in-aids, 20% in favour of minimum service charges and 20% favoured more remunerative capital investment. In Tufanganj out of 12 Councillors, 16.67% wanted more local revenue sources, 41.67% claimed more grant-in-aids, 16.67% was in favour of minimum service charges and 24.99% liked to invest more capital on remunerative works.

The above data analysis reveals that, most of the Councillors are in favour of more State grants-in-aids assurance.

Another question was asked to the Councillors – whether they think that municipal funds are adequate? Yes/No. All the Councillors in four municipalities answered – no and they show the reasons behind their claim in the Chart 9.1.

In the Jalpaiguri municipality out of 25 respondents, 52% claimed that local revenue sources are limited, 16% analyzed that most of the incomes are used for salaries and wages, 8% viewed that property tax collection is very poor and 24% said small and medium towns have no other source of income other than property tax. In Alipurduar out of 20 respondents, 35% claimed that local revenue sources are limited, 5% said most of the revenues are used for salary and wages, 10% viewed property tax collection is very poor and 50% claimed that small and medium towns have no other revenue sources except property tax. In Cooch Behar, out of 20 respondents, 30% noted local revenue sources are limited, 15% told most of the revenues are used for salaries and wages, 5% noted property tax collection is poor and 50% claimed that small and medium towns have no other revenue source except property tax. In Tufanganj out of 12 respondents, 50% claimed that local revenue sources are limited, 8.33% viewed that most of the revenues are used for salaries and wages, 8.33% said that property tax collection is poor and 33.34% noted that small and medium towns have no other revenue sources other than property tax.

The above Chart reveals that most of the Councillors think that the main reason of inadequacy of municipal finance is the very limited number of local revenue sources.

The next question was asked to the Councillors 'should grants-in-aids structure be constitutionalized? Yes/No. If yes, why?' All the Councillors in four municipalities answered 'yes'. Chart 9.2 shows the percentage and reasons of constitutionalization as shown by the Councillors.

In Jalpaiguri out of 25 Councillors, 28% thought that fund flow may be assured, 12% expected lesser chances of political interferences, 16% hoped guaranteed financial right, 8% thought state dependency would decrease and 36% claimed that local autonomy would be protected. In Alipurduar out of 20 respondents, 40% said fund flow would be assured, 10% claimed lesser chances of political interference, 20% claimed that financial right would be guaranteed, 15% thought state dependency would decrease and 15% said local autonomy would be protected. In Cooch Behar out of 20 respondents, 50% claimed that

fund flow would be assured, 10% thought there would be lesser chances of political interference, 15% noted that financial right would be guaranteed, 10% said state dependency would decrease and 15% claimed local autonomy would be assured. In Tufanganj out of 12 respondents, 41.67% viewed that fund flow would be assured, 8.32% thought that political interference would decrease, 16.67% claimed that financial right would be guaranteed, 16.67% said state dependency would decrease and 16.67% claimed local autonomy would be protected.

The data analysis depicts that a large number of Councillors in all the four municipalities wanted to constitutionalize the grants-in-aids structure because the fund flow from the State Government to the municipalities will be guaranteed through this constitutional protection.

The next question was asked to the Councillors relating to Revision of Grants-in-Aids structure and the data reveals in the Chart 9.3 that, in Jalpaiguri out of 25 Councillors, 100% agreed to revise the grants-in-aids system. Amongst them, 32% claimed that backward area ULB's should get more funds, 52% demanded more funds for small and medium towns and 16% demanded more funds for backward area ULB's irrespective of population. In Alipurduar out of 20 Councillors, 50% wanted more funds for backward area municipalities, 40% claimed more funds for small and medium towns and 10% demanded revision of per head allocation for backward municipalities. In Cooch Behar out of 20 respondents, 40% demanded more fund for backward municipality, 45% claimed more fund for small and medium towns and 15% wanted revision of per head allocation. In Tufanganj out of total 12 Councillors, 58.33% demanded more fund for backward area municipalities, 33.33% claimed more fund for small and medium towns and 8.34% wanted revision of per head allocation system for backward area municipalities.

The above data analysis reveals that taking all the four municipalities together, almost the similar number and most of the Councillors are demanding revised grants-in-aids system on two grounds – (i) backward area municipalities should get more state grants; and (ii) small and medium towns should get more state funds for development and urban services.

The last question was asked to the Councillors, should there any state control on municipal finance? Chart 9.4 shows that, in Jalpaiguri out of 25 Councillors, 88% stated positive and 12% negative. In Alipurduar out of 20 Councillors, 95% said yes and 5% no. In Cooch Behar out of total 20 Councillors, 90% answered positive and 10% negative. In Tufanganj out of 12 Councillors, 83.33% said yes and 16.67% said no.

The above data analysis reveals that almost 90% of the Councillors are in favour of State control on municipal finance.

Summary of the Results of Field Survey and Empirical Findings :

Firstly, the section dealing with the socio-economic background of the three types of sample respondents shows that, among the Councillors the male/female ratio has been maintained as envisaged by the 74th Constitution Amendment Act 1992 and West Bengal Municipal Act 1993. Among the Officials and Citizens male dominance is prevalent. Among the majority respondents of all the three categories, young and middle age groups are at the top of the hierarchy. Among the *Hinduism, Brahmin, Kayastha and Scheduled Castes* are the majority relating to religion and sub-castes of the respondents. The lion's share of the Councillors are in teaching occupation and they possess graduate qualifications. The majority of the Officials are graduates but most of the Citizens possess either Secondary or Higher Secondary qualification. Majority of the Councillors are ranking at the top income group as defined in the schedule. All of the Officials and majority of the Citizen respondents are also at the top income group in the schedule.

Secondly, the section, dealing with the political affiliation of the Councillors shows that in the two municipalities of Jalpaiguri district, none of the political parties have single domination and the Municipal Boards have been formed either with the support of other parties or the independents. But in the Cooch Behar district, Congress (I) in Cooch Behar and CPI (M) in Tufanganj are dominant and possess overwhelming majority in the respective municipality.

Thirdly, the section dealing with the Councillors-Officials relationship reveals that majority of both the sample respondents believe that, they have good cooperation and understanding. None of the two sides, interfere to each other's job, never seek favour from each other for personal benefit. As a result, municipal administration runs according to administrative rules.

Fourthly, the section, dealing with Councillors-Citizens relationship depicts that majority of the Councillors received very few complaints against municipal administration as well as demands/suggestions for development from the Citizens. Both the Citizens and the Councillors believe that they have a good and friendly relations and communication. However, majority of the Citizens thinks that lack of training and scarcity of knowledge about municipal rules and regulations are the main hindrances of satisfactory job performance of the Councillors.

Fifthly, the section, dealing with the Citizens-Administration relationship shows that amongst the majority of the Citizens there are some allegations and grievances against the municipal administration. But majority of the municipal Officials disagrees with the allegations pointed out by the Citizens.

Sixthly, the section that deals with the citizens' awareness about Ward Committee and municipal development shows an embarrassing result. Taking all the four municipalities together, out of total 210 Citizens, 38.09% are aware and 61.91% people completely unaware about the existence of Ward Committee in a municipality. Amongst the majority of the respondents who are aware about Ward Committee views that, monitoring of municipal activities are the functions of Ward Committee. Regarding the method of nomination of members and Convenors of the Ward Committees, majority of the respondents consider that the moto of the method is good but its implementation is not being proper. Majority of the Councillors nominates young, energetic social workers as the members and Convenors of the Ward Committees. Majority (63.75%) of the respondents does not consider the Ward Committee as an essential part of democratic decentralized development. Those who are aware about Ward Committee and attend its periodic meetings, 70% of them regularly attend the

meetings and majority of them believe that such meetings are helpful for improving civic consciousness and should be held as more as possible.

About the municipal activities and development projects, majority of the respondents is unaware and amongst the aware Citizens, sometimes they visit the projects where development programmes are going on. Majority of the Citizens sometimes discusses about municipal administration with others and they believe that municipal services have not improved very much.

Seventhly, the section, that deals with municipal development in the perception of citizens, shows that majority of the respondents demand or suggest the Councillors for development sometimes. 50% of the respondents claimed that they never get any call or invitation in the meetings held for development purposes. However, majority of them believes that the present municipal administration is efficient enough for the development of the locality and they have somewhat benefited by municipal activities.

Eighthly, the section, dealing with the nature of affiliation of the Councillors in the various development and administrative programmes of the municipality and the concerned Ward, reveals that an overwhelming majority of the Councillors demand that their participation are very much active.

Lastly, the section that deals with the municipal finance in the perception of Councillors shows that, majority of the Councillors is in favour of more fund flow from the State exchequer in the form of grants-in-aids. Majority of the Councillors thinks that, the main reason of inadequacy of municipal fund is the limited number of local revenue sources. A large majority of the Councillors are in favour of constitutionalization of grants-in-aid structure to ensure fund flow from the State Government under the Constitutional umbrella. Most of the Councillors want to revise the state grants structure on two grounds – (a) backward area municipalities should get more state grants; and (b) small and medium towns have no other source of revenues other than property tax. As a result, they are not in a position to maintain even the minimum urban basic services. Regarding state control on municipal finance, most of the Councillors noted positive on the grounds of good financial management and discipline.