



ACCOUNTABILITY OF HARYANA URBAN DEVELOPMENT AUTHORITY (HUDA) – A STUDY

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Introduction

The term accountability is synonymously used to define answerability, liability, responsibility, or an expectation of someone to receive an account of something. In terms of governance or administration, the term accountability has always occupied a central position in all discussions related to leadership positions whether in the public sector, private or corporate sector or in the non-profit organizations. Accountability correlates to assuming administration, governance, or being in an obligatory position whether in an employment or in any other position to report, explain or be liable to answer to someone for an activity, event, or a series of action. India is a democratic country, and all governmental institutions are ultimately answerable to the people of India constitutionally. HUDA is a governmental organization in the state of Haryana for development in urban areas.

Objective of Study

- To examine the interference of politician and bureaucrats in the functioning of HUDA.
- To suggest suitable measures to make Haryana Urban Development Authority more efficient and accountable institution for urban development.

Research Methodology

The study pertains to the role of specialized agency i.e. Haryana Urban Development Authority (HUDA) in urban development, which is mainly focused on Urban Development including accountability regarding the services provided by the authority to the beneficiaries of urban estate.

Sample

The official of the above stated agency constitute the population of the study. Three districts namely; Ambala, Panchkula and Kurukshetra were taken up to conduct the field survey for eliciting empirical study. A Sample of 150 employees of HUDA selecting 50 from each district, they were sent questionnaires. However, only 100 respondents sent back the filled in questionnaire. Besides this, other methods like observation and discussion with the official and beneficiaries were also adopted.



Findings

1. The data in study reflects that a majority of the official respondents (45 percent) were experienced more than 15 years; followed (31 percent) respondent experienced 11 to 15 years. The rest 24 percent experienced less than 5 years. It can be said that sampled official have good experience.
2. The study depicts that most of the official respondents (93 percent) were happy with working conditions but the other 7 percent were not happy. So, it is clear that the working conditions in the department quite satisfactory. Further, out of them 85 percent respondents were agree to this statement that hard work and honesty is enough for getting departmental promotion and the remaining 15 percent had given no comments. So, it is inferred that hard work and honesty is enough to get the promotion in the department.
3. The study demonstrates that most of the official respondents (85 percent) reported that rules and regulation are strictly followed by HUDA officials but the other 15 percent were against it. Further, they informed that HUDA has been successful in achieving its objectives. About the procedures of every activity, all officials asked that all procedures of HUDA are well set.
4. It is evident from the study that most of the respondents (90 percent) expressed no comments about any interference by bureaucrats in the functioning of HUDA. Amongst them 8 percent stated that there is interference in functioning of HUDA and the remaining 2 percent didn't know. It is clear that most of official don't want to say anything about the interference made by bureaucrats.
5. The study demonstrates that most of the official respondents (92 percent) expressed no comments about any interference. A few number of official respondents (8 percent) stated that there is a lot of interference in functioning of HUDA by political people. But nobody response in 'no' and 'Don't know' which shows that respondent do not want to clear the picture of influence by Political people in the functioning of HUDA.
6. The study concluded that interference may be exist in the functioning of HUDA by bureaucrats and politicians. But nobody wants to clear the picture.
7. The data in the study reveals that most of the respondents (75 percent) did not give any comment, 10 percent stated that they didn't know and 8 percent reported that they use the power when they feel need. And the remaining 7 percent viewed that they never use the power.
8. The study demonstrates that most of the respondents (75 percent) had given no comments when they were asked about the use of power or position for completing the work in the department. Amongst them 10 percent stated that it is not right to use the power. But the other 8 percent reported that it is right.



The rest 7 percent respondents didn't know whether it is right or no to use one's power for getting work done in any department.

9. The study concludes that a majority of the official respondents (70 percent) reported that there is no corruption in the department but 27 percent reported that there is corruption in their department. A few respondents i.e. 3 percent did not give any comment. But when same question was put to beneficiary respondents, most of them reported that there is a lot of corruption at various level of HUDA.
10. The information in the study reveals that most of the official respondent (93percent) reported that the functioning of HUDA is fair and transparent. On other hand 7 percent respondents did not give any comments. When they were asked if common people seek some information about their pending cases/ files in HUDA they provide information to them. Almost all official reported that the information always give to them when they feel needed.
11. The data in the study demonstrate that most of the official respondents (92 percent) reported that there is a proper communication among all the wings and departments of HUDA. But the rest 8 percent respondents reported negative. It is inferred there is a proper communication amongst various wings or department of HUDA.
12. The data in the study leads to conclusion that out of the total official respondents 82 percent respondents informed that there is proper coordination among the wings of HUDA. Followed by 8 percent respondents who reported that sometimes there are problems, 7 percent did not give any comment. The rest 3 percent respondents reported that there is no coordination amongst them. So, it is clear that there is a proper coordination amongst the officials of various wings or departments of HUDA.
13. The study concludes that a considerable percentage of official respondents (49 percent) had pressurized by their seniors but 51 percent respondent reported they had never pressurized by their seniors. Further it was asked them if they succumb to the demand of their seniors. Out of them 28 percent were agreeing to succumb to the demand of their seniors. But the majority of the respondents with 72 percent did not express any comment. They were again asked what happens if they decline to succumb to senior's demand. They reported that nothing happens when they refused to their senior demands.
14. The information in the study demonstrates that a few numbers of official respondents (8 percent) have the knowledge to who approach in case of unfair pressure from influential person. But the majority of the respondents with 92 percent did not know.



15. The data in the study depict that most of the official respondents (83 percent) reported that there is a complaint remedial mechanism in HUDA. On the other hand 10 percent reported negatively and the rest 7 percent didn't know. Further, it was asked those respondents who reported that there is a complaints remedial mechanism in HUDA. Only 8.4 percent respondents reported that the complaint remedial mechanism is effective in HUDA but a large number of respondents with 91.6 percent did not give any comment.
16. The study reveals that a majority of the official respondents (79.5 percent) didn't give any comment about the importance of IT in improving the function of HUDA. But a considerable numbers of respondents with 20.5 percent gave arguments in favour of IT. All officials accepted that computerization has reduced their workload.
17. The study concludes that most of the respondents (91percent) reported that the monetary resources are enough for the developmental work. Among them 8 percent did not give any comment and the rest just 1 percent informed that monetary fund are not enough.
18. The study highlighted that 25 percent official respondents reported that the manpower is sufficient but 7 percent viewed that manpower is not sufficient. A large number of respondents (68 percent) did not respond. Again they were asked whether the manpower is efficient. Most of the respondents i.e. 93 percent stated that the manpower in HUDA is efficient but a few number of respondents (7 percent) did not give any comment.
19. The study concluded that a large number of official respondents (93 percent) stated that they are happy with their services in HUDA. But a few numbers of the respondents (7 percent) did not give any response. It is clear from above discussion that service conditions of HUDA are quite good.

Suggestions

1. In the changed circumstances, the composition should consist of more professionals and technocrats like architects, planners, engineers etc. having ample experience and knowledge of performing the 'functions of the Authority. Moreover, civil servants manning it should be imparted requisite technical skills, especially in the field of designing, construction, financial, -marketing management etc. If possible, appropriate amendments be made in the Act so as to avoid the involvement of politicians in managing it as the functions being technical in nature requires professional and expert handling as well as demand in depth involvement which is not possible for a political head as they lack time and technical know-how.
2. The tenure of the members of HUDA should be fixed and frequent transfers



- on political grounds should be avoided as far as possible. Moreover, the meetings should be held frequently so as to review and initiate timely modifications wherever the need arises. There should be greater flexibility in decision-making so as to keep pace with the changing demands and circumstances.
3. HUDA should evolve measures to weed out the non-serious applicants and also those who apply with a commercial mindset i.e. buying not for the residential purposes so as to instill faith of the genuine client and make the allotments to the really needy client. HUDA should tire in more transparency in conducting free and fair draws of lots. Moreover, method of Auction should be used restrictively and with caution, it should not encourage unscrupulous element to create dearth of land -by paying exorbitantly for the residential and commercial plots through auction.
 4. In order to become a truly people friendly and result oriented organization, it is required to bring qualitative improvements in its performance, its departments, branches and committees be held accountable for achieving quantified targets, professional be appointed as heads on contract basis, system of performance incentives be introduced. Efforts should also be made to instil a culture of cost consciousness by having regular feedback for the services it provides. HUDA should monitor customer satisfaction by involving various agencies such as citizens groups, welfare associations and other professional organizations in performing certain-functions, checking violations and reducing corruption to some extent. For example, the procedure of grant-of building permissions has been simplified and registered architects .have been authorized to certify the building plans of houses.
 5. Single Window System needs to be made fully functional. In the advent of Information technology, it should be accessible to the clients through user friendly e-governance techniques. All the relevant information, application performa, fees, fines, procedural routes and processes etc., is provided on the website and websites be regularly updated so as to make it really meaningful.
 6. In India, and particularly in Haryana, the last few years had witnessed constant and continuous rise in the land prices thus, making it difficult to afford a house by the middle and lower strata of the society. Moreover, the increasing role of the private builders and colonizers is adding to the woes of” the people. As such, privatization should not be viewed as a panacea for improved governance performance. Rather, the situation demands, government’s intervention so as to protect the common man from being cheated and harassed by the private agencies. Comprehensive guidelines are published by the governmental agencies describing complete details of the private colonizers/builders so that people can ascertain their genuineness.
 7. To make it achieve its mission with excellence, HUDA needs to be made a



truly effective body for bringing about overall planned urban development in the state, hence, requires an active inter-linkage between the government, the clients and private sector organization.

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