

**STUDY OF THE STRATEGIES ADOPTED BY  
SURAT MUNICIPAL CORPORATION AND ITS EFFECTS ON  
THE QUALITY OF PUBLIC LIFE**

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**Undertaking**

I, **NETHALA MOHANA RAO** is the Ph. D Scholar of the Tilak Maharashtra Vidyapeeth in **MANAGEMENT** Subject. Thesis entitled **STUDY OF THE STRATEGIES ADOPTED BY SURAT MUNICIPAL CORPORATION AND ITS EFFECTS ON THE QUALITY OF PUBLIC LIFE** under the supervision of **Dr. SURESH ABHYANKAR.**, Solemnly affirm that the thesis submitted by me is my own work. I have not copied it from any source. I have gone through extensive review of literature of the related published / unpublished research works and the use of such references made has been acknowledged in my thesis. The title and the content of research is original. I understand that, in case of any complaint especially plagiarism, regarding my Ph.D. research from any party, I have to go through the enquiry procedure as decided by the Vidyapeeth at any point of time. I understand that, if my Ph.D. thesis (or part of it) is found duplicate at any point of time, my research degree will be withdrawn and in such circumstances, I will be solely responsible and liable for any consequences arises thereby. I will not hold the TMV, Pune responsible and liable in any case.

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## **CERTIFICATE**

This is to certify that the thesis entitled “**STUDY OF THE STRATEGIES ADOPTED BY SURAT MUNICIPAL CORPORATION AND ITS EFFECTS ON THE QUALITY OF PUBLIC LIFE**”. Which is being submitted herewith for the award of the degree of Doctor of Philosophy (Ph. D) in Management, of Tilak Maharashtra Vidyapeeth, Pune is the result of original research work completed by Nethala Mohana Rao under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any degree or similar title of this or any other University or examining body upon him.

**Place: Pune**

**Dr. SURESH ABHYANKAR**

**Date: 10 JULY 2018**

**Research Guide**

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**Nethala Mohana Rao**

## **Abstract**

The problem is not the lack of strategies or policies initiatives, but the translation thereof into effective implementation.

The needs of a community are not self-evident. Services may be provided and still not fulfill the requirements of the users. What defines good quality of life in the relevant community? Have the strategies and policies adopted, been accepted by the citizens and stakeholders? Do they meet their needs and expectations? To be successful, one has to understand what defines good quality of life in the relevant community.

The Surat Municipal Corporation had succeeded in bringing about the necessary development in demand after what was a catastrophic post-plague period that was characterized by epidemics and lack of sanitation which led to disappointment amongst both the stakeholders and the SMC. Surat Municipal Corporation responded by launching strategies and introducing initiatives that helped the SMC to transform the conditions in the city. Outstanding management strategies were used by the SMC from the macro-level to the micro-level. From modifying the administrative setup for solid waste management to revamping the entire administrative and financial management system of the Surat Municipal Corporation, the city was undergoing a rapid transformation. One of the most significant factor that played a key role in such an achievement by the SMC was the community participation, people felt more responsible when it came to following the policies of the SMC and the attitudes of the citizens were better. This led to the formulation and implementation of strategies that were intended to trigger the cleanliness drive in the city. The hiring of vehicles for garbage collection was privatized in order to have a larger workforce and stringent measures were undertaken in case of they did not get the work done on time. All of this led to a tremendous transformation in the operations of the SMC and both the officials and the stakeholders were motivated and satisfied with the work that was being done. The health Department introduced initiatives that led to a strengthening of the health infrastructure, revival of a work ethic among health workers and extensive sanitation drive. These measures boosted the city's health indicators. One of the most important factors that worked out for the SMC to modify the personnel setup and administrative setup working for the Municipal Corporation and improving relations with the stakeholders and involving them in the projects that they undertook to accomplish the tasks that were necessary for the well-being of the society.

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## ABBREVIATIONS USED IN THE STUDY

SL	Abbreviations	Full form
1	<b>SMC</b>	Surat Municipal Corporation
2	<b>SUDA</b>	Surat urban development authority
3	<b>SSI</b>	Senior supervisor in charge
4	<b>SI</b>	Supervisor In charge
5	<b>PWD</b>	Public work department
6	<b>BPMC</b>	Bombay provincial municipal act
7	<b>EWS</b>	Economically weaker section
8	<b>TP</b>	Town planning
9	<b>MG</b>	Mobile grievance
10	<b>GRUDA</b>	Gujarat regulation of unauthorized development act
11	<b>MIS</b>	Management information Centre
12	<b>GDP</b>	Gross domestic product
13	<b>SMEs</b>	Small medium enterprises
14	<b>CDP</b>	City development plan
15	<b>CZ</b>	Central zone
16	<b>NZ</b>	North zone
17	<b>SZ</b>	South zone
18	<b>EZ</b>	East zone
19	<b>WZ</b>	West zone
20	<b>SWZ</b>	South west zone
21	<b>SEZ</b>	South east zone
22	<b>SRSWOR</b>	Sample random sampling without replacement
23	<b>PPP</b>	Public private partnership
24	<b>NGO</b>	Non-governmental organization
25	<b>RDP</b>	Registered domestic partner
26	<b>BRTS</b>	Bus rapid transit system
27	<b>CEO</b>	Chief executive officer

28	<b>CPA</b>	Chartered professional accounting
29	<b>ONGC</b>	Oil Natural Gas Company
30	<b>NTPC</b>	Natural power thermal center
31	<b>FDI</b>	Foreign direct investment
32	<b>SWM</b>	Solid waste management
33	<b>SWOT</b>	Strengths, Weakness, Opportunities and Threats
34	<b>TQM</b>	Total quality management
35	<b>QOL</b>	Quality of life
36	<b>SWB</b>	Subjective well-being
37	<b>DMP</b>	Disaster management plan
38	<b>GIDC</b>	Gujarat industrial development corporation

# **CHAPTER-1**

## **INTRODUCTION**

### **1.1 Introduction**

In this era of globalization, an organization cannot stay alive without strategy. However, sound the objectives of an organization may be, if the strategy is poor it will not be able to taste the fruits of success.

A strategy reflects organizations awareness of how, when and where it should compete, against whom it should compete and for what purpose it should compete.

Management involves a positioning of a unit in the market place through planning and implementation. Strategies are defined as a set of decisions and actions that result in the formulation and execution of plans designed to achieve an organizations objective.

It has always been an endeavor of Surat Municipal Corporation to be the best when it comes to serving its citizens. Its initiatives in various fields like solid waste management, tax collection, finance management, capital projects, greenery and other areas to render the city - the CLEAN SURAT, the GREEN SURAT and the QUENCHED SURAT are noteworthy. SMC has always set an example by such initiatives so as to serve the citizen in the best possible manner.

Surat Municipal Corporation is one of the best-managed municipal corporations in India with an efficient, responsive and transparent administration. This system has a self-correcting mechanism in the form of its complaint redressal system. SMC adopts all the methods available to get the feedback from the citizen about its working and functioning efficiency. It could be a better performance indicator of any mechanism than the number of grievances of its users. The users of SMC's mechanism are the citizens of Surat and hence SMC tries to receive their complaints through all the possible fast modes and tries to solve them at the earliest.

Surat Municipal Corporation is a local self-government that was set up under the Bombay Provincial Municipal Act, 1949.



It handles all the important functions and optional functions assigned on the SMC by the BPMC Act, 1949 with the following objectives:

1. To make Surat a dynamic city.
2. To make Surat Vibrant, beautiful city.
3. To make self-reliant and sustainable city with all basic amenities.
4. To provide services to enhance better quality of life among citizens.
5. To make Surat a solar city

## **1.2 Meaning of strategy**

‘Plan’ and ‘strategy’ are two different words. A plan and a strategy are used in order to achieve an end. A plan is a definite program or scheme through which an end result can be obtained. A strategy is a planned layout or design, which can be modified in order to achieve an end result. A plan cannot be customized, for example, if plan fails; you cannot adapt it and try again. Instead, a completely different plan is used. A strategy is pretty flexible in nature and adaptation can be made to handle the situation.

When it comes to a municipality, a strategy for the future should be engaged, taking into consideration the various problems it might face. A municipality should be prepared to accept and make timely changes in its strategy over the course of time as the situation demands it. Such a sound strategy will only gain in strength when it is prepared by a concrete municipal master plan.

For example, in some countries most of the municipalities run with an integrated sustainable development strategy, which is based on some guidance by their local seminar of towns and municipalities. In order to work well and develop good partnerships, a municipality should adapt an incorporated method to its strategy.

An incorporated municipal development strategy is an understanding of all the departments for which the local government has consent, with good co-ordination, so that the municipality can deal with the issues in a structured way. Developing a single strategy to address all the issues across all the sectors gives the municipality

more strength and scope to create good contact, and do a lot more through cross-sectoral cooperation. Separation of a part of the municipality as a nature-protected area opens up potential for the organizations outside the municipality. It can also be used for youth education programmes.

Resources nowadays are limited, which makes their effective and efficient allotment all the more important. Municipalities should be competitive when it comes to increasing the quality of life and developing strategies and mechanisms to do so is very important. One of the advantages of a good strategy is that it gathers funds from financial institutions or national funding for municipal projects.

Some municipalities last longer than the others because of a well-planned strategy that works effectively. Some municipalities nowadays have designed a strategy and are already working on the second and third generation of the strategy, while some haven't yet considered working on their strategy. The municipalities that work with a strategy effectively will have an advantage over the municipalities that do not work effectively without a strategy.

Some municipalities handle their strategy on a political promotion basis while some don't. Municipalities should understand that strategies are tools that alter the operations of the municipality. When a municipality strives and coordinates throughout all the sectors that it is responsible for, it creates networks outside the municipality for partnerships. A municipality's success rate is based on the strength of these networks. When these partnerships develop and flourish, it makes the municipality more accountable, which is beneficial for it in the long run.

### **Strategy preparation**

The most important part of a strategy is the procedure of the strategy. The end-product can be easily achieved when the strategy is good. A municipal strategy should be a policy for the people who are affected by it. The four stages of a good strategy are:

1. Getting organized
2. Conducting situation survey
3. Strategy formulation
4. Strategy Implementation

### **1.3 Meaning of Management**

Management is extremely necessary aspect of the economic life of an individual, which is an organized group activity. It is measured as the essential foundation in the modern social organization marked by scientific thought and technological innovations. Noteworthy management principles are needed whenever human efforts are jointly aimed at satisfying wants of the people.

It is management that coordinates employee's productive activities through harmonized use of material resources. Without the leadership provided by management, the resources of production remain resources and never become production.

Management is the combine force in all planned activity. Where ever there is two or more people work together to attain a common objective, they have to organize their activities. They also have to arrange and utilize their resources for the effective utilization of the resources.

Many management experts have tried to define management. But, no definition of management has been universally accepted.

#### **Definitions of Management:**

**Peter F. Ducker** defines, "Management is an organ; organs can be described and defined only through their functions".

According to **Terry**, "Management is not people; it is an activity like walking, reading, swimming or running. People who perform management can be designated as members, members of management or executive leaders."

**Ralph C. Davis** has defined Management as, "Management is the function of executive leadership anywhere."

According to **Mc Farland**, "Management is defined for conceptual, theoretical and analytical purposes as that process by which managers create, direct, maintain and operate purposive organization through systematic, co-ordinate co-operative human effort."

According to **Henry Fayol**, management is "To manage is to forecast and plan, to organize, to compound, to co-ordinate and to control."

**Harold Koontz** says, "Management is the art of getting things done through and within formally organized group."

To conclude, we can say that various definitions of management do not run opposite to one another. Management is the sum-total of all those activities that,

- (i) determine objectives, plans, policies and programmes;
- (ii) secure men, material, machinery
- (iii) put all these resources into operations through sound organization
- (iv) direct and motivate the men at work,
- (v) Supervises and control their performance and
- (vi) Provide maximum prosperity and happiness for both employer and employees and public at large.

Management is the process of handling the organizational goals by working with and through people and other organizational resources that are available.

Management has the following 3 characteristics:

1. It is a process or series of continuing and related activities.
2. It involves and concentrates on reaching organizational goals.
3. It reaches these goals by working with and through people and other organizational resources.

Management is an individual or a group of individuals that accept responsibilities to run an organization. The Management Plans, organizes, directs and controls all the essential activities of the organization. Management does not do the work themselves. They motivate and co-ordinate others to do the work (i.e. bring together) so that, all the work for achieving the objectives of the organization is done.

Management coordinates and controls all **Six Ms.** etc. i.e. men and women, money, machines, materials, methods and markets, in order to achieve the objectives of the organizational goals such as high sales, maximum profits, business expansion and so on.

#### **1.4 Meaning of Municipality**

A Municipality is a local organization that is elected and delegated by the Government that is accountable for the governance of a particular area that it is constituted. In some instances, it is used to refer to cities, villages, and integrated towns. Sometimes it is used to refer to any government unit that is below the level of the country.

A municipality and a municipal corporation are defined differently. The area of setting up of a municipality differs from that of a municipal corporation. Municipalities are set up in ordinary urban areas, whereas Municipal Corporations are set up in huge metropolitan areas with major commercial value and good industrial growth, which constitute a good government and cultural center. Municipal Corporations are usually constituted in big cities only. Some examples are cities like Delhi, Mumbai and Calcutta.

A municipality has a council to manage its activities and this council is called the governing council. The municipality elects some members to its council. These members are known as councilors. The governing council has a civic chief called the president or chairman who is considered to be the person who handles the activities of the governing council.

The committee system is a part of the local government. A committee system does not have much of a role to play and it does not have much importance in a municipality. It plays an important role in the municipal corporation.

A municipality is responsible for the proper authority and organization of the all the public affairs in the area that it is constituted. Since the municipalities are set up by the law, the state government can hamper by executive authority. In spite of being formed as a delegated organization, the municipalities can be intruded by the state government as the state legislature governs the municipality.

The scope of local autonomy given to the municipalities is lesser than that of the municipal Corporations. The local governments have a lot of control on the municipalities as compared to municipal corporations. A municipality is not financed with as much legislations and regulations as that of a municipal corporation. The schemes, budget, and bye laws regarding certain strategies and works of the municipality that include a lot of cost should be taken to the government for prior approval. That is not the case when it comes to a municipal corporation.

### **1.5 Meaning of Corporation**

A corporation is set up by the act that is passed by the state legislature. In case of a union territory, it is established by the act passed by the parliament. This organization is corporate because of the reality that it is an important part of the state and it is a creation of the state law. With the effect of only a few limitations in the constitution or the statute, the state legislation can create many of such legal entities.

A corporation does not depend on the government for anything. It is a separate entity with continuous sequence that is created by the state legislature. It can own and reject entities. It can select and make contracts and it can use its own name to file suits too.

Nowadays, many public corporations get money for their activities from the capital market. The capital market is a good source for the corporations to raise money.

A municipal corporation has massive financial independence as compared to a municipality. It can make its own budget, and use its profits for the various schemes that it employs.

Board of directors is elected by the government who are responsible for the proper management of the corporation. The government does not hinder in the activities and the working of the corporation.

A public corporation has the right to appoint its own workers. It decides the payment and service conditions of the workers. The workers are free to work for the corporation since it is a separate entity.

The main feature of the corporation is service-motive. It is expected to do well financially and earn good profits.

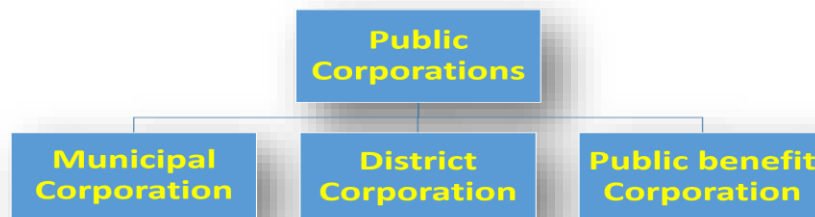
A corporation should submit a report of its work annually to the government. The auditor general and the controller go through the report and audit the files. The annual report and the files that are audited should be submitted to the parliament and state government.

The corporations that come under “public corporations” are three types:

- A) Municipal Corporation,
- B) District Corporation and
- C) Public benefit corporation.

### **Types of Public Corporations**

**Chart-1**

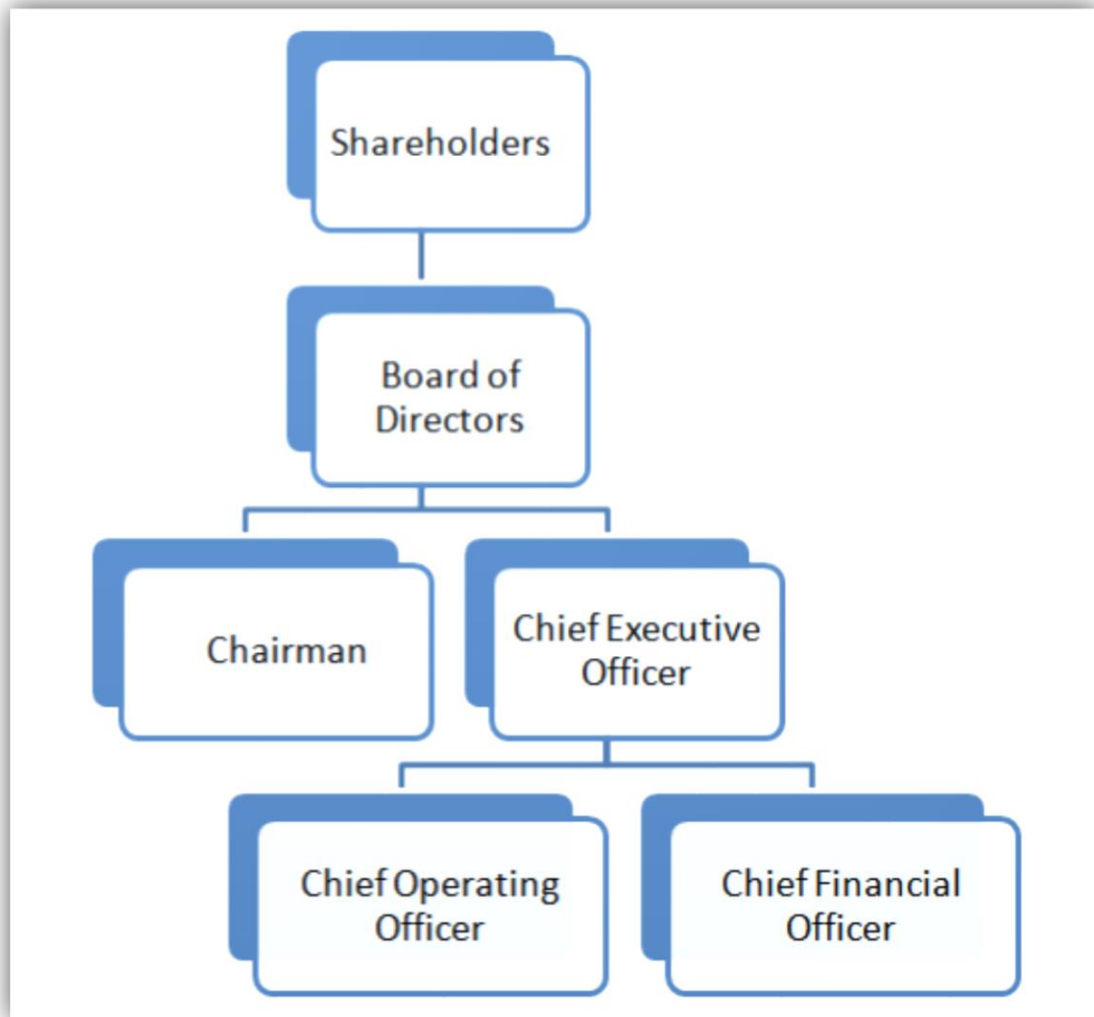


### 1.5.1 Structure of Corporation

A corporation is a form of organization that is independent of its owners. Corporations are accountable for management operations that are different from its owners. There are many types of corporations that can be planned for different motives. A municipal corporation is in a city, town that is setup with a corporate charter granted by the state, a public corporation is run by the government.

#### Organizational structure of Corporation

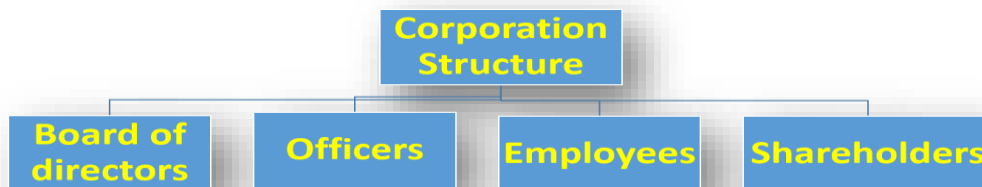
Chart-2





The organizational structure of a corporation consists of various units and subunits handled by in charges that are elected by the corporation. The corporation activities range across different zones and it elects staff for each zone separately. The two most important offices of a corporation are the civic centers, zone office and the ward office, which play an important role in governing various aspects of a particular area. The zone office includes a health department which is responsible for duties like cleaning the area of the zone, cleaning the drainage and gully-traps of the area, creating a food inspection branch, getting rid of stray animals in the area. The evaluation and renewal section handles the evaluation of properties and recovers taxes like property tax, education tax and the various taxes, it collects the rent for the corporation's various properties and it is responsible for handling the grievances regarding the breach of law.

Corporations can have many structures, but the most typical corporation organizational structure consists of:



- (1) Board of directors,
- (2) Officers,
- (3) Employees, and
- (4) Shareholders or owners.

There is no limit the corporation can have as many as are suitable to do business.

A corporation is a type of entity that has an existence independent of its owners. Corporations have powers and duties separate and different from those of its owners. They can be organized for many purposes and can come in many types. For example, a

municipal corporation is a city or town operating under a corporate charter granted by the state, while a public corporation is owned and operated by the government.

Corporate organizational structure is organized to achieve its objectives. The corporate structure is important because it determines the ownership, control, and authority of the organization. In a corporation, these characteristics are represented by three groups: shareholders, directors, and officers. Ownership belongs to the shareholders. Control is exercised by the board of directors on behalf of the shareholders, while authority over the day-to-day operations is given to the officers.

### **Board of directors**

The board of directors is responsible for supervise and directing the business of the corporation in the best interest of the shareholders. The key point here is oversight; the board is not expected to actually operate the business. Rather, its purpose is to supervise operations, approve major plans, and monitor financial performance.

The board generally performs the following functions:

- Select, evaluate, fix the compensation for, when necessary, replace the company's chief executive officer.
- Administer the business operations to evaluate whether the business is being properly managed.
- Review and approve major corporate plans, financial objectives, annual budgets, and strategies.
- Review the adequacy of financial accounting, auditing, and other systems to comply with relevant law.

Authority for these responsibilities is typically results from each state's corporate regulations, which hand over to the board the duty to manage the business of the corporation. The board doesn't have total control, though shareholder's votes are required in order to determine the decision of the corporation. The degree specifies the matters that must be implemented upon by the shareholders, including amendments to the

certificate of incorporation or bylaws, the election of directors, the sale of all or considerably all of the corporation's property.

The board of directors is generally comprised of three types of people. The chairman of the board is technically the leader of the corporation, responsible for running the board effectively. The chairman is usually elected from the board of directors. The chairman is responsible for maintaining good association and communication with the chief executive officer and the executives of the corporation, and developing a business strategy. The chairman is the person who represents the management and the board to the public and the shareholders.

### **Shareholders**

In a corporation, the group of shareholders holds shares of stock. Most business corporations are established with the goal of providing a return for its shareholders in the form of profits. Shareholders have the right to share in the profits of the business but are not personally responsible for the company's debts.

This concept is known as limited liability and is one of the main advantages of the corporation as a form of doing business.

If you decide to invest in a few shares of your favorite fast food company, does that give you the right as a shareholder to show up at corporate headquarters and start making decisions? Instead, shareholders elect a board of directors who oversee the management of the corporation.

### **1.5.2 Need of Corporation**

A corporation is a business organization that is set up by a group of people, and it has rights and responsibilities that are different from those of the individuals involved.

A corporation is a non-profit organization that is involved in activities that are helpful for the public. Examples would be a municipal corporation, such as city or town which has been developed to make profits.

In the eyes of the law, a corporation has many of the same rights and responsibilities as a person. It may buy, sell, and own property; enter into leases and contracts; and bring

lawsuits. It pays taxes. It can be summoned and punished (often with fines) if it violates the law. The chief advantages are that it can exist indefinitely, beyond the lifetime of any one member or founder, and that it offers its owners the protection of limited personal liability.

A corporation is known to have similar rights and responsibilities as a person, in terms of the law.

A corporation can buy, sell and own property, and it can get involved in leases and contracts and bring lawsuits too.

A corporation can be subjected to be summoned and it can be punished in case of a violation of law.

Apart from tax reasons, the most common motivation for incurring the cost of establishing a corporation is the recognition that the shareholder is not legally liable for the actions of the corporation. This is because the corporation has its own separate existence wholly apart from those who run it.

**Unlimited life:** Unlike proprietorships and partnerships, the life of the corporation is not dependent on the life of a particular individual or individuals. Some of the advantages of a corporate organizational structure are limited liability, perpetual existence and board governance. These advantages are not available in a sole proprietorship or general partnership. But certain requirements like the additional formalities and the tax and regulatory requirements impose a threat to the operations of a small business.

**Transferability of shares:** It is always nice to know that the ownership interest you have in a business can be readily sold, transferred, or given away to another family member. The process of divesting yourself of ownership in proprietorships and partnerships can be complex and costly. Property has to be re titled, new deeds drawn, and other administrative steps taken any time the slightest change of ownership occurs.

**Ability to raise investment capital:** It is usually much easier to attract new investors into a corporate entity because of limited liability and the easy transferability of shares. Shares of stock can be transferred directly to new investors, or when larger offerings to

the public are involved, the services of brokerage firms and stock exchanges are called upon.

### **Advantages of Incorporating**

- Owners are protected from personal liability from company debts and commitments.
- Corporations have a reliable body of legal precedent to guide owners and managers.
- Corporations are the best vehicle for eventual public companies.
- Corporations can more easily raise capital through the sale of securities.
- Corporations can easily transfer ownership through the transfer of securities.
- Corporations can have an unlimited life.
- Corporations can create tax benefits under certain circumstances, but note that corporations may be subject to "double taxation" on profits. To avoid this, many business owners elect to operate their corporations under subchapter of the internal code "S". S is a type of corporation; this entity allows income to pass through to the individual shareholders.

### **1.5.3 Functions of a Corporation**

Corporations are viewed by law as being "legal persons". This means they can be sued for not carrying out certain functions or responsibilities. Corporations, including smaller ones, are formed when stock is issued and purchased by shareholders. A board of directors is then created to oversee company operations. All corporations must pay taxes on both company earnings and those of their employees. These institutions also have several other key responsibilities and functions.

#### **Selecting a CEO**

The board of directors of a small corporation is accountable for selecting a chief executive officer (CEO). This individual then ensures that the management team and employees stick to all policies and actions instituted by the board of directors and lawyers. It is also the legal responsibility of the corporation to create an organizational structure that allows it to function most effectively. The management team then develops certain strategies to get the corporation headed in the right direction.

### **Providing Continuity**

Small corporations are set up on a long term basis. A corporation must function in spite of people getting fired, or leaving the company or when they pass away. A better workforce should be employed, and all the employees including the CEO should be replaced by capable individuals. Directors must hire and recruit workers who work for the benefit of the corporation.

### **Managing Resources Effectively**

A small corporation is also known for managing its resources effectively. The manufacturer must obtain the procured necessary raw materials to develop and manufacture products. Small wholesale companies must find suppliers for their products. The goal of most corporations is to reduce waste.

### **Increasing Profits**

Most of the corporation does business to earn profits. The main motive of increasing profits should be to maximize the profits of the shareholders too. Since the shareholders own the corporation, they earn valuable profits on their initial and additional investments. Corporations keep some major expenses in line in order to work for the benefit of the shareholders, so they sell more products to increase profits.

### **Social responsibilities**

Primary aim of the corporation is to give back to the society. In order to achieve this goal the individuals educate the society by organizing many events which are helpful to the society both as defensive and learning measures of education. Another function of corporation is to help the citizens to aware of social responsibility to safe guard environment. Corporations also take the responsibility of make aware of the causes of accidents. Many of the corporations use green raw material or environmentally safe substances during the manufacturing process.

#### **1.5.4 Salient features of a Corporation**

A corporation is made up of a particular structure with sub-divisions so that it can work properly on all its assignments. The people who are in-charge of these divisions are elected by the corporation itself. The corporation is a separate entity that is created by the

state legislature and it has the right to run its own operations, sign deals and to undertake major assignments. It can also file suits on its own name. A corporation, when compared with a municipality, is vested with enhanced authority and doesn't report as much to the government about its actions as a municipality. For example, a municipality has to make important report submissions to the government about its expenditure when it does duties that involve a huge budget, but a Corporation doesn't have to do so.

Taking into consideration all these facts, corporations are usually constituted or set up in huge metropolitan areas, unlike municipalities that are set up in small urban areas.

### **Salient Features of a Corporation:**

#### **Following are the salient features of a public corporation:**

##### **(i) Special Statute:**

A corporation is created by a special act of the parliament or the state legislature. The act defines its powers, objectives, functions and relations with the ministry and the parliament or state legislature.

##### **(ii) Separate Legal Entity:**

A corporation is a separate legal organization with continue leadership and common seal. It has an existence, independent of the government. It can own property; can make contracts and file suits, in its own name.

##### **(iii) Capital provided by the Government:**

The government plays an important role in financial terms and handling the financial requirements of the corporation. Many public corporations have gone to raise money from the market.

##### **(iv) Financial Autonomy:**

A corporation formulates financial strategies for proper running of business and it develops its budget, and it is the main authority when it comes to the financial transactions to do business.

**(v) Management by Board of Directors:**

The board of directors is responsible for management of the corporation that is nominated by the government. The government does not get involved in the working of the corporation.

**(vi) Own Staff:**

A corporation employs its own staff; whose appointment, payment and service obligations are finalized by the corporation itself.

**(vii) Service Motive:**

The main motive of a corporation is service-motive; though it is known to be self-supporting and earns reasonable profits.

**(viii) Public Accountability:** A corporation has to submit its annual report on its functioning. Its accounts are audited by the comptroller and auditor general of India. Annual report and audited accounts of a public corporation are presented to the parliament or state legislatures, which is entitled to confirm these.

### **1.5.5 Classification of Corporations**

The corporations that are formed are usually public corporations or corporations that are formed to earn profits.

**A. Corporation shall be either,**

1. A public corporation,
2. A corporation formed other than for profit, or
3. A corporation formed for profit.

**1. Public corporation shall be either,**

1. A municipal corporation,
2. A district corporation,
3. A public benefit corporation.



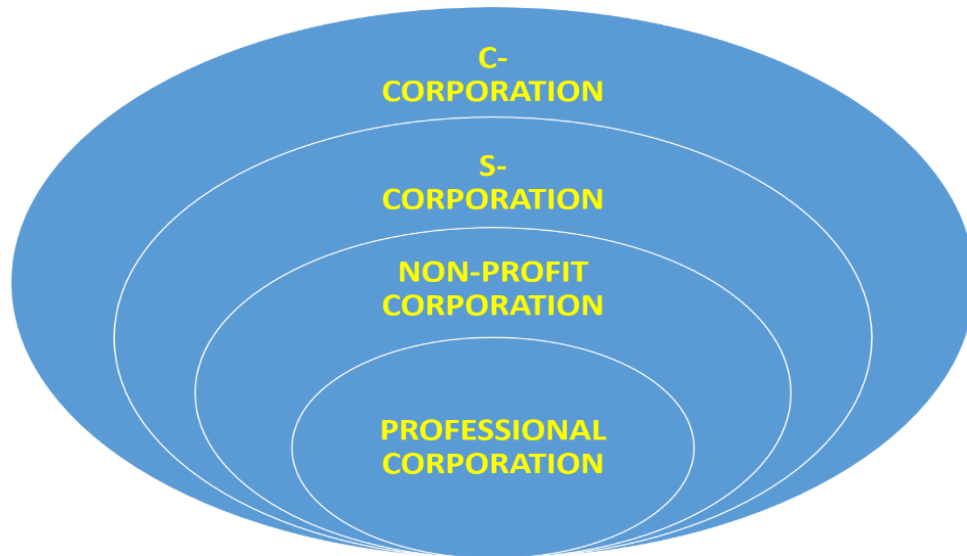
**2. Corporation formed other than for profit shall be either,**

1. A religious corporation,
2. An education corporation,
3. A cooperative corporation,
4. A not-for-profit corporation, or
5. Any other corporation formed other than for profit which is not a public corporation.

**3. Corporation formed for profit shall be either,**

1. A business corporation,
2. A railroad corporation, or
3. A transportation corporation.

**Types of Corporations**



**C- Corporation**

The C Corporation is the most common form of corporate organization. Also known as a “General for Profit Corporation” the “C” Corporation is owned by shareholders. The shareholders elect a board of directors to create and direct the high-level policies of the business.

This Board of Directors then appoints corporate officers who in turn manage the day-to-day operations of the business.

Please note: In most cases, one person may act in all capacities. As a corporate formality, and as a good business practice, however, it's important to separate these roles and simply "switch hats" when necessary.

Thus, shareholders generally have limited liability, even if they are involved in the day-to-day management while wearing the hat of employee or corporate officer.

The shares of a corporation can be transferred freely, based on the agreement of the shareholders. The corporation can be dissolved later on. It is separately taxable and therefore it must file its own tax returns and pay taxes on the profits it earns. There is no limit for the number of shareholders in the "C" Corporation.

### **S-Corporation**

An "S" Corporation is formed in the same way that a "C" Corporation is formed - the incorporator files article of incorporation with the state office.

However, the "S" Corporation is different from a "C" Corporation in two significant ways.

1. The "S"- Corporation makes an election to be taxed as a "pass-through entity" under subchapter S- of the Internal Revenue Code. This means that an S Corporation is not taxed separate and apart from its owners / shareholders. Instead, corporate profits and losses are "passed-through" and reported on the personal income tax returns of the shareholders, much like a partnership.
2. In contrast to a C- Corporation, an S- Corporation has limitations on ownership.  
In an S- Corporation:
  - There is a limit of up to 100 shareholders.
  - Each shareholder must be an individual or a trust (not another corporation); and
  - Each individual shareholder must be a citizen of the United States or a "resident alien" which includes permanent residents (a person who has been issued a Green Card) and certain aliens who pass the substantial presence test. These residents (who pass the Substantial Presence Test) need not be permanent residents.

### **Non Profit Corporation**

For those groups that are formed for charitable, educational, religious, literary or scientific purposes, and not for the purpose of generating profits for its shareholders, a special legal entity may be formed under Section 501(c)(3) of the internal revenue code. A fully and properly qualified 501(c) 3 nonprofit corporation has the following characteristics:

- Tax-exempt corporations are prohibited from paying dividends.
- The corporation is exempt from taxation.
- Upon dissolution, corporate assets must generally be distributed to another qualified nonprofit group.
  - Significant filing requirements may exist at both the state and federal level to establish and maintain tax-exempt status.
  - A nonprofit may be prohibited from engaging in certain activities, including participating in political campaigns and substantial engagement in lobbying activities.

### **Professional Corporation**

The businesses which are known for providing professional services have special filing requirements in most of the states:

- Physicians / Doctors
- Attorneys / Law Firms
- Accounting Professionals / CPAs
- Architects
- and other licensed professionals

Corporate filing requirements can vary and may be more or less expansive depending on your state.

Laws governing professional services and corporations are often quite complex. We strongly urge you to consult with an attorney before making the decision to incorporate as a Professional corporation. Once you are properly equipped with the legal advice and information specific to your individual circumstances, can assist you and / or your attorney in preparing and filing the necessary documents with the state office.

## 1.6 History of Surat

Surat was originally established on the banks of river Tapi which is a fort on the eastern bank and a Custom House on the northern side of the fort. In the early years, activities were determined in the inner walled city. The city wall was constructed in 1664 and the area within the wall was 440 acres. The entrances to the walled city were through 12 gates. The outer wall was constructed in 1707 enclosing an area of 1818 acres.

In the beginning of the 20<sup>th</sup> century Surat started experiencing the growth of sub - urban areas namely, Udhna, Athwa and Phulpada along the various corridors opened up through the various gates. On account of such a development, the physical expansion of the town was primarily directed towards the five main corridors, namely, Katargam and Amroli in the north, Kamrej road in the west and Dumas road in South - West.

Surat has an amazing history and it was an important trade center and was very prosperous because of its sea trade especially in the 16<sup>th</sup> to 18<sup>th</sup> centuries. Because of its trade advantage, Surat was famous for linking the Country with many other countries. It was the only major center for trade until the Bombay port rose in popularity in the 17<sup>th</sup> and 18<sup>th</sup> centuries. Surat was a major center for ships and their development too along with textile, diamond and jewellery.

Surat has been called “The Silk City, the diamond city”. It is the city where the British did most of the trade and it is the city where the British came for the first time. Many business centers are set up by the Dutch and the Portuguese. It had an incredible and many ships of various countries used to be harbored in the port.

Still today, Surat is famous for the fine convention as people from all around the country flock in for business and jobs. Surat has a very good employment rate and jobs are easier to get here due to very fast development of various industries in and around Surat city.

Surat of today is well reputed for being an important industrial hub and commercial center of the country. A study on the history of Surat will prove that the city was famous for being a great trading center too.

Surat surpasses and became very prosperous during the sixteenth century. The Surat Port was very important for the European traders. The British and the Portuguese tremendously battled against each other to gain utmost control over the trading route because of its trading links. The French and the Dutch also arrived in the city with the main motive of merchandizing. The place is also known as India's western gateway because of its strategic position. People of a lot of races from various places have come to Surat from the olden times, because of which, the city has experienced the blend of many traditions and cultures.

Surat is also known to be the world's largest diamond manufacturing center, over 10,000 diamond-manufacturing units have been set up including the most technologically equipped, large-scale diamond cutting factories in the world. The Surat SEZ (Surat Economic Zone) boasts of over 100 listed companies and is becoming one of the leading jewellery production hubs.

The art and culture of Surat is very diverse and the people here are generally of soft nature. The pleasure loving people of Surat have a very stylish and spirited outlook. The language that is mostly spoken in the Surat city is Surti Gujarati language.

Many people refer to the unique culture of Surat as the "Surti Culture". Surti culture though different in its flavor still retains the main essence of the Indian culture. Most residents here are Hindus, though other minority communities like Muslims and Christians are also its residents. Most of the major Hindu festivals are celebrated here but especially the festivals of Navaratri and Diwali along with Makar Sankranti are celebrated with great enthusiasm.

It has one of the fastest growth rates and it is a dynamic city with immigration from various parts of Gujarat and other states of India Surat is known for the development of various industries. Some of the prominent industries that they do well in the silver and gold brocade (zari) industry, embroidery, and weaving of textiles. Since the 1980s, the industry has developed rapidly due to the growing exports.

Surat is one of the largest diamond cutting and polishing centers in the country, which is a very crucial small-scale sector industry.

One of the best industries that has been set up in and around Surat is a major port at Hazira, petro-chemical refinery, natural gas, cement, steel plant with a total investment of about Rs. 1,00,000 million.

The rapid population growth in Surat has caused many management problems for the city government. The Surat Municipal Corporation is responsible for provision and maintenance of the entire range of civic infrastructure and services in the city, including water supply systems, sanitation and drainage facilities. The development of the city and its infrastructure has not kept pace with the increase in population and lack of proper planning has resulted in slow growth in the border areas.

Surat is a city located on the western part of India in the state of Gujarat. It is one of the most dynamic cities of India with one of the fastest growth rate due to immigration from various parts of Gujarat and other states of India.

Surat is the 8th largest city of India in terms of population after Calcutta and largest in non-capital cities. As per city mayor's foundation report, Surat is the 4th fastest growing city globally. The city has a very vibrant economy. It is hub to the diamond and textile industry. According to an estimate, Surat accounts for 90% of the world's total rough diamond cutting and polishing. In textiles, Surat contributes 60 per cent of the nation's total manmade fabric production. Surat is ranked as one of the cleanest cities of India. It has the most vibrant present and an equally varied heritage of the past. It is the city the British first land in India. In past this was a glorious port with ships of more than 84 countries anchored in its harbor at any time.

Many people looking for jobs come and get employed or set up businesses. The unemployment rate is very less in Surat and because of rapid development of the industries and getting a job is very easy.

**Table-1.1 Geographical information of Surat**

Surat City	2nd largest city of Gujarat in terms of Area and Population
Area	326.515 sq.km
Population	44,66,826 (Census 2011)
Density	13680 Persons/Sq. Km. (Census -2011)
Location	Latitude : 21.112°N Longitude : 72.814°E
Municipality Established	1852 AD
Corporation Established	1966 AD

Source: Surat Geography-As of 2011

### **Facts about Surat**

- Annual survey of India city system—Best urban city of India Best city to live.
- 2010- INTACH- 2<sup>nd</sup> cleanest city in India.
- 2013- 1<sup>st</sup> with India best city- according to quality of city system and quality of life in city.
- TEST- Survey- Surat is one the 3 cities in the world to be developed as Global Eco-cities.
- Surat is Gujarat 2<sup>nd</sup> largest city.
- India's 8<sup>th</sup> most populated city (2011)
- Surat ranks 4<sup>th</sup> fastest growing city in the world.
- Surat is fastest growing city in term of Economic prosperity.
- Surat registered GDP of 11.5 % for seven fiscal years from 2001-08.
- Surat is known for diamonds and textile and recently diamond studded gold jewellery manufacturing.
- City with highest average annual household income.
- Surat has practically 0% of unemployment.
- Surat is Embroidery capital of India.
- Express highway proposed.
- Bullet train stoppage.
- Economic capital of Gujarat
- Ranked 4<sup>th</sup> under the smart city mission
- Ranked 4<sup>th</sup> under swatch survekshan (2017)

### **1.6.1 Evolution of modern industries**

The evolution of the power loom and handloom sectors led to gradual growth of textile industries. Another important addition since the 1950's is the diamond cutting and polishing industry. In the last two decades, especially during the eighties large-scale industries have come up in Surat and its boundaries. This increased the importance of Surat in the regional context, along with Baroda and Ahmadabad, specifically due to its location at the core of what is called the "Golden Corridor" of industrial development. The southern part of the city houses the industrial complexes of Gujarat Industrial Development Corporation at Sachin and Diamond Nagar. Besides industrial potential, the city has fertile agricultural land irrigated by an intensive canal network. The combined effect of all these on the economic activities in the city and its outskirts have changed the otherwise small and quiet town into a bustling metropolis.

It is also known as synthetic capital of India and hosts over 65,000 power looms and provides over 7 lakh jobs in the district. Surat has been very successful in attracting an abundant amount of foreign direct investment (FDI) in various sectors like energy, oil, and petroleum. A major investment of Rs. 3,000 crore (726 million USD) in Hajira terminal project is one of the largest Greenfield FDIs in India. There are over 41,300 small and medium industries functioning in the district. Some of the main industries are textiles, chemicals, dying & printing, diamond processing, zari (silver) making, and engineering and related activities. Maximum number of nearly 24,000 units in small and medium enterprises is related to textile industry in the district followed by repairing & service industry with more than 11,000 units. Most of the small scale industries are located in Choryasi (Western Surat), Mangrol and Olpad (Northern Surat), Mandvi (Central Surat) and Palsana (Southern Surat) tehsils of the district.

#### **Growth Trend:**

There are nearly 805 medium and large industries having investment of Rs. 34,862 crore and employment generation of 98,150 persons in the district, large industrial



units such as Reliance Industries, Kribhcho, Larsen & Turbo, ONGC, Essar, NTPC, Reliance Petrochemicals Ltd., Gas Authority of India Ltd., Shell India Ltd. are contributing into industrial and economic growth of the district at present. There are nearly 500 texurising and 400 processing houses, 65,000 power looms and diamond units exist in the district. So, there is necessity of spare parts, machinery, and stores materials etc. on large scale for these industries. Hence, there is huge potential for establishing new ancillary engineering and packaging industries on large scale to suffice the necessities of these industries.

**Details of existing micro enterprises and artisan units in Surat from  
2006-2016**

**Table-1.2 Details of micro and artisan units in Surat**

	Type of Industry	No. of Units	Employment
<b>1</b>	Agro based	453	5260
<b>2</b>	Cotton Textile	33725	332353
<b>3</b>	Wooden based furniture	1758	41531
<b>4</b>	Rubber, Plastic &Petro Products	282	3790
<b>5</b>	Chemical Based	445	6118
<b>6</b>	Mineral Based	928	12114
<b>7</b>	Metal Based	1078	14339
<b>8</b>	Engineering units	166	1073
<b>9</b>	Electrical Machinery	92	1783
<b>10</b>	Others	13325	62119
	<b>TOTAL</b>	<b>52,252</b>	<b>4,80,480</b>

Source: Surat industrial review

One of the main reasons behind the growth of Surat textile industry is the city's ability to adapt to changes and the latest trends. The city is quick to respond to any changes in the preferences of people. The industrialists here have strong entrepreneurial skills.

- Surat is the largest producer of man-made fiber and filament fabric with 40% share in the country.
- Daily production of 30 million metres of raw fabric in Surat alone.
- Huge capacity for processing of fabrics with 25 million meters of production in Surat alone.
- Home to Asia's largest manufacturer of Corduroy Fabrics i.e. Syntax Industries.
- Nearly 30 million meters of raw fabric and 25 million meters of processed fabric are produced in Surat daily.

#### **Reasons to trade in Surat Textile Market:**

1. Surat Textile Market is one of the Leading Textile Market in Asia.
2. More than 35000 Textile material merchants, suppliers, traders, retailers, Whole sellers, exporters.
3. All Markets are in 3km area.
4. Surat Textile market is hub of Textile industry in India.
5. Nearly 90% of polyester related textile products used in India are sent from surat.
6. About 30 million meters of raw fabric and 25 million metres of processed fabric are produced in Surat daily.

### **1.7 Surat Municipal Corporation (SMC)**

#### **Urban Governance and Management**

The functioning of SMC is governed by the Gujarat Municipalities Act of 1963 and the Bombay Provincial Municipal Corporations Act, 1949. SMC performs compulsory and non-compulsory functions, as included in the said Acts. The hydraulics department under SMC is responsible for water supply and sewerage schemes in the city. The Gujarat municipal finance board, incorporated under the Gujarat municipal finance act, routes the loan and grant money and central aid provided by the State and central government to the ULBs.

The governance of urban local bodies assumes importance in the wake of the 74<sup>th</sup> constitution amendment act which delegates obligatory elections and greater delegation of powers and functions to the city corporations. This theme outlines the present structure of the elected and administrative wings of the corporation related to management functions, operations and reforms

### **Functional**

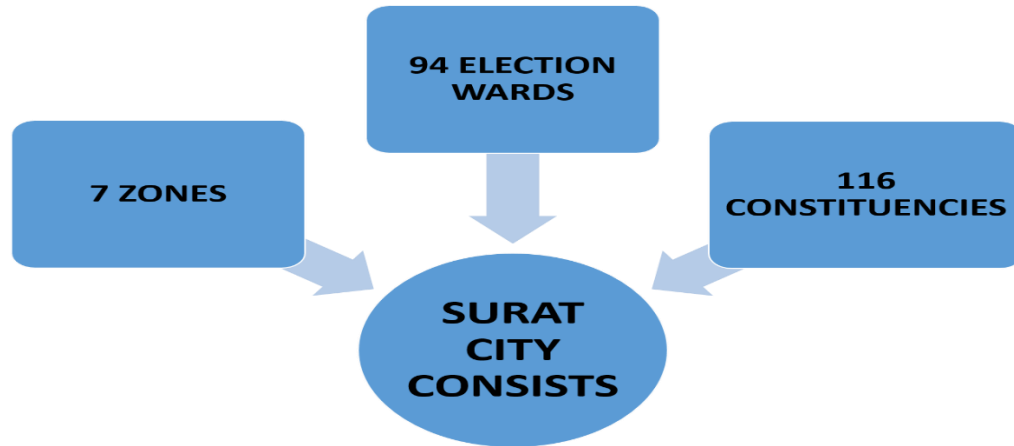
The Gujarat municipalities act, 1963 and the Bombay provincial municipal corporations act, 1949, have been amended in 1993 but no actual delegation took place as functions like regulation of land-use, town planning with development authorities, safeguarding the interests of the weaker sections, promotion of cultural, educational and aesthetic aspects etc. have still not been devolved to the fullest extent.

### **Governing structure of Surat Municipal Corporation**

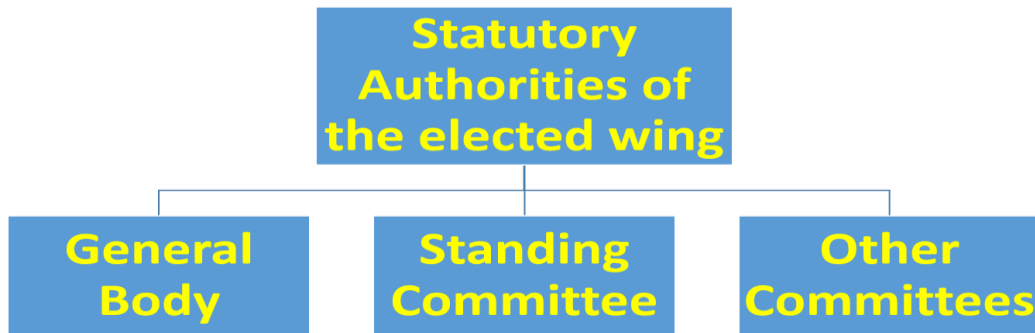
The governing structure of SMC consists of both political and administrative wings. The political wing is an elected body of councilors headed by a mayor. The commissioner, from the IAS cadre, heads the administrative wing and is responsible for the strategic and operational planning and management of the corporation. The commissioner takes the decisions on behalf of the board or the standing committee formed from the elected councilors, while performing the duties of the corporation.

The engineering department makes massive new roads and does things like re-carpeting the roads, it is responsible for raising public funds for its various activities, to maintain the municipal properties, to maintain the school buildings, issuing permits for stand posts, drainage, free connection hand pumps, to legalize the illegal drainage connections and to maintain the rain water drains, getting rid of the rain water through new additional catch pits, to go against the public nuisance and destruction of properties, implementing the schemes of town-planning and recovery of betterment charges. It is responsible for collection of land rent and property rent.

**The city consists of:**



**The statutory authorities of the elected wing are:**



### **General Board**

The General Board is the supreme body of the corporation constituted by elected members from each wards. Three members are elected from each ward hence the 29 wards make a total of 116 councilors. One third of the seats is reserved for ladies. Its term is for a five-year duration after which elections are held once again.

### **Standing Committee**

The Standing Committee is one of the twelve statutory committees and is one of the most powerful committees. It has the powers to sanction and award major works of cost over Rs. Five lacs. It is also vested with financial powers.

### **Other Committees**

There are other twelve committees which look after specialized functions of SMC.

One third of the seats is reserved for women. The proposed General Body will have 68 male Corporators and 48 female Corporators representing each ward constituency.

### **Elected Wing**

The Corporators of the elected wing are nominated by the citizens of SMC and the number of councilors depends on the total population. The Corporators, which are very significant for the corporation, are elected from single member constituencies on an adult sanction. A deputy mayor is nominated and elected from the Corporators and he assists the mayor.

The term of both the mayor and his deputy, is for a period of five years.

The city is divided into seven zones with a total of 94 election wards and 116 ward constituencies. Ward committees operate at the zonal level and consist of elected Corporators of the respective wards and are headed by a chairperson. These committees are responsible for assisting the council in the planning and execution of development works at the zonal level.

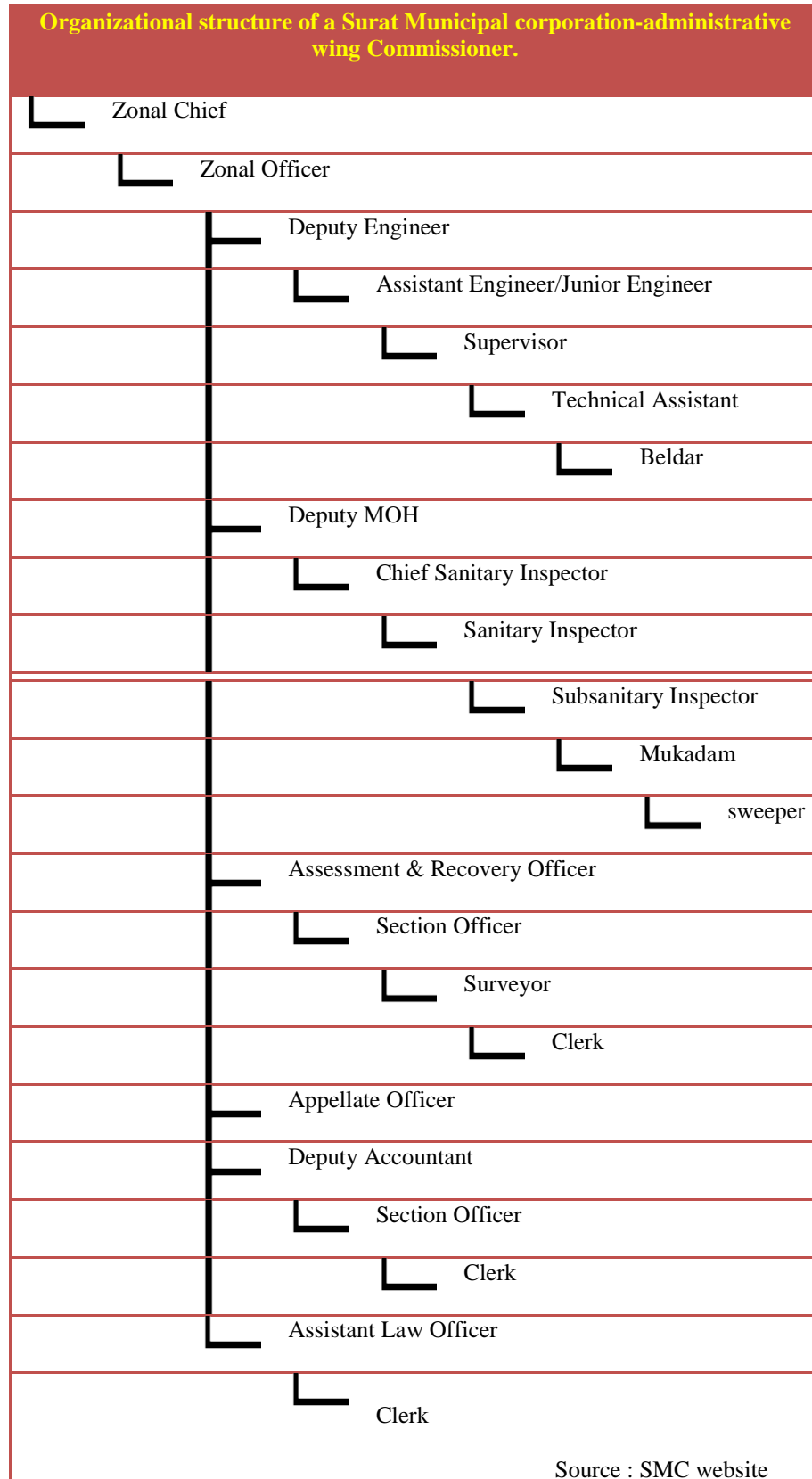
Under the BPMC Act, responsibilities are vested with three distinct statutory authorities of the elected wing, viz. the General Body, the Standing Committee and the Other Committees. The General Body is the ultimate body of the corporation and the mayor is the chairman of the General Body for conducting all its functioning and is also the ceremonial Head in the British tradition. Although no executive powers given to him but as the First Citizen of Surat, he commands a position of great prestige and honor.

## **Administrative Wing**

In Gujarat, the municipal administration comes under the purview of Urban Development and Urban Housing Department. It is the policy making body for the urban sector in the state and undertakes the functions as specified in the local Acts.

After 1994, remarkable changes were made in the administrative setup of SMC, from a vertical-rigid-hierarchical system to a horizontally-more-interactive system. There has been a shift to 'field level operations'. Decentralization of administration is a major aspect of this change. The city has been divided into seven zones viz. Varachcha (East), Rander (west), Katargam (North), Udhna (South), Limbayat (South -East), Athwa Lines (South-West) and Muglisara (Central). Each zone is vested with complete authority to address local problems and reduce them at the source. Further, transparency and collective decision-making have become key elements of the administrative process.

## Organizational Structure of SMC- Chart-2



### **1.7.1 Origin of Surat Municipal Corporation**

The District Judge of Surat was to care the city administration in 1846, and hence he assumes the responsibilities of maintaining health and hygiene and collecting the revenue, which is presently being done by the municipal corporation. Under the municipal act of 1850, Mr. Roges, the contemporary collector of Surat, established the office of municipality on 23rd April, 1852, the first meeting of which was held on the 15th the collector of Surat was an ex-officio president of the municipality. His office, in the early stage, started functioning in a hall of the Nanpura Post Office building, but with the expansion of its work, the hall and the building could not contain the municipality office and hence it required larger premises.

Thus, the municipality, along with its public services acquired and furnished its own office building. The municipality served successfully to beautify Surat and to maintain its health and cleanliness for years together. But looking to its expansion and increase in population it became clearly needed to alter the municipality into municipal corporation, and it was done on 1st October, 1966.

As far as the local administrative bodies like municipality or municipal corporation is concerned, they are supposed to perform certain compulsory duties-under 1949 legislative act of Mumbai regional municipal corporation - such as to provide water, electricity, roads, and to maintain cleanliness for the general health of people and that of the town, at the same time there are certain voluntary functions like establishing and maintaining kinder garden centers, libraries, museums, auditorium. Surat Municipal Corporation is a local self-government which has come into being under the Bombay provincial municipal act, 1949. It carries out all the compulsory functions and optional functions entrusted by the BPMC Act, 1949 with the following mission:

Surat Municipal Corporation recognizes its role as the principal facilitator and provider of services as detailed below to provide a better quality of life.



### 1.7.2 Profile of Surat Municipal Corporation

Surat city, also known as the economic capital of Gujarat, has been positive in planning its future. Surat Municipal Corporation (SMC) is the urban local body that leads the urban development schemes in the city. Faced with the challenge of quick increase in city population, the city has formulated urban growth management strategies focusing on development of infrastructure and creation of a safe and sustainable environment which can encourage and sustain growth. To provide to fast urbanization in minor areas, the expansion of city area from 112 sq. km to 326 sq km was undertaken (2015). Today, it stands in the list of 60 Indian cities selected for converting them into a “Solar City”.

#### Statistics of Surat Municipal Corporation

**Table-1.3 Showing statistics of Surat Municipal Corporation**

Oldest Municipality	1852 AD
Area	326.515 sq. Km
Population	44,66,826
Density	13680 per/sq.km
No. of slum Pockets	334
Zone	7
No. of Election Wards	34
No. of Councilors	116 (58 Males. 58 Females)
No. of Employees	18,369
Sex Ratio	756/1000 Male
Crude birth Rate	14.67%
Crude death Rate	4.14%
Infant Mortality Rate	17.98%
Maternal Mortality Rate	0.46%
Literacy Rate	87.89%
Male	91.22%
Female	83.44%
Decadal Growth Rate	55.29%

Source: SMC statically report

#### Interpretation

As per the above table 1.3 the Surat municipality is the oldest with an area of 326.515 sq. kms as of 2015. The entire corporation is divided into seven zones in order to have systematic supervision and also to have easy accessibility to citizens. The population is 44.5 million as of 2011 with a density of 13680 per/sq.km. The literacy rate is 87.89% with maximum of male with 91.22%.

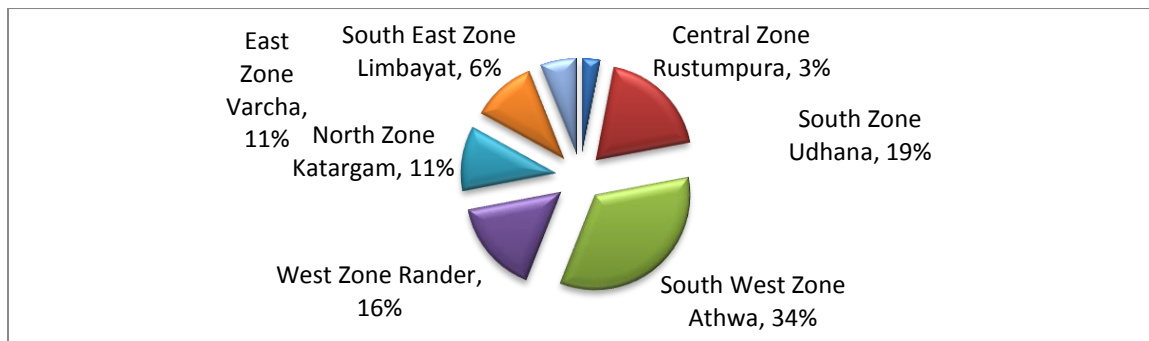
## Zone wise land use pattern in SMC.

**Table 1.4 Zone wise land use pattern**

	Central Zone Rustumpura	South Zone Udhana	South West Zone Athwa	West Zone Rander	North Zone Katargam	East Zone Varcha	South East Zone Limbayat	Total	% land Usage
Residential	6.63	18.56	35.55	24.8	15.97	19.45	13.99	134.95	41%
Commercial	0.22	0.38	0.75	0.6	0.44	0.92	1.22	4.54	2%
Industrial	-	9.33	1.63	0.25	2.79	2.34	0.12	16.47	5%
Agriculture	-	16.9	19.31	12.83	3.08	6.43	0.15	58.7	18%
Educational	0.1	0.03	3.1	0.27	0.15	0.42	-	4.08	1%
Water body	0.98	3.85	12.73	9.21	6.79	5.36	0.46	39.38	12%
DP- Reservation	0.23	5.36	28.63	3.0	1.7	0.85	1.35	41.11	13%
Others	0.03	7.35	10.21	0.32	5.44	1.76	2.2	27.3	8%
<b>Total</b>	<b>8.18</b>	<b>61.76</b>	<b>111.91</b>	<b>51.28</b>	<b>36.36</b>	<b>37.53</b>	<b>19.49</b>	<b>326.52</b>	<b>100%</b>
<b>% Zones</b>	<b>3%</b>	<b>19%</b>	<b>34%</b>	<b>16%</b>	<b>11%</b>	<b>11%</b>	<b>6%</b>	<b>100%</b>	

Source: CDP 2008-13 (smc)

**Figure Zone wise land distribution in SMC**



### Interpretation

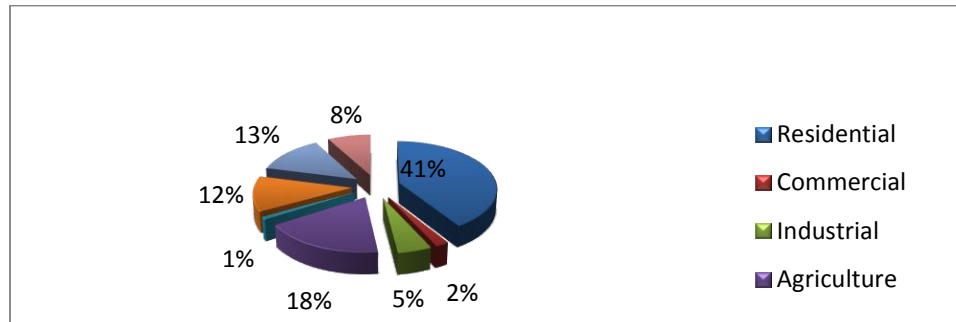
The above table 1.4 indicates that the total area which comes under the SMC is 326.52 km<sup>2</sup>. The seven zones are also divided basing on their relative position in the city, they are; north, south, east, west, central, south-east and south-west. Each zone has different percentage of land. South west zone 34%, West zone 16%, north zone 11%, East zone 11%, South East zone 6% and Central zone 3% among all the zones south west zone has the highest percentage land and central zone has lowest percentage of land.

## Land use pattern in SMC.

**Table 1.5 land use pattern in SMC**

	Residential	Commercial	Industrial	Agriculture	Educational	Water body	DP-Reservation	Others	Total
<b>% land Usage</b>	41%	2%	5%	18%	1%	12%	13%	8%	100%

Total area =326.52 sq.km



### Interpretation

The above table 1.5 indicates the total land and use pattern of SMC. Residential area is the highest of 41% and the educational area of 1% is the least. Residential area is the highest in Udhana, whereas residential area is highest in athwa with an area of 35.55 square kilometers. The highest share of land use is attributed to the residential sector comprising 41% of the total land area of the city.

### Demography

#### Population

Development of any city is directly linked with its population & its long term growth rate. Requirement of energy, infrastructure and other basic amenities is directly related to the population of the city. Surat has recorded a decadal growth rate of 82.84 % from its 2001 figure (According to Census 2011) and by 2021 it is expected to reach 6.88 Million with a decadal growth rate of 54.66%. This rapid surge in population growth has happened due to the robust industrial growth rate.

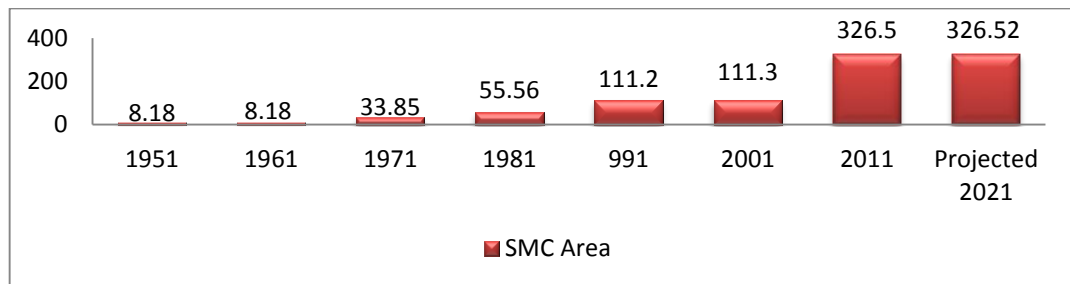
## Population trends in Surat Municipal Corporation.

**Table 1.6 Population trends of SMC**

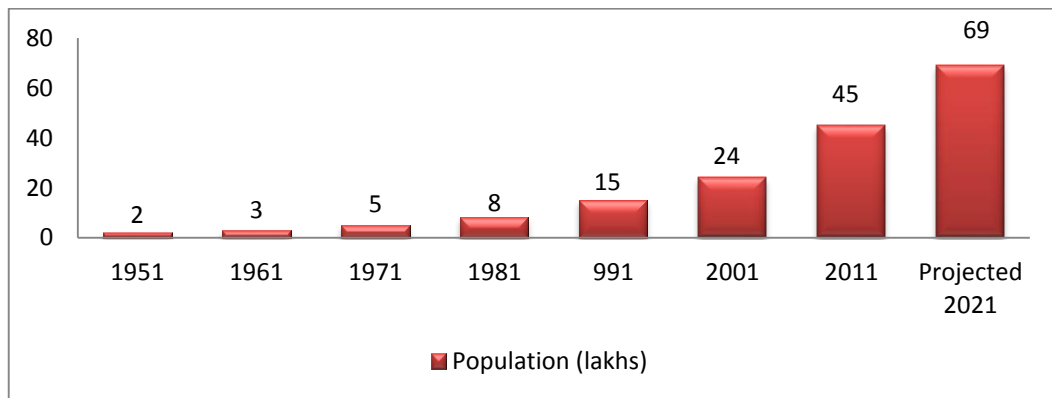
Year	1951	1961	1971	1981	991	2001	2011	Projected 2021
<b>SMC Area</b>	8.18	8.18	33.85	55.56	111.2	111.3	326.5	326.52
<b>Population (lakhs)</b>	2	3	5	8	15	24	45	69
<b>Decadal Growth</b>	-	29.05	63.75	64.65	93.0	62.38	82.84	54.66
<b>Population Density</b>	27284	35211	13934	13977	13483	21873	13629	21079

Source: City Development Plan (2008-13) SMC

**Figure showing SMC area in sq.km**



**Figure showing SMC Population**



### Interpretation

The above table 1.6 indicates the increase in population and area this is mainly due to the migration of large number of worker population from eastern India for work in the industries. It is one of the fastest growing cities in India. Being an industrial and commercial hub, it attracts large number of people for employment. The rise in urban population especially within the municipal limits is attributed to the rise in industrial and commercial activities.

## Statistics for Surat Municipal Corporation zones.

**Table-1.7- Zone wise statistics of SMC**

		WZ	CZ	NW	EZ	SWZ	SZ	SEZ
<b>Civic centers</b>		2	2	3	3	2	2	3
<b>Wards</b>		12	12	11	18	12	18	11
<b>Water connections</b>		42638	74129	20263	2457	29373	60540	18563
<b>%water conn.</b>		95%	100%	90%	90%	100%	100%	97%
<b>Toilets</b>	Male	177	112	105	212	82	321	122
	Female	180	82	105	192	80	340	189
<b>Drainage connections</b>		36969	6644	18320	7553	2375	3098	16452
<b>Street lights</b>		13443	6882	4766	14172	13980	10817	15489
<b>% Streetlight</b>		95%	100%	90%	95%	98%	100%	98%

Source: SMC as of 2016 statistics

### **Finding:**

1. As per the above table 1.7 all the Zones having good supply of pipe water connections and good coverage of street light.
2. All the zones are having public toilet facilities both for men and women.
3. There are 17 civic centres which render the service to the cleanliness of the city and also 94 wards which support the civic function.

### **Infrastructure Status of SMC: % of Area Covered.**

**Table 1.8- Infrastructure Status of SMC**

	1995	2004	2014-15
<b>Water Supply</b>	45%	97%	97%
<b>Sewage</b>	30%	95%	92%
<b>SWM (solid waste mgt.)</b>	70%	96%	98%
<b>Road</b>	80%	97%	98%
<b>Street Light</b>	60%	98%	99%
<b>Special Planning</b>	45%	91%	97%

Source: Surat municipal corporation- city development plan

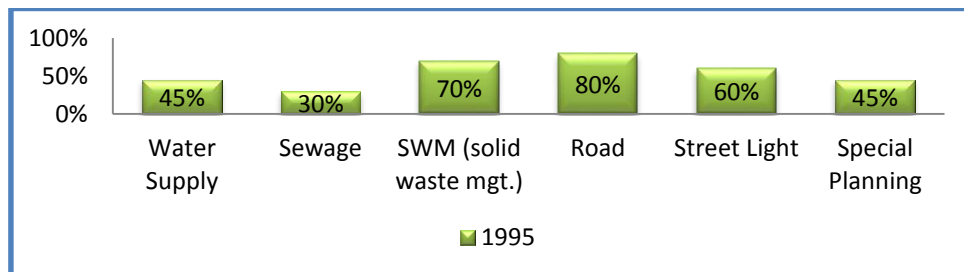
**Infrastructure Status of Surat.**  
**Table 1.9- Infrastructure status of Surat**

Indicators	City-Surat (Municipal Corporation)	Gujarat State	India
<b>% of households with access to tap water</b>			
<b>with in the premises</b>	80.50	68.78	84.14
<b>% of household with access to electricity</b>	98.88	97.19	92.68
<b>% of household waste water outlet</b>			
<b>connected to drainage</b>	93.55	85.17	72.57
<b>Type of sewerage system*</b>	Underground	underground	underground
<b>Type of solid waste system*</b>	Door to door	Door to door	Door to door
<b>% of household with access to computers</b>			
<b>with internet</b>	5.07	6.38	8.27
<b>% of household without internet</b>	8.12	9.25	10.40
<b>% of households with access to mobile</b>	71.42	65.92	64.33
<b>% of ownership pattern of housing</b>			
<b>Owned</b>	54.60	75.52	69.16
<b>Rented</b>	42.98	24.28	27.55
<b>% of household living in congested</b>	49.06	35.79	32.94
<b>houses</b>			

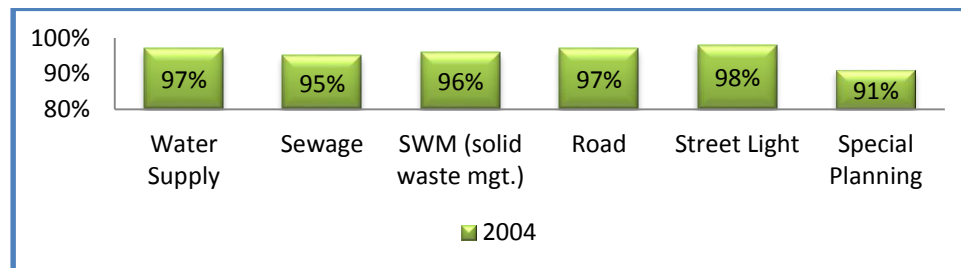
Source: Tables of Houses, Household Amenities and Assets, Census of India, 2011

\* District Census Handbook, Census of India, 2011

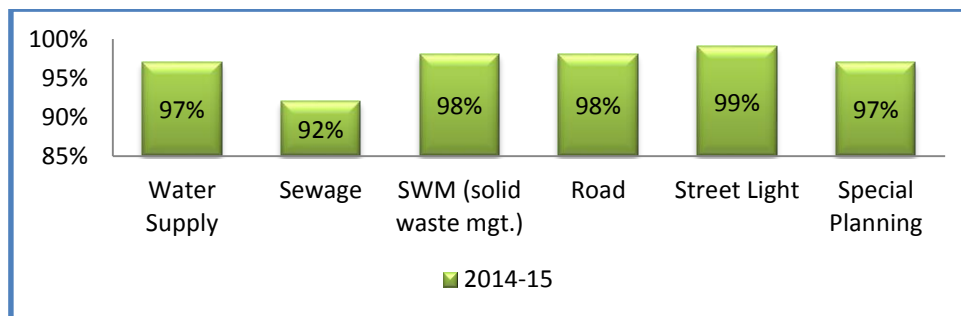
**Infrastructure Status of SMC as of 1995.**



### Infrastructure Status of SMC as of 2004.



### Infrastructure Status of SMC as of 2015.



### Interpretation

From the above table 1.9 the researcher focus on the rapid population growth in Surat has caused several management problems for the city government. The Surat Municipal Corporation is responsible for provision and maintenance of the entire range of public infrastructure and services in the city, including water supply systems, sewage, solid waste management, roads, street lights and special planning. The development of the city and its infrastructure has not kept rapidity with the increase in population and insufficient planning has resulted in random growth in the border areas. As of 2014-15, 97% of the city's population has access to piped water supply, 92% sewage clearing system the covered sewage system is introduced in 1997, 98% solid waste management, 98% good roads, 99% street light system and 97% of special planning.

## Political Profile: Leadership and Administrative Structure.

**Table-1.10 Political profile of Surat**

<p>Architecture of governance Structure of elected and executive bodies. Give indication of hierarchies</p>	<p>The governing structure of Surat Municipal Corporation (SMC) consists of both political and administrative wings. The political wing is an elected body of councilors headed by a mayor. A deputy mayor assists the mayor and both are elected from amongst the Corporators. The term of both the mayor and his deputy, is for a period of five years. The commissioner heads the administrative wing and is responsible for the strategic and operational planning and management of the Corporation. The commissioner takes the decisions on behalf of the board or the standing committee formed from the elected councilors, while performing the duties of the corporation.</p> <p>Surat Urban Development Authority (SUDA) is responsible for development in systematic manner and to control unplanned and unauthorized development. To ensure aforesaid functions, SUDA prepares development plans and town planning schemes</p>
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Source: SUDA

### 1.7.3 Governing Structure of Surat Urban Development (SUDA).

Normally the chairman is non-official representative from the area nominated by Government. Main functions of SUDA include development in systematic manner and to control unplanned and unauthorized development. To ensure the aforesaid functions, SUDA prepares development plans and town planning schemes.

SUDA has carried out various number of management changes in the organization for the benefits of the citizens. These changes are:



## Management changes in the Organization.



1. Continuous monitoring system enhanced powers.
2. Complaint monitoring system
3. Improved supportive infrastructure
4. Public participation
5. Computerization
6. IT policy

SUDA is an authority that is responsible for development which was formed by the government of Gujarat under the section 22 (1) of the Gujarat town planning and urban development act 1976 for the formulation and preparation of the development plan and T.P scheme in urban areas.

**The governing board of SUDA is as under:**

1. Chairman – chairman (To be appointed by the state government).
2. Secretary/Principal Secretary/Additional Chief Secretary Urban Development and Urban Housing Department or his nominee not below the rank of Deputy Secretary – Ex-Officio Member.
3. Chief Town Planner or his representative not below the rank of Senior Town Planner – Ex-Officio Member.
4. Collector, Surat District Surat – Ex-Officio Member.
5. District Development Officer Surat, District Surat – Ex-Officio Member.
6. Municipal Commissioner, Surat – Ex-Officio Member.
7. Chairman of the Standing Committee of Surat Municipal Corporation – Member.
8. President, Surat District Panchhayat, Surat. – Member.
9. President, Kanakpur-Kansad Nagarpalika – Member.
10. City Engineer, Surat Municipal Corporation – Ex-Officio Member.

**Jurisdiction of SUDA and SMC = 722 Km<sup>2</sup>.**

**Table -1.11- Jurisdiction of SUDA and SMC**

	SMC	SUDA
<b>1978</b>	55 Km <sup>2</sup>	667 Km <sup>2</sup> (130 Villages)
<b>2006</b>	327 Km <sup>2</sup>	395 Km <sup>2</sup> (95 Villages)

**Demographic Profile**

**Table-1.12- Demographic Profile of Surat.**

	Census Population of (SUDA)	Census Population of (SMC)
<b>1981</b>	11.41 lakhs	7.76 lakhs
<b>1991</b>	17.91 lakhs	14.98 lakhs
<b>2001</b>	30.83 lakhs	24.33 lakhs
<b>2011</b>	50.00 lakhs	44.62 lakh

Land Use	Existing- 1995		Proposed -2011	
	Area in Hectares	% of Urbanized Land	Area in Hectares	% of Urbanized Land
<b>Residential use Zone</b>	6190	52.98	16727	55.84
<b>Commercial Use Zone</b>	256	2.19	944	3.15
<b>Industrial Use Zone</b>	2784	23.83	4483	14.98
<b>Educational Use Zone</b>	735	6.29	3350	11.19
<b>Recreational Use Zone</b>	58	0.50	1210	4.04
<b>Transportation Use Zone</b>	1661	14.22	3212	10.73
<b>Urbanized Land</b>	11684	100	29926	100
<b>Non-Urbanized Land</b>	60516		4227	
<b>Total</b>	72200		72200	

Source: SMC&SUDA website

#### **1.7.4 Business of Surat Municipal Corporation**

The functioning of SMC is governed by the Gujarat Municipalities Act of 1963 and the Bombay Provincial Municipal Corporations Act, 1949.

The governance of urban local bodies assumes importance in the wake of the 74<sup>th</sup> Constitution Amendment Act which delegates mandatory elections and greater devolution of powers and functions to the city corporations. This theme outlines the present structure of the elected and administrative wings of the corporation related to management functions, operations and changes.

#### **Continuous Monitoring System**

Monitoring within SMC is done at four levels, namely, corporation level, zone level, ward level and on the field. The standing committee meets once in a week every afternoon between 3 to 4 p.m. (headed by the standing committee chairman)

Municipal Commissioner, wherein all the heads to discuss their problems issues and reduction measures and if possible this is done on daily basis.

**Four levels of continuous monitoring:**

- Corporation level,
- Zone level,
- Ward level and,
- On field level.

**Enhanced Powers**

The divisional head has been given the authority to sanction works up to a value of Rs 2 lakhs, with the permission of the Municipal Commissioner.

**Complaint Monitoring System**

At the ward level, all complaints are lodged in a register and a complaint lodger is given a white card for sanitation purposes and red card for engineering and public works. These complaints can be made between 7 a.m. to 6 p.m. either in person or on the phone. Complaint mitigation is carried out within a specific time period, a minimum of 24 hours with the upper limit as a week.

**Collective Responsibility**

There is no difference between departments in the SMC. Any official who observes something on the field is free to make suggestions or complaints. All the officials are in a way responsible for all activities of the zone, in addition to their regular duties. There is perfect teamwork and all employees of SMC right from the municipal commissioner to the employee are equal partners in administration. Further, all the senior SMC officials who make up the standing committee take decisions with respect to transfers, etc. within SMC.

**Improved Supportive Infrastructure**

Communication has become far more efficient. Officials are provided with vehicles equipped with wireless sets and are expected to pass information to the zonal commissioner, if they find anything wrong, and are expected to visit the nearest ward

officer or instruct the SSI / SI (senior supervisor in-charge/supervisor in-charge) to attend to a particular job.

### **Public Participation**

The present drive in Surat is to upgrade its position from the second cleanest city to the cleanest city of India. Each locality has a member chosen on a voluntary basis, and he/ she in turn interact with the SMC and try to reduce the problems at the earliest. It is an attempt to take management to the public.

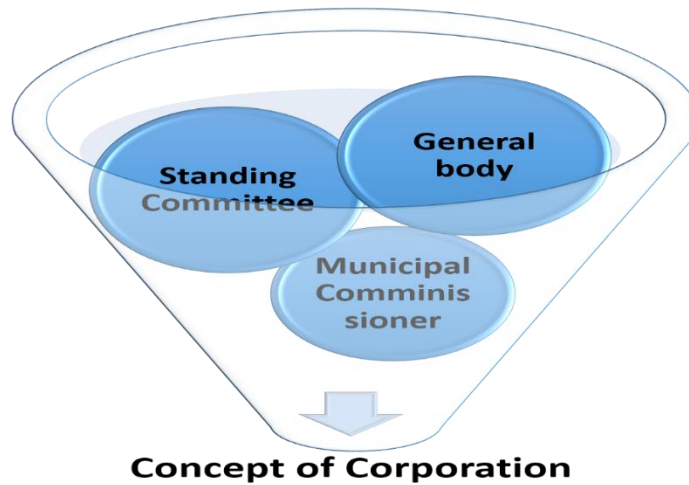
### **Computerization**

SMC is the first municipal corporation in India to develop an IT policy. SMC introduced computerization in all its departments way back in 1998. Statistics are computerized on a daily basis and efforts are on to computerize the past records too. The town maps are digitized and details of each department are laid over. For the purpose SMC has imparted training to its staff through professional IT institutes.

The information systems department [EDP Department] leads the information technology drive of the Surat municipal corporation with the mission “To achieve overall efficiency in various fields of administration of SMC by using the information technology in the form of electronic computing devices, related gadgets, software, etc. so as to provide the citizens with better services and a dynamic and transparent administration”.

A SWOT (strength, weakness, opportunities and threats) analysis of the existing scenario of SMC has been carried out and the results formed the primary recommendations for the IT policy. A situational study of the major departments of the SMC was also carried out to spot the systems to be computerized so that requirements like operating skill sets, hardware, software, training, could be found out. The outcome of the analysis constituted the IT plan and policy of SMC. It also covers the working plan for the two years of focus wherein overall computerization will be targeted.

### 1.7.5 Concept of Corporation



Under the Provisions of Bombay provincial municipal corporations act, 1949, section 4, the powers have been vested in three distinct statutory authorities:

- General Board
- Standing Committee
- Municipal Commissioner

#### **General board**

The general board is the supreme body of the corporation constituted by elected members from each wards. Three members are elected from each ward hence the 94 wards make a total of 282 councillors. 50% of the seats are reserved for females. Its term is for a five-year duration after which elections are held once again.

#### **Standing committee**

Out of the twelve statutory committees, the standing committee is one of most powerful committee and it sanctions and awards major work of cost over Rs.5 lakhs.

- The SMC is divided into 94 wards and each ward consists of 4 seats of councillors out of which 50% seats are reserved for females. The councillors are elected through a general election and every councillor gets appointed in various committees for succeeding one year. Later on they retire from the committee.

- One first meeting of Corporation and Standing Committee should be held after the councillors get elected to the various committees, the date and time of the meeting should be fixed by the municipal commissioner. Later on, the meetings should be fixed by the mayor and the standing committee.
- The corporation at its first meeting elects one of its members to be from amongst the councilors the mayor (the term of Mayor is two & half year) and the Dy. mayor (the term of Dy. mayor is one succeeding year). All the councilors are the members of general board.
- The corporation shall at its first meeting after general election appoint any 12 councilors out of its own body to be the member of the Standing committee and 9 councilors as a member of each special committee. Every meeting of general board may be open to the public. The presiding authority/Chairman for the general board is the mayor, if he is absent or the post thereof is vacant, the charge of the same is to be hold by the Dy. Mayor.
- Every committee may appoint two of its members to be its chairman and vice chairman. The term of every member of each committee may be for one following year from the date of such election all members shall be eligible for reappointment.
- There shall be in each month at least one ordinary meeting of the corporation. Notice of each ordinary meeting shall specify the time and place at which such meeting is to be held.
- All the councilors are member of general board and have power to vote and give opinion for the business on the general board's agenda.
- The commissioner shall remain present at a meeting of the corporation and take part in the discussions with the permission of the presiding power, at any time make a statement or clarification of facts, but he shall not be at liberty to vote upon, or to make, any proposition at such meeting.

### **The Constitution of Standing Committee**

- The Standing Committee consists of 12 Councilors.
- The Standing Committee is a statutory committee having wide powers to empower the Municipal Commissioner to enter into the contracts of the works of cost above Five lac.
- There shall be a meeting of standing committee once in week under the mandatory provision of the BPMC Act 1949.
- There shall be a meeting of Standing Committee once in a Week, and at such other time as shall be decided by the Committee.
- One half of the members of the standing committee shall retire every succeeding year at noon on the first day of the month in which the first meeting of the Corporation was held.
- The Standing Committee has also powers to form sub Committee under its control for any specific business.

### **Special Committees**

- There are 11 special committees of Municipal Corporation & three sub committees.
- Each special committee consists of 9 councillors.
- The meeting of the Corporation, standing Committee, special committees, sub committees and ad hoc committee shall be held and the business before them shall be disposed of in the manner prescribed under rules and regulation framed by the General Board.

### **Other committees**

There are other eighteen committees which look after specialized functions of SMC.

1. Standing Committee
2. Health Committee
3. PWD Committee



4. Water Committee
5. Town Planning Committee
6. Social Welfare, Entrainment and Cultural Committee
7. Drainage Committee
8. Law Committee
9. Hospital, Medical Aid and Hygienic Committee
10. Housing and Garden Committee
11. Light and fire Committee
12. Slum improvement Committee
13. Khadi Committee
14. Maskati Charitable Hospital Advisory Committee
15. Mayor Fund Committee
16. SMC Seminars Committee
17. Unknown Soldiers Monument Fund Committee
18. Public Transport Mobile Committee

#### **1.7.6 Objectives and Functions of Surat Municipal Corporation**

Surat Municipal Corporation is dedicated to provide a better quality of life and to make Surat a self-reliant and able to maintain city with all basic facilities, our commitment is for 100% coverage in terms of geographical areas and population for the year 2021.

Surat Municipal Corporation has prepared a master plan for complete sewerage (underground) system (more than 1425Km of sewers and 9 sewage treatment works) to serve not only the domestic and commercial but also the industrial developments for the year 2021. Wastewater generated from all this development is collected by a network of underground sewers and pumping stations and carried ahead to sewage treatment works for physical and biological treatment to meet the parameters prescribed by the Gujarat pollution control board before getting disposed into nearest water course.

Till 2006, out of the total city area of 112.27 sq. km., 92.19 % area and 97.10 % of the present population have been covered with sewerage systems. In 2006, with the

increase in the SMC limits from 112.274 Sq.km to 326.515 Sq.km in 2011, the coverage of sewerage has gone down from 92% to 47%. However, due to lesser population in the extended city area, 75% population was being served by underground sewerage system, at the time of city limit extension.

#### **A. Main Objectives of Surat Municipal Corporation:**

##### **1. To facilitate single point / single visit solution**

The single point system is an enhance competence idea. As such, the execution of a single point/ single window system enables stake holders to submit necessary or required documents for the purpose at a single location.

##### **2. To speed-up processing**

Successful organizations structure themselves and their services to meet exact stakeholder needs. For the finance department, this may be achieved through a three-tier structure consisting of front, middle and back office groups. With a center on creating value, the front office provides decision support and analysis, such as management reporting, budgeting and forecasting, and long-term planning.

##### **3. To eliminate bureaucracy**

Here are some ideas to get to the action and cut out the bureaucracy:

1. Know what you want to get done.
2. Know your priorities.
3. Eliminate paperwork whenever possible.
4. Cut out processes.
5. Empower people.
6. Don't put off decisions.
7. Have the information you need ready.
8. Keep “action” at your forefront.

##### **4. To bring transparency**

Here are 5 steps to bring transparency in the workplace:

###### **a) Give employees access to information**

Management is taken the responsibility of the company's growth. The employees will be informed about the progress and the financial status of the corporation

time to time so that the employees will be positive and motivated to support their efforts to the growth and also the employees are informed about the paid back policy of the corporation.

**b) Delegate authority and empower employees to take decisions:**

Nothing builds respect as delegating authority to employees. It motivates them further to take initiatives and come up with inspired solutions. A lot of time is saved that would otherwise have been wasted waiting to get their manager's approval for every task.

**c) Encourage open communication throughout the organization**

Avoid one-way communication as it restricts employees from sharing their views. In the absence of a proper communication channel, many new ideas are lost.

Thus invite everyone to share their ideas as well as response for improvement, including complaints.

**d) Honor your commitments:**

Whether written or implied, managers need to make sure that they honor their commitments. If rewards are promised for achieving a particular milestone, no matter how big or small, they should be delivered.

**e) Start hiring likeminded people:**

If your work culture promotes transparency, individuals are more likely to be more eager to come onboard and be a part of your organization.

**5. To bring accountability**

Strategies for bringing greater responsibility to your workplace:

1. Clearly explain opportunity.
2. Provide proper resources.
3. Train as and when needed.
4. Implant accountability in your organizational culture.
5. Give accountability in performance reviews.

6. Give powers to employees.
7. Hold yourself accountable.

**6. To make slum free corporation**

The city of Surat in Gujarat is known for its textile trade and textile industries, diamond cutting, polishing industries, jari industries, mega fertilizer plant, petroleum and chemical engineering industries and more importantly since 1994 for the outbreak of Plague and is today known for its strength to convert its adversity into advantage.

One of the longest standing and sensitive problem of urban life is slums. Slums exist in almost every metropolitan city of the globe. Migration of the deprived, poor and unemployed from rural to urban centers and acute shortage of housing are the main cause in the formation of slums.

**Slum population of Surat**  
**Table -1.13- Slum population of Surat city**

<b>Zone</b>	<b>No. of Slums</b>	<b>Population (2011)</b>	<b>% slum population</b>
<b>Central Zone</b>	36	40,415	1.87
<b>North Zone</b>	61	68,100	1.87
<b>South Zone</b>	98	1,20,385	9.60
<b>East Zone</b>	59	1,04,920	3.25
<b>West Zone</b>	55	86,775	2.12
<b>South West Zone</b>	60	2,02,285	1.43
<b>South East Zone</b>	30	45,550	1.45
<b>Total</b>	399	6,68,430	21.59

Source: SMC website

**Finding:**

The above table 1.13 indicates that the Population of slum settlers on zone wise as of 2011 census. The highest percentage of slum population is residing in west zone with 11.4% followed by south west zone with 10.22% but the municipal corporation is taking maximum development programme in each zone to reduce the slum settlements by providing those free housing schemes, building concrete drainage system and construction of pavements.

## **Services Offered by Surat Municipal Corporation to citizens**

- Property Tax Collection
- Professional Tax Collection
- Birth & Death Certificates
- Shops & Establishment registration
- Complain Registration
- Installment of Municipal tenement, EWS houses & shopping complexes
- Part plan of T.P. Maps
- Collection center for all type of applications
- Distribution of all types of forms/ publications of SMC
- Education
- Amusement
- Science Centre
- Performing art center
- City civic center
- Engineering
- Development
- Auditorium and Stadium

### **Online services**

- Water meter
- Hall booking
- Pay online tax
- Birth certificate
- Death certificate
- Feedback compliant
- M-Governance (Mobile governance) to delivery of public service.

## **B) Functions of SMC**

### **1. General Functions of Surat Municipal Corporation**

The functions of the department include planning, scheming, estimating, tendering, executing and operating as well as maintaining the sewerage systems which consists of sewerage network, sewage pumping stations, sewage pumping mains, sewage treatment and effluent disposal works etc.

Surat Municipal Corporation has always intended to reach total customer satisfaction & has attempted the same through various schemes. With the following objectives in mind, SMC started an E-governance project through 16 city civic center's immediately. This is further integrated with an in-house Management Information Systems (MIS) that given an instant and as-is report on all activities of city civic center on municipal commissioner office.

### **2. Centralized Functions**

- a. Development permission of high rise, commercial and layouts.
- b. Supervision of high-rise and commercial buildings.
- c. Implementation of GRUDA (Gujarat Regularization of unauthorized development Act) for high-rise and commercial buildings.
- d. Permission of hoardings on private premises.
- e. Registration of Architects / Engineers/Structural designer's etc.
- f. Framing policies related to the Department.

### **3. De-centralized Functions**

- a. Development permission of low-rise non-commercial buildings.
- b. Control and Supervision of all development other than high-rise and commercial buildings.
- c. Permission for temporary structures of exhibition fairs etc.
- d. Permission for Tele-Communication Towers.

### 1.7.7 Position of Surat Municipal Corporation in the Gujarat State

Surat is ranked as second largest city in the state of Gujarat, and the administrative capital of the district. It constitutes the ninth largest metropolitan area in India and it has got multiple national and international recognitions such as, the fourth fastest developing city in the world (City Mayors Foundation 2011), and first ‘smart IT’ city in India (Microsoft 2014). In 1994 Surat was hit by a plague epidemic, which forced the city to change itself and as a result, Surat is today ranked the third cleanest city in India. Surat is also one of the top ten GDP contributors in the country, owing to its strong diamond and textile industry. In recent years, Surat has seen a boom in small and medium enterprises (SMEs), with many national and multinational companies setting up offices here.

Mahanagar Palikas (Municipal corporations)-Gujarat: revenue income - expenditure for last 10 years (Rs. In crores)

**Table-1.14-- Income and Expense of major municipalities of Gujarat**

	2006-07		2007-08		2008-09		2009-10		2010-11	
	Inc	Exp	Inc	Exp	Inc	Exp	Inc	Exp.	Inc	Exp
Ahmadabad	1196	779	1400	915	1554	910	1616	1156	1664	1260
Vadodara	365	326	459	577	526	697	594	940	624	960
<b>Surat</b>	<b>802</b>	<b>516</b>	<b>896</b>	<b>578</b>	<b>956</b>	<b>614</b>	<b>1000</b>	<b>914</b>	<b>1038</b>	<b>927</b>
Rajkot	169	141	187	164	166	179	244	217	256	243
Junagadha	27	28	22	24	25	25.	31	24	36.07	32
Bhavnagar	72	65	74	63	108	78	116	80	124	96
Jamnagar	71	888	71	78	74	76	86	87	91.47	97

Source: SMC balance sheet

**Table-1.15- Surat Income and Expense for last 5 years**

**Rs in crores**

	2011-12		2012-13		2013-14		2014-15		2015-16	
	Inc	Exp.	Inc	Exp.	Inc	Exp.	Inc	Exp.	Inc	Exp
<b>Surat</b>	<b>1195</b>	<b>1017</b>	<b>1262</b>	<b>1241</b>	<b>1415</b>	<b>1399</b>	<b>1612</b>	<b>1549</b>	<b>1706</b>	<b>1705</b>

Source: SMC balance sheet

**Finding:**

The above table 1.14 &1.15 indicates the following data:

1. Average per capita expenditure in SMC is significantly lower compared to other corporation
2. Average per capita income over expenditure is significantly higher in SMC than the other corporations.
3. Average income is comparatively higher than the expenditure in last 10 years in SMC.
4. Surat is carefully spending the resources in all the collected years' data.
5. Income over expenditure increase as year increase significantly in SMC.
6. For Surat municipal corporation revenue income significantly increase years wise

### Population of Municipal Corporations of Gujarat.

**Table-1.16 showing population of major municipalities of Gujarat**

Municipal Corporation	Area (Sq. K.M)	Population	Density	Sex Ratio	Literacy (%)			Growth Rate Between 1991-2011
					Total	M	F	
Ahmadabad	190.84	3520085	18420	886	83.03	89.27	76.1	22.36
Surat (old city limit)	112.28	2433835	21672	773	83.35	88.41	76.43	62.30
<b>Surat (new city limit)</b>	<b>326.515</b>	<b>2877241</b>	<b>8812</b>	<b>764</b>	<b>82.91</b>	<b>88.12</b>	<b>76.00</b>	<b>76.02</b>
Vadodara	149.95	1306227	8769	909	87.85	92.44	82.86	26.65
Rajkot	104.86	967476	9226	907	84.29	89.54	78.59	57.97
Bhavnagar	90.16	511085	5668	914	82.29	89.36	74.65	26.12
Jamnagar	26.4	443518	16799	904	79.11	85.89	71.77	26.52
Junagadh	52.1	266038	5106	---	---	---	---	---

Source :CDP, Surat



## Surat Municipal Growth Statistics (Area and Population).

**Table-1.17 Surat Municipal Growth Statistics**

Sr. No.	Description	1951	1961	1971	1981	1991	2001	2011
1	Area (Sq. km)	8.2	8.2	33.9	55.6	111.2	112.3	326.15
2	Population (Million)	0.2	0.3	0.5	0.8	1.5	2.4	4.6
3	Growth Rate (%)	-	29.1	63.8	64.7	93.0	62.4	69.48
4	Density (Person/Sq. km)	27,284	35,211	13,934	13,977	13,489	21,677	13304

Source: CDP, Surat

### **Finding:**

As per the above table the population growth randomly increased after 1971 census but in 1991 the rate of percentage growth is 93%. This is due to unemployment privileges in the city and again in 2011 there is a gradually increase but the density of the person gradually reduced due to extension of city limits.

### **1.8 Meaning of Quality of Public life**

#### **Quality**

Quality is one of those words which are used unthinkingly by everybody, but which stubbornly evade definition. In general usage and in publicity circles, the word ‘Quality’ is frequently used to designate the attractiveness or the excellence of the product.

#### **Quality of life**

Quality of life is a concept which in recent years has generated a great deal of interest, but it is not only a notion of the twentieth century. Rather it dates back to philosophers like Aristotle (384–322 BC) who wrote about “the good life” and “living well” and how public policy can help to nurture it. Much later, in 1889, the term Quality of life was

used in a statement by Seth: “we must not regard the mere quantity, but also the quality of “life” which forms the moral end”.

Quality of life has been the focus of many studies but a agreement as to how it should be defined has not been reached. Quality of life is a compound, multidimensional construct that requires multiple approaches from different theoretical perspectives. There have been many ventures to define what form quality of life in the different disciplines. More than 100 definitions of life quality have been noted in the literature.

Quality of life is the satisfaction in your life that comes from having good health, comfort, good relationship etc., rather than from money. It is “The personal satisfaction (or dissatisfaction) with the cultural or intellectual state under which he lives”.

Standard of living refers to the level of wealth, comfort, material goods and necessities available to certain socio economic class. The evaluation of standard of living commonly includes the following factors: income, quality and availability of employment.

Subjectively, quality of life is measured by using subjective indicators which tries to measure and quantify the citizen's satisfaction from the urban welfare. For instance, satisfaction of residents from health care accessibility, satisfaction on access to job, satisfaction of urban security or satisfaction from access to housing, satisfaction toward cost of living etc.

Using both objective and subjective measures of quality of life, the study have examined the association between the two. Some studies claim no considerable effects of the former on the latter, while others have found that improved objective domains contribute to higher overall individual satisfaction of life as whole.

Based on academic research and several initiatives, the following 9 dimensions have been defined as a forming an arch over the framework for the measurement of well-being. Ideally, they should be considered simultaneously, because of potential trade-offs between them:

- Material living conditions (income, consumption and material conditions)
- Productive or main activity

- Health
- Education
- Leisure and social interactions
- Economic and physical safety
- Governance and basic rights
- Natural and living environment
- Overall experience of life

### **Material living conditions**

Material living levels are measured on the basis of three measurements: income, consumption and material conditions (deprivation and housing). Income is an important factor. As more and more goods and services are produced, it leads to an increase in employment. In turn people buy more goods and the cycle continues. When you earn more money, you have more opportunity to purchase not only basic goods but luxury goods, which increase the standard of living of the citizens. Material living standard is measured by the total number of goods and services available. This is measured by GDP.

### **Productive or main activity**

A number of activities fill up citizens' lives every day, the most leading one being their work. Indicators measuring both the quantity and the quality of jobs available (working hours, balancing work and non-working life, safety and ethics of employment) are some of the indicators used to measure this aspect of quality of life.

### **Health**

Health plays an important role in the citizen's life and also effect the general growth of the community. The mental and physical health of the people is not good it also harmful to the society. Health can be considered in terms person's body structure and function and the presence or absence of disease or their sign of symptoms and what they can and cannot do, the extent to which the condition affects the person's normal life. Quality of life is a measure of difference between hopes and expectations of the individual and the individual present experience.

### **Education**

In our knowledge-based economies, education plays a vital role in the lives of citizens and is an important factor in determining how far they progress in life. Levels of education can decide the job an individual will have. Individuals with limited skills and capabilities are usually excluded from a wide range of jobs and sometimes even miss out on opportunities to achieve valued goals within society. They also have fewer prospects for economic prosperity.

### **Leisure and social interactions**

The evaluation and measurement of an individual should be based on the influence and relationship of the individual in the society, because it directly or indirectly effects the satisfaction of the person. In addition, the likely to receive social support and the frequency of social contacts are indicators included in the framework under this dimension.

### **Economic and physical safety**

Security is a pivotal aspect of citizens' lives. Being able to plan ahead and control any sudden decline in their economic and wider environment has an effect on their quality of life. Physical safety of a person is measured in terms of security, and economic safety is measured by economic conditions of the person. The ability to face unexpected expenses and having or not having dues are therefore used as a substitute variable. The calamities have shown how important economic safety is for the quality of life.

### **Governance and basic rights**

The right to get involved in public debates and influence the shaping of public policies is an important feature of quality of life. Moreover, providing the right constitutional warranty for citizens is a fundamental aspect of democratic societies. Good governance depends on the participation of citizens in public and political life (for example, involvement in political parties, trade unions etc.). It is reflected also in the level of trust of citizens in the country's institutions, satisfaction with public services and the lack of injustice.

## **Natural and living environment**

The protection of the environment has been very high in the developing countries agenda over the last few decades. The vast majority of citizens believe that protecting the environment is important. Exposure to air, water and noise pollution can have a direct clash on the health of individuals and the economic prosperity of societies. Environment-related indicators are very important for evaluating quality of life in general that is individuals' own perceptions and the amount of pollutants present in the air.

## **Overall experience of life**

Overall assessment of individual life is measured by using three sub-dimensions: life satisfaction (cognitive appreciation), affect (a person's feelings or emotional states, both positive and negative, typically measured with reference to a particular point in time) and happiness (a sense of having meaning and purpose in one's life, or good psychological functioning.)

### **1.9 Importance of quality of public life**

Quality of life has been broadly used in a large range of contexts, including the fields of international development, healthcare, political science, built environment, education, recreation and leisure time, and social belonging. The objective of this research is to study the municipality design strategy featured that could enhance the quality of life in the built environment through the analysis of contemporary urban planning and approaches which appeared in the late twentieth-century, such as new urbanism, smart growth, urban village and principles of intelligent urbanism; whereas the objectives of these theories and approaches are to develop communities that will more successfully serve the needs of those who live and work and to control the urban sprawl while increased urban quality of life. These features of urban design are introduced in the form of urban planning principles called urban quality of life principles.

### **1.9.1 How quality of public life can be improved by a municipal body**

The term "quality of life" is used to identify the general well-being of people and societies. It is often associated with the term "standard of living" but the two do not necessarily mean the same. A standard of living merely is the analysis of the wealth and employment status of a person in a society. In spite of both being important factors that determine quality of life, these are not its sole indicator.

Urban quality of life can be measured objectively or subjectively. Objectively, quality of life is measured using objective indicators which are related to observable facts that are derived from secondary data. Example of secondary data include population density, crime rate, level of education, unemployment rate, household income, traffic accident, house hold characteristics etc.

The concept of quality of life is composite, not easily defined in pleasant terms. The quality of life mainly refers to the availability of resources and goals to satisfy basic needs.

Thus in this study, the quality of life of the residents in Surat was measured by using both subjective and objective attributes. Different statistical methods have been used to analyze the primary data. Factor analysis is used to reduce the number of dimensions of both subjective and objective quality of life into few, which are unrelated to each other. Binary logistic regression is also applied to identify the most significant factors that can affect quality of life in the area of Surat.

- Water supply
- Sewage collection and disposal
- Refuse removal
- Electricity and gas supply
- Municipal health services
- Municipal roads and storm water drainage
- Street lighting
- Municipal parks and recreation, Education

These services have a direct and immediate effect on the quality of the life of the people in that community. For example, if the water that is provided is of a poor quality or waste is not collected regularly, it will contribute to the creation of unhealthy and unsafe living environments. Poor services can also make it difficult to attract business or industry to an area and will limit job opportunities for residents and which affects the quality of living in that area or zone.

Basic services needed in rural areas may be different from those that urban communities need.

### **1.10 How it can lead to satisfaction of city public in the context of quality of life.**

The following are the major elements which can lead to the citizen's satisfaction.

#### **1. Material living conditions in the context of quality of life**

Quality of life, even for that extent that reaches beyond the material side, is constrained and shaped in basic ways by economic conditions that reflect households' command over resources and commodities. Material resources are only the means to be eventually transformed into well-being, according to each individual's preferences, values, free will and capabilities.

##### **A. Income**

The concept of equal disposable income is used to reflect the fact that income of individuals is shared in a household and generally help to accomplish economies of scale. A person's equal disposable income is the amount of all income from all different sources earned by all members of the person's household, divided by an equal household size, according to a standard scale, to take into account the composition of the household in terms of number of adults and children.

##### **B. Risk of poverty**

While poverty is a naturally familiar idea and policy target, its numerical quantity raises method-logical difficulties, especially when examined as a quality of life dimension. The intuitive meaning of poverty, the struggle to satisfy basic needs and

get a decent living standard becomes a aspect of relative perspective and it becomes an important aspect because of the rapid growth of societies and societies and improvement economically. The achievement of this minimum living standard in a society can be the result of the interaction between distinct monetary dimensions, such as consumption patterns and income and wealth resources.

Housing conditions have an important effect on quality of life. Low housing quality is associated with lower well-being and psychological stress. Therefore, indicators measuring them are a necessary complement to material lack when assessing material conditions.

## **2. Productive in the context of quality of life**

Productive” indicates to both paid and unpaid work.

### **Quantitative aspects of employment**

Unemployment is strongly associated with low levels of life satisfaction and happiness. The link between un-employment and underemployment and lower subjective well-being has been documented in several studies.

**Job satisfaction** Actual research suggests that job satisfaction is an important factor in and predictor of overall life satisfaction.

The quantitative and qualitative aspects of employment are complementary factors as regard of quality of life.

Paid work, but also unpaid main activities such as domestic work, affects quality of life also besides the income or utility generated, because they are an important factor of personal identity and provide opportunities for social interaction. Apart from mere access to employment the quantitative aspect, the quality of paid work is especially important, since it relates to personal dignity of the individual.

## **3. Health in the context of quality of life**

Physical and mental problems, as well as ill health, undermine the quality and occasionally shorten the length of people’s lives. They also hinder economic and social development, by removing countries of valuable human capital. Poor health



conditions mean that a significant part of a given population is unable to benefit from the general progress of society, or actively engage in civic activities. Long and healthy lives are not just a personal aim for most people these days.

The idea of health care system refers to the total activities that are performed by both public and private organizations that are responsible to cure illness and reduce premature mortality of the public.

Health is not only an important factor of both the length and the quality of people's lives. It also built in affects access to all the other functional capabilities that in turn have an impact on quality of life.

#### **4. Education in the context of quality of life**

Broadly speaking, education refers to any act or experience that has a formative impact on an individual's mind, character, or physical ability. In its formal sense, education is the formal process by which society benefits through schools, colleges, universities and other institutions, deliberately transmits its cultural heritage and its accumulated knowledge, principles and skills to the next generation.

A part from societal advantages, it is also a significant determinants of the quality of life of individuals. People who are not competent enough are not encouraged for good jobs. Education has an impact on the quality of the lives of individuals. Less competent people tend to get less job offers and early school learners are less likely to get involved in civic life. Beyond the consideration, education is a valuable aspect of our societies.

#### **5. Leisure in the context of quality of life**

Leisure is the time that people have apart from their productive activities. The time spent on leisure activities determines the rough quantities analysis of leisure or a determinant that affects quality of life. Leisure is an important aspect of life that determines our perspective of well-being, and life satisfaction and it fundamentally affect the life an individual.

Modern societies give a lot of importance to leisure and this is an important factor that determines the significance of leisure activities for work-life balance.

## **6. Economic and physical safety in the context of quality of life**

There are many unexpected risks that could affect a household's future security. Some of them include losing one's job, aging problem, or a degradation of the economic conditions, such as the recent economic crisis. Apart from the economic risks or threats, people may have to go through the violence and crime that could harm their safety.

The evidence about the effect of the crisis on financial and physical safety is rather mixed. There seems to be a slight increase in the percentage of Europeans that are unable to handle unexpected expenses and/or service their debt. On the contrary, the number of killing has decreased, but the percentage of people who perceive the existence of crime, violence and or vandalism in their area seems to be fairly stable.

## **7. Governance and basic rights in the context of quality of life**

The core feature of the quality of modern democracies is: respect and safe guarding the human rights; the rule of law; efficient, positive governance; and civil society. The operating democratic institutions, civil society actors, and the entire political culture, shape an important measurable quality of life.

The quality of civic life does not depend only on the quality of institutions and governance only. One of the important aspects of the quality of life in the civic domain is the political culture denoted by the active citizenship and participation in a vibrant society.

## **8. Natural and living environment in the context of quality of life**

The environment has an impact on the quality of life people. Environmental hazards affect human health and well-being, both directly, in the case of pollution, and indirectly, for instance through adverse effects on ecosystems, biodiversity or even natural disasters and industrial accidents. People consider their rights to be important in order to make the proper use of environment.

The dimension natural and living environment» of the Quality of Life Framework denotes to environmental features of quality of life. Environmental conditions impact human health and well-being both directly and in-directly, while citizen's value their rights to access environmental resources.

### **9. Overall life satisfaction in the context of quality of life**

While most dimensions of the framework for statistical measurement of quality of life are related to objective functional capabilities of persons such as material living conditions, living environment, leisure and social interactions, employment, any analysis of quality of life should extend to cover the subjective well-being of persons. Measuring subjective well-being, in addition to collecting and categorizing people's experiences of these objective dimensions by implicitly weighing their own interest, is perhaps the only way to take into account people's different choices, preferences and objectives.

Income has an impact on life satisfaction. But while the highest earners are usually better satisfied with their lives than those with the lowest incomes, even people in the lowest income people tend to be more content with their lives than not. The effect of income on life satisfaction tends to be more significant as the overall levels of life satisfaction of a society decrease.

## **B- Objectives of the Study**

### **1.11 Objectives of the Study**

The purpose of or objectives of the study is to analyze strategies adopted by Surat Municipal Corporation and its effects on the quality of public life.

1. To evaluate the policies implemented by Surat Municipal Corporation and their outcomes.
2. To study the feedback mechanism adopted by Surat Municipal Corporation.
3. To study the strategies adopted by Surat Municipal Corporation to increase the satisfaction level of stake holders.
4. To study the administrative structure adopted for decision making by Surat Municipal Corporation.
5. To analyse the gap between policy designing and implementation.

## CHAPTER-2

### REVIEW OF LITERATURE

#### 2.1 Introduction

The purpose of this chapter is to assess the past literature regarding the Quality life and municipal services. Also being looked at is the effect of the organizational services on the quality of life of stake holders. The literature discussed in this chapter will provide a base from which hypotheses are made. The sections in the chapter include discussion on strategies and its determinants according to theorists and management policies. The review has been taken to the focal point on the link between Quality of life of citizen's/stake holders and Surat municipal corporation strategies.

#### 2.2 Review of Literature

The review of literature is referred from various sources to provide a base for the research. The literature has been taken to focus on the relationship between citizen's/stake holder's satisfaction that with strategies adopted and services provided by SMC.

After studying the various resources regarding the research topic the researcher found out that the study is new and no one else has done the research on the same topic.

M Saingadharan – (1996)<sup>1</sup> in his book “Towards Managerial Excellence” describes that every management has managerial excellence is a parameter which assesses whether an organization has a willing workforce to carry the daily activities. The mission and organizational philosophy, acquisition of human resources, its development, motivation and maintenance are the aspects that have an impact on management excellence.

SB Buddhiraja & MB Athreya (first in 1997 and then in 1998)<sup>2</sup>, In their book “Cases in Strategic Management” mentioned in their book that “The recent and continuing changes in the Indian Economic Policies makes it necessary for the corporate sector to focus on strategic thinking and strategic management in order to have latest trends to implement.”

Unless managers think and act more strategically, they will not be able to ensure success for the organization and for themselves.

(1) According to the author the book is divided in to 18 chapters, each describing strategic management and case studies. The main objective of the book is to provide a conceptual frame work to understand issues including:

1. Is the management to innermost looking?
2. Are the existing finances being used to the maximum?
3. Are the communication lines clear?
4. Is information shared responsibly?

Wright (1998)<sup>3</sup> have listed in his book “Management is planning and policy making” he observes that there are three important points from where one can look at strategy:

- a. Strategy formulation (developing strategy)
- b. Strategy implementation (Putting the strategy in action)
- c. Strategic control (modifying either the strategy or its implementation to ensure that the desired outcomes are attained)

Sarita, Sharma & Kapil Sharma (1999)<sup>4</sup> in their book “Organization and Management” elaborate on dynamic management skill that emphasize the life giving element in every organization. The management conveys different meaning in different context in which it is used.

Dilip Roy (1999)<sup>5</sup> has written in his book on “Strategic Management – on the context of Indian Experience”. According to him a strategy is a obligation to undertake one set of action quicker than another and this promise essentially describes the bond between a firm and its commitment.

According to the author the purpose of this book is:

- (1) To provide a better understanding of the increasing complex of the corporate business atmosphere and suggest suitable management strategies to deal with the challenges of the day-to-day business.
- (2) To provide in a value alternative in selecting better alternative and implementation of the selected alternatives.

(3) The basic objective of the studies of corporate planning and strategies is to make an exclusive awareness and understand the central importance of the plan, strategy and its significance.

Henri Fayol (1999)<sup>6</sup> in his article entitled “managing the people” on “management analysis” emphasises on how to manage, to forecast, to plan, to organize, to command, to co-ordinate and to control and to be thinkers and not mere doers. The Indian Managers beyond 2000 would have attitude a natural instinct to give up statistics and choose dynamism.”

Ranjan Das (1999)<sup>7</sup> in his book “Contemporary Strategic Management, he try to answer the basic question that was raised at the beginning. How does a firm maintain superior performance over a long period of time? Some examples of such strategic initiatives, as seen during 1900’s are: Reliance Industries implementing its strategic intent to become the largest Private Sector Company in the country.

RPG Enterprise adopting a conglomerate strategy to move rapidly into emerging areas likes power and power equipment.

Dr. B.D. Taler, Dr. P.K Shah (2000)<sup>8</sup> in their book entitled “Recent Trends in Management” give some of the greatest challenges in the management world to be an outright change in the present managerial outline.

They will inculcate a natural instinct to give up statistics and choose dynamism.”

William M Lindsay, (2000)<sup>9</sup> who is a professor in Management, in his book “Total Quality and Organization Development” observes that the total quality direct to managing organization change redefines line managerial roles and accords new duties to the traditional management function.

It also facilitates detailed guidance to incorporate the theory and practice to total quality management and organizational development at all organizational levels.

This book is targeted towards managers, OD professionals, educators, and students. Who have seen the need to understand and apply the perspective of TQM and OD simultaneously

(a) Provide Comprehensive guidance for integrating the theory and practice of the total quality and OD at all organisational levels.

(b) Include useful practitioner analysis instruments for measuring individuals, group and organisational performance.

(c) Builds upon a comprehensive total quality model of organisational structure, moving from the mission, vision and strategy of the firm through implementation at every level, using tools and skills that OD professionals may already possess or can easily master.

N. K. Sharma, Kapil Sharma (2000)<sup>10</sup> in their book “Strategic Management” state that management is an economic resource by itself, managerial skill and innovation can fruitfully invest capital and economic use of man and machine. Therefore, management is one of the most important activities to produce to improve forces to economic growth.

Michael A Hilt in (2000)<sup>11</sup> an experiential study was made by on the subject “Strategic Management – comparative and globalization” The main study of his book states that:

1. The Strategic Management helps organizations to find what they mean to achieve and how they will finish valued results. The magnitude of their challenge is greater today than historically.
2. Top level managers are responsible for developing a successful strategic management process in their organization.

P. Subba Rao and Mary parker Follet (2000)<sup>12</sup> in their book “Business Policy and Strategic Management” according to them Strategic Management is:

1. The art of getting things through people” but it is felt that management is much more than what is said in the definition.

This definition seems to more complete

2. The field of human behaviour in which manager’s plan, arrange, staff, direct and control human, financial and material resources.”

VD Dudeja in (2000)<sup>13</sup> on the subject, “The Strategic Management In The Next Millennium” An practical study was made, the main objective of this study was to educate and to ask the perceptive reader to develop his own standards and to help him to understand that organizations today are confronted with an ever increasing variety



of technology, products, processes, as well as great worry of management towards problems like labor and efficient functioning for successful implementation of programs to achieve goals.

- (A) Strategic management is an organised and organized method of managing a venture.
- (B) Strategic approach is based on stature of plans which consists of strategic plans.
- (C) Strategic management is based on a methodical approach.
- (D) Strategic management is anxious with the futurity of present decisions.

B. Narayanan (2000)<sup>14</sup> in his book “Strategic Management” the main drive of the book is that planning management is the organising of all resources through the process of planning, organizing, directing and controlling in order to attain stated objectives. Strategic management consist of guiding and organizing human and physical resources into a dynamic, hard hitting organization.

- (1) Leadership qualities.
- (2) Strategic direction towards success.
- (3) Strategic planning in Multinational Corporation.

Parag Diwan (2001)<sup>15</sup> in his book “Strategic Management” indicates that “Management is the art and science of organize and direct human efforts to control the forces and utilize the materials of nature for the benefits of man.”

- (1) The Environment of the programme.
- (2) The programme plan.
- (3) Its organization structure.
- (4) It is an organizational procedure.

Joseph J. M (2001)<sup>16</sup> Strategic Compensation- A planned performance and payment system is one of the most effective ways to hold your company's top performers and grow in profits. A fair compensation and ownership plan that incentivizes performance can also improve employment and retention efforts, positioning the company to achieve its business goals. Competition to keep these valuable, high-performing employees is at an all-time high. A strategic performance and reward system is one of the most effective ways to keep your company's top performers and grow profits.

A balanced compensation and ownership plan that incentivizes performance can also improve recruitment and retention efforts, positioning the company to achieve its business goals.

Nadler and Lawler (2003)<sup>17</sup> perceived that after the phase of 1979-82 when the “quality work life” means everything. But, instead of losing importance, the QWL has been gaining momentum day by day. Whatever may be the understanding, the QWL is the most debatable topic to both employer and employees. One of the reasons for the growing importance of QWL could be the awareness on the part of employees about their rights and growing. Workers are no more illiterate, they do not completely depend upon the mercy of the management for their existence. Most of the lower level workers also have primary education; thanks to the efforts of the government in this regard. They are more united now than ever. Each and every worker tends to join some union or the other for their own protection and well being. The Union makes efforts to educate its members to realize their rights, and also make them aware of what they can expect from the management in return to what they give.

David A. Nadler Edward E. Lawler (2004)<sup>18</sup> “Quality of Work Life: QWL has been the subject of many academic papers, experiments in different settings and, recently, increased interest among managers and the popular press. At the same time, we have witnessed increasing confusion about what QWL means and what its implications for action. This attempts to provide such a viewpoint.

Azar Kazmi (2004)<sup>19</sup> Strategic management and business policy in his book he is devoted various strategic alternatives to the business level. This edition of strategic management and business policy continues to imagine the four-way classification of corporate planning but include new types of digitalization to bring in the growing influence of information technology on strategic management.

Sanjay Saha (2005)<sup>20</sup> in his book Corporate Strategic Management he indicates that organizations are facing exciting and active challenges in the 21st century. In the globalized business, companies require strategic thinking and only by developing good corporate strategies can they become strategically competitive. A stable or

sustainable competitive advantage occurs when firm implements a value – creating strategy of which other companies are unable to duplicate the benefits or find it too costly to initiate. Corporate strategy includes the commitments, decisions and actions required for a firm to achieve strategic competitiveness and earn above average returns. The goals of corporate strategy are demanding not only for large firms like Microsoft but also for small local computer retail outlets or even dry cleaners.

Richard M. Wilson (2005)<sup>21</sup> Strategic Management in his book he includes the following aspects:

- A) Where are you now? C) Which way is the best?
- B) Where do we want be? D) How can we ensure the arrival?

Ellen E. Chaffee: (2005)<sup>22</sup> in his book ‘Three Models of Strategy’ he says that the models of planning is occupied in the literature have been categorized into three distinct groups by:

#### Model I - Linear planning

This approach focuses on planning such that goals, and the means of achieving them, are the results of strategic management. This model is inherent in Chandler's definition cited above. In linear strategy, leaders of the organization plan how they will deal with competitors to achieve their organization's goals.

#### Model II - Adaptive planning

This approach corresponds to the notion of instrumentalism. "Strategy is concerned with the development of a viable match between the opportunities and the risks present in the external environment and the organization's capabilities and income for exploiting these opportunities." In adaptive planning, the organization and its parts change, proactively or reactively, in order to be aligned with consumer preferences.

#### Model III - Interpretive planning

Like adaptive planning this approach sees the organization and its business environment as clearly related, but the stress is placed on managers "holding a cognitive map that facilitate a view of the world, helps understand the changes the organization faces, and provides suitable responses". In interpretive planning, organizational representatives express the meanings that are proposed to motivate stakeholder in ways that favor the organization.

Although these descriptions represent a collective version of similar views, each model also includes many variations of its central theme. Moreover, the three strategy models may not be independent of one another, although so far they have been treated separately in both the literature cited and this discussion.

Charles W.L. Hills (2005)<sup>23</sup> in his book “Strategic Management: Theory & Cases: An Integrated Approach”-This leading strategy text presents the complexities of strategic management through up-to-date scholarship and hands-on applications. Highly respected authors Charles Hill, Gareth Jones, and Melissa Schilling incorporate cutting-edge research on topics including corporate performance, authority, strategic leadership, technology, and business ethics through both theory and case studies. Based on real-world practices and current thinking in the field, the eleventh edition of strategic management features an increased stress on the changing universal economy and its role in strategic management. The high-quality case study program contains many cases covering small, medium, and large companies of varying backgrounds.

SB Buddhiraja & MB Athreya(2006)<sup>24</sup> in their book “Cases in Strategic Management” they mention in their book that “The new and progressing changes in the Indian economic policies makes it necessary for the business sector to deliberate on strategic thinking and strategic management.”

Unless manager think and act more strategically than before, they will not be able to ensure success for the organization and for themselves.

A. Thompson, JR (2006)<sup>25</sup> in his book “Strategic Management – he indicates that the concepts and cases” mentions about the managerial job and crafting, influencing and executing company planning.

Planning is needed in the collection of competitive markets and business approaches that management depends on to produce successful performance.

Effective strategy in management strengthens the organizational position, pleasing customers and achieving performance targets.

The Book is comprising of two major parts. Part-1 “The concepts and technique of strategic management” consist of 12 chapters - carefully integrated from the conceptual perspective and by a consistent writing style - that introduce major

concepts and methodology of strategic management. Part - 2 “Cases in Strategic Management” provide a broad selection of 41 cases that allow students to apply and integrate their knowledge of the strategic management process. The goals of this book: (1) To provide students with the most current complete, State of the-art-analysis of the field of strategic management. (2) To fit in the most up-to-date coverage of the strategic management literature in to the text in a clear, easy-to-read style.

Walton R.E. (2006)<sup>26</sup> in his book “The Quality of Work Life” refers to all the organizational inputs that aim at the employees’ happiness and attractive organizational effectiveness. It attributes the growth of Quality of Work Life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to abolish dangerous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was on ‘job security, not on quality of job, due process at the work place and economic gains for the worker’. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity.

Rigard S, A. J. (2006)<sup>27</sup> in his book “The Quest for Quality of Work Life”: A TQM Approach he narrates that this work includes a thorough treatment of the roles of our organizational culture and leadership that provide the seedbed for quality work life. The values encapsulated in the organizational value structure will determine the way operations are conducted. The operational conditions deal with the creation of a safe, healthy and motivating environment. Management is fast becoming of vital importance in all industries but particularly in mining and manufacturing. Quality of work life is not the sole responsibility of an organization and its management structures. The individual must accept part of the responsibility. This book provides extensive guidance on issues such as preparation to deal with change through the development of transformational intelligence, self-management skills and personal financial management. This book is the among the first in South Africa and one of few in the world to provide a holistic overview of the creation, development and maintenance of quality of work life (QWLO) in organizations.

Jae K Shim (2006)<sup>28</sup> in his book “Strategic Business Forecasting” – he mentions that every individual have to operate for many years of planning and forecasting in a perceptive manner. It was not until the 1950s that formal approaches became popular. Since then, such approaches have been used by business, government, and nonprofit organizations. Advocates of formal approaches (for example, Steiner, 1979) claim that an organization can improve its effectiveness if it can forecast its environment, foresee problems, and develop plans to respond to those problems. However, causal planning and forecasting are expensive activities; this raises questions about their authority over informal planning and forecasting. Furthermore, critics of the formal approach claim that it introduces rigidity and hampers creativity.

Sudhir Lakhanpal (2006)<sup>29</sup> in his book “Strategic Management and Operations Research”- he gives the overall essence about the planning of the corporate unit, company or global chain, foresee the operation of technical and intellectual methodologies which include: forecasting, planning, programming, and budgeting and management information system.

Brian Wallace (2006)<sup>30</sup> in his book “Leadership for Strategic Change”- he says that institutions need of strategic turn often seeks attractive leaders to lead change efforts. With the growing status of democratizing workplaces, team-based approaches to strategic change are promising. The literature on each of these change approaches is reviewed. Several research propositions are offered which propose that strategic teams can be a better choice than fascinating leaders for turning around an organization. The authors also note the need for future study to compare the success of charismatic leaders with the effectiveness of strategic teams in planning and initiating strategic change.

Ashwathappa (2007)<sup>31</sup> “Business environment for strategic management” in his book he states that – industry may be understood as the organized hard work of undertaking for supply consumer with goods and services for a revenue. The purpose of business goes beyond profit. It is an important in community.

Lynda. M Applegate (2007)<sup>32</sup> “Corporate Information Strategy and Management Text and Cases”- in his book he clearly indicates that -It is planning and information technology, and Management, IT plays a significant function in shaping the administration and its functions. Industry and technology should work in the same line to increase the production of the industry.

Kevin Lane Keller (2007)<sup>33</sup> “Strategic Management”- he indicates that Strategic Management is all about classification and description of planning that managers can carry to accomplish better performance in the competitive world. An organization is said to have competitive gain if its accomplishment is higher than the average profitability for all companies in its industry.

Strategic planning can also be defined as a bundle of decisions that a manager undertakes and which decides the outcome of the company performance. The manager must have a thorough knowledge and analysis of the general and competitive industrial atmosphere so as to take right decisions. They should conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats), i.e., they should make best possible use of strengths and reduce the organizational weaknesses, make use of arising opportunities from the business environment and shouldn't ignore the threats.

IK Chowdhury (2007)<sup>34</sup> in his book “Corporate Planning and Strategic management” states that corporate planning is the process of translating the aims, objectives and goals of the strategic plan convert into a set of actual implementable plans. The nature and value of strategic management, promotes the practical judgment and benefits of strategic management for a company. It also distinguishes between company strategic decisions and its other planning tasks.

The characteristic of strategic decision making at each of these levels influence the brunt of actions at these levels on company functions. Other topics dealt with in this section are the value of procedure in strategic management and the arrangement of planning makers in strategy formulation and implementation. The section concludes with an analysis of the planning research on business, which demonstrates the use of strategic management procedures yields financial and behavioral profits that justify their costs.

Bindhi Chand (2007)<sup>35</sup> in his book he elaborates on the “Managerial Effectiveness and its effects on the managerial aspects”.

There are no total measures of managerial success. Every organization has aims and objectives and managers should help the organization to achieve those aims and objectives. Thus, it is important that every manager and employee knows the idea of their organization, the purpose of their job and the work-specific objectives they must meet.

There are various ways of explaining the purpose of a job, and we consider two approaches here.

The most common term is key performance indicators, KPIs. Setting KPIs is often an organization-wide process. One version of this process is management by objectives. Management by objectives aims to recognize the key places in a person’s work and to set targets against which his or her performance (or effectiveness) may be measured.

The basic liability of managers is to manage people. To be effective at managing people, they must be good managers of themselves. Some managers believe that effectiveness is something a person is born with and cannot be inculcated. However, efficiency can be mastered with practice. The training for effectiveness involves identifying the importance of knowledge and people for an organization.

N.P Agarwal (2007)<sup>36</sup> “Business Strategy”- he indicates that business policy refers to the roles and tasks of top-level management, the major issues affecting company-wide performance and the decisions affecting companies in the long run. Corporate strategy is the plan developed and implemented to the goals set by the company’s business policy. As a company-wide plan, corporate plan is anxious mainly with answering the question “what set of businesses should the company be in?” and should be prominent from business strategy, which focuses on answering the question “how to build a sustainable competitive advantage in specific business or market?”

P. Mohan Rao and Kumar Jain (2007)<sup>37</sup> “Strategic Financial Management” they stress on finances management involving in managing all the company's property including monitoring prepared financing items such as expenditures, revenues, accounts receivable and accounts payable, cash flow, and profitability. Strategic



financial management control all of the above, along with ongoing evaluation and planning to keep company pay attention to attain short-term and long-term goals focusing on increasing the company's profitability and value.

For example, if a company suffers a net loss for the year, then it may choose to decrease its asset base through facility closures or staff reductions, thereby decreasing its necessary operating expenses. Taking such steps may result in renovation of cost or other one-time items that harmfully impact the company's finances further in the short term, but they put the company in a better overall position to move toward its long-term goals.

Alok Kumar Singh (2008)<sup>38</sup> “Strategies in development planning” - Strategic planning is an organizational management activity that is used to set priorities, concentrate on energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish accord around planned outcomes, and analyse the organization. There are many different frameworks and methodologies for strategic planning and management. While there are no complete policy regarding the right framework, most follow a same model and have common attributes. Many frameworks rotate through some difference on some very basic phases: 1) analysis, where an understanding of the current internal and external environments is developed. 2) strategy formulation, where high level planning is developed and a basic organization level strategic plan is documented. 3) strategy implementation, where the high level plan is translated into more equipped planning and action items, and 4) evaluation of management phase, where ongoing change and assessment of effectiveness, culture, communications, data reporting, and other strategic management issues occurs.

Robert D Austin (2008)<sup>39</sup> “Corporate information strategy and management”- Text and Cases: Text and Cases is written for students and managers who desire an overview of contemporary information systems technology management. This new edition examines how information technology enables organizations to conduct business in radically different and more effective ways. The authors' objective is to provide readers with a better understanding of the influence of twenty-first century technologies on business decisions. The 8<sup>th</sup> edition discusses today's challenges from the point of view of the executives who are grappling with them. This text is

comprised of an extensive collection of Harvard Business School cases devoted to Information Technology.

Prof. (Dr) VP Michael (2008)<sup>40</sup> “Globalization, Liberalization and Strategic Management.” in his study he mentions that “any industry which function in a global environment must accept a global management philosophy which is strategic management.”

The Author in his book Globalization, Liberalization and Strategic Management is divided into two parts.

Part 1 -Consist of liberalisation and globalisation of business and its environment.

Part 2 -Consist of strategic management for a global business and global management.

The main objectives of this book are:

1. To reveal what is actually globalisation in India.
2. It clearly portrays the fact that globalisation and global management or different.

Prof. John F Mee (2008)<sup>41</sup> in his book “Securing Maximum Management Result” indicates that management is the art of securing maximum outcome with a minimum effort so as to secure maximum prosperity and happiness for both employers and employee and give the public the best possible service.

The principal objective of management should be to secure the maximum wealth for the employer.

The words “maximum prosperity” is used, in their broad sense, to mean not only large dividends for the company or owner, but the development of every branch of the business to its highest state of excellence, so that the prosperity may be permanent.

In the same way maximum prosperity for each employee means not only higher wages but able maximize the ability of output with given minimum resources.

It would seem to be so clear that maximum prosperity for the employer, coupled with maximum prosperity for the employee, ought to be the two leading objects of management, that even to state this fact should be unnecessary.

Vipen. Gupta (2009)<sup>42</sup> “Business policy and Strategic Management” in his book the emphasis made on three sections:

- A) Industry planning
- B) Commercial planning
- C) Venture planning

Thomas. L. Wheeler (2009)<sup>43</sup> “Strategic management and policy”- in his book he sums up as: describes the beginning and completion of a new on policy making and strategic management which was planned by a consortium of organizations working within the framework:

- A. To development understand and strategic management concepts, research and theory.
- B. Development conceptual skills, understand global economy.
- C. To develop analytical decision making

Rajiv Gupta – (2009)<sup>44</sup> in his book “Towards Managerial Excellence” describes that management as managerial excellence is a parameter which determines whether an organization has a willing workforce. The mission and organizational philosophy, acquisition of human resources, its development, motivation and maintenance are the keys that have an impact on management excellence.

Ranjan Das (2009)<sup>45</sup> –in his book “Contemporary Strategic Management, he attempt to answer the basic question that was raised at the beginning of the business. How does a firm sustain greater performance over a long period of time? Some examples of such strategic initiatives, as seen during 1900’s are: Reliance Industries implementing its strategic intent to become the largest Private Sector Company in the country.

Ballarpur Industries and Escorts, restructuring their operations through divestment and the spin-offs of other non-core businesses.

RPG Enterprise adopting a conglomerate strategy to move rapidly into emerging areas likes power and power equipment.

Richard Handscoms and Philip Norman (2009)<sup>46</sup> in their book “Strategic Leadership” have rightly concluded that - strategic leadership is primarily aimed at leader, chief executives, top management and business teams. This book provides much more than to inform on important management concepts. This book emphasizes the need for directors to be fully involved in establishing good management.

This whole book is divided in to 7 chapters.

Chapter 1 Review the critical issues and implications for the strategic management.

Chapter 2 highlights the need for a more strategic approach to customer’s relations.

Chapter 3 Reviews the concepts of management of the use of technology as a vital competitive force.

Chapter 4 Reviews trends in the evaluation of the process of the strategy formulation and provide ideas.

Chapter 5 Outline the blow of change in the top management.

Chapter 6 Consider the development of the helpful knowledge and skills.

Chapter 7 establishes the firm and novel bases for planning, monitoring and controlling the strategic management.

Drucker Peter (2009)<sup>47</sup> in his book -The practice of management was the first book to look at management as a whole and a manager as a separate responsibility.

He suggests the eight principles that every manager should follow.

They are:

- ask ‘what needs to be done’
- ask ‘what is the right for the enterprise’
- develop action plans
- take responsibility for decisions
- take responsibility for communicating
- focus on opportunities
- run productive meetings
- Think and say ‘we’ rather than ‘I’.

John.A. Pearce (2010)<sup>48</sup> “Strategic Management”- Formulation, Implementation and Control – in his book he continues to provide straight forward treatment for

strategic management with a practical and logical approach. It uses a sole pedagogical model which is created to provide logic and structure to its treatment of strategic management.

Dhawan KS (2010)<sup>49</sup> in his book “Planning can be called an anticipative decision”-making process, where one determine and predict arrangement of conditions, aims, and measures of action in future with acknowledge the feature system in relation to which the actions have been planned. The main focal point in planning is finding an answer to the question of how the organization is going to attain the previously determined goals. Planning can be two-fold. The initiation of planning process is the strategic analysis regarding basically the whole state.

(a) strategic analysis on the level of economic policy: – analysis of present state, – future forecasts and existing or possible trends, – environment analysis - SWOT analysis—in strategic planning particularly universal and holistic, – scenario testing (within methods of: possible events, simulation scenarios, environment states scenarios, process in environment scenarios), – analysis of effects of omission, – analysis of external effects (positive and negative) – analysis of sensitiveness to prognostic changes in strategic analysis, – coordination of policies on regional, national, community and global levels,

(b) Strategic analysis on the level of public network analysis in: – human intellectual capital management, – structure of a given organization and public administration network, – internal processes, – provision of resources, – control (especially of documents and post-control reports), – IT, ways of conducting analyses and development of strategic documents.

Narayan. B (2010)<sup>50</sup> in his book “Strategic management” in his book he stress that strategy helps its patrons to connect to the right people at the right time, by creating impact and above goals. It indicates in making complex topics clear to varied audiences – whether it is science, technology, the global environment or aerospace, or related to expansion abroad or government procurement and spending. Our business is to help you advance your interests across cultures, across governments and across party lines.

V.P Michael (2010)<sup>51</sup> in his book “Globalization, Liberalization and Strategic Management” he tells in his book that globalization of business has become the order of the day, a model of business, a outline, a vision of business in a global perspective, which is the theme of all business conferences today. He has examined all such areas where liberalization has been strongly introduced. How far could these efforts bear fruit? Strategic management is the basic approach in the global business, and hence this book has attained remarkable significance for the global managers who are involved in strategic management. The concept of strategic management is fairly examined here which widened the span and usefulness of this work "globalization, liberalization and strategic management". The students and readers of business environment, business policy, strategic management, commerce and management would find this work very much utility oriented as well.

Arthur A. Thompson (2011)<sup>52</sup> “Executive Strategy- concepts and cases”- every company faces numerous options for where to play and how to win. Often it has to sort out outwardly differing objectives, such as the need for both long-term growth and short-term profitability, to choose which options to follow. To “maximize long-term value” means — when there are equally exclusive options — to select those that will give the greatest sustained increase to the company’s economic value. We once heard a corporate leader ask, “But how can you ever know when you have maximized value?” The fact is, you can’t, because you can never know with confidence if there’s a better option than those you’ve considered so far. To “maximize long-term value” is to never stop looking for those higher-value options.

Lawrence R. Jauch (2011)<sup>53</sup> “Business Policy and Strategic Management”- Corporate Strategy is the outline of major objectives, purposes or goals and essential policies or plans for achieving those goals, stated in such a way as to define what business the company is in, or is to be in, and the kind of company it is, or is to business policy and strategic management “without business policy and strategy, an organization is like a ship without rudder, going around in circles. It’s like a homeless person; “business policy is the study of the role and everyday jobs of management, the critical problems that affect success in the total enterprise, and the decisions that decide the directions of the organization and shape of its future.” The problems of policy in the business, like those of policy in public affairs, have to

do with choice of purposes, the molding of organizational individuality and character, the continuous definition of what needs to be done, and the mobilization of resources for the ability of organizational goals in the face of competition or adverse situation.

Reilly, Nora P., Sirgy, Joseph, Gorman (2011)<sup>54</sup> “Work and Quality of Life”- ethical practices in organizations- employees have personal responsibilities as well as responsibilities to their employers. They also have rights. In order to maintain their well-being, employees need opportunities to decide conflicting obligations. Employees are often torn between the ethical obligations to fulfill both their work and non-work roles, to respect and be respected by their employers and co-workers, to be responsible to the organization while the organization is equally liable to them, to be afforded some degree of independence at work while attending to joint goals, to work within a climate of common employee-management trust, and to talk opinions about work policies, processes and conditions without fear of justice. Humanistic organizations can identify clash created by the work environment and provide opportunities to determine them.

This book especially results from responsibility-based conflicts. The book is organized by sources of dilemmas that fall into three major categories: individual, organizational internal policies and procedures, and cultural social forces external to the organization, including an introduction and a final addition of the many ways in which organizations can give to positive employee health and well-being.

Quality of Work Life (2012)<sup>55</sup> “Quality of work life” (QWL) is viewed as an option to the control come up to managing people. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to contribute in managing their work and make decisions.

This approach motivates people by pleasant not only their economic needs but also their social and emotional ones. To satisfy the new generation workforce, organizations need to think on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between job and individual lives. Successful organizations support and provide amenities to their employees to help them to balance. In this process,

organizations are coming up with new and pioneering ideas to improve the quality of work and quality of work life of every individual in the organization. Various programs like bend time, alternative work schedules, compressed work weeks, telecommuting etc., are being implemented by these organizations.

R.K Malhotra (2012)<sup>56</sup> “Strategic management in corporate industry”- managers perform the planning, organizing, directing, and controlling functions within the framework of the organization's culture. The term ‘corporate culture’ can be explained as corporate DNA to speak, coordinate, listening carefully to achieve organizational objectives keeping in view the norms and values of the organization. Success of organizations is not only determined by exact external conditions (viz. barriers to market entry, rivalry in the industry, and supplier and buyer power), rather it is being decided by company values.

J. David Hunger (2012)<sup>57</sup> “Essentials of Strategic Management”- his exciting new textbook is built on the belief that strategic management values are simpler than they seem. Unlike other textbooks, it does not overcomplicate the debate with unknowable layers of theory or immaterial perspectives from other disciplines. Instead you will find paying attention, clearly expressed coverage of the key topics of calculated management, encouraging significant reflection and deeper searching on your own terms. Fully developed to cover the essentials of any strategic management course, this textbook not only creates understanding of the principles of strategy, but shows you how to apply them profitably in the face of real-world reality. Throughout the text, these principles are put into context with illustrations and examples drawn from all over the world and from all kinds of organization - from Shell, Airbus and Tesco to small and non-profit enterprises.

SK. Verma (2013)<sup>58</sup> in his book “Strategic Management”- an organisational change approach he narrates on –stages of institutional management in the level of management activity under setting goals and plans. Powers over all direct to the endeavour.

Fran Ackermann and Colin Eden (2014)<sup>59</sup> Strategic Management of Stakeholders: Theory and Practice-This article explores how top management teams can increase the toughness of their strategies by attending to important concepts budding from



the stakeholder text. Analysis of three themes emanating from this literature leads to the development of a method collected of three techniques which elaborates how stakeholder management concepts can be applied in practice. The research, which spanned long time period, was based on working with top management teams while they were developing their strategies, so that the technique which developed incrementally in response to the teams' reactions to its usefulness was stranded in both theory and practice.

Peter Wright (2015)<sup>60</sup> “Strategic Management”- concepts and cases- he says that both the challenges and opportunities facing organizations of all sizes today are greater than ever. There is less room than ever for fault in the making and implementation of a strategic plan. Changes made in this version are aimed directly at illustrating the effect of new business concepts and techniques on strategic-management theory and practice. Due to the amount of recent changes affecting companies, cultures, and countries, every page of this edition has been simplified.

Fred. R. David (2016)<sup>61</sup> in his book “Strategic Management” –concepts and cases he stresses on –Stages of management, strategy implementation, strategy valuation and strategy adopting change. In his book he emphasis on today's economy, gaining and sustaining a competitive advantage is harder than ever. Strategic management captures the difficulty of the current business environment and delivers the latest skills and concepts with unequalled clarity, helping students develop their own cutting-edge strategy through skill-developing exercises.

### **2.2.1 Review of case study**

1. Dr. Yogesh Jain and Renil Thomas- A study on quality of work life among the employees of a leading pharmaceuticals limited company of Vadodara district

#### **Abstract:**

Quality of Work Life has always gained awareness of the researchers all time, as both the words ‘quality’ and ‘work life’ is necessary in the world and shares a greater value to the institution. It is thought that they have a positive relationship but at times they are questioned because various factors affect their correlativity. In this study we have surveyed 70 employees of a leading pharmaceutical company of

Vadodara district to understand the relation among the quadrant mentioned by Walton. This is a Descriptive study. For the purpose of research on quality of work life, we devised an extensive structured questionnaire using a four point likert scale categorically dividing 70 statements varying from demographic to eight quadrants of work life.

In the above book which is written by Dr. Yogesh Jain and Renil Thomas that in order to have satisfaction among the employees or stake holders it is important that quality of work condition is must. And these conditions will affect the satisfaction of every worker/employee or stakeholder.

2. Elena CIGU-Factors that have an impact on citizen satisfaction at the local level – Case study on Municipality. -

**Abstract:**

Citizen's satisfaction can be considered as a measure of the performance of the administration, representing at the same time a method of stimulating public sector reform. The major target of local public administration is to achieve better outcomes for citizens, improve decision-making processes of public authorities and strengthen the responsibility towards beneficiaries. In the present research paper, we have tried to highlight and analyze citizen satisfaction with the work of organizing an entertainment event by local authorities using a case study. The study aimed to identify issues related to the degree of involvement in the organization of cultural, humanitarian, commercial, sports and entertainment events, the degree of satisfaction with the organization, and the costs supported by the local budget and also the citizens' perception on the reasons for organizing this event by the local authorities and not the least inconvenience to citizens in terms of its organization by the local authorities.

In the above case study, it is emphasized that the main degree for citizens to have good satisfaction level or satisfaction level is directly dependent upon the performance level of the local authorities. The good decision making and various parameters that are used by the local management in order to measure the satisfaction level of the public.

### 3. Harish.K, Subashini K -Quality of Life in Indian Industries – A Case Study -

#### **Abstract:**

The concept of quality of life is fast increasing attention by all organization all over the world. Quality of life encompasses the sum total of healthy experiences that individuals experience in various facets of life. A sizable component of the quality of life is the quality of life experienced by organization members at the work place. The quality of work life, therefore pivotal and worthy of deep study since individuals do not compartmentalize their lives but carry even their satisfaction of otherwise experienced at work where they spend the major part of their time. Thus the quality of life at work spills over to the quality of life experience in the family. In the above case study, it emphasis that the quality of life is very important for any organization. Quality of life which is the prime route for quality of work, where the employees are satisfied by the facilities provided by the firm/ company/ management/origination intern they will contribute to the progress of the company.

### 4. Urban Quality of Life: A Case Study.

#### **Abstract:**

This paper studies quality of life (QOL) in urban environment. The term environment has been used in broader sense, which includes physical, social and economic environment. A framework has been proposed which posits that QOL comprises of objective condition of living and satisfaction from such living condition constitutes QOL. Such objective condition refers to objective QOL and satisfaction refers to subjective QOL. Dimension of QOL has been found to be multi-dimensional. It has been found that both objective and subjective condition important dimension of QOL. But correlation between objective and subjective QOL has been found not to be high. At the same time, it has been found that satisfaction from condition of traffic is the lowest among all satisfaction variables. In the above case study about Quality of Life- The author mentioning about the working environment which affect the QOL, the environment may be physical environment, social environment or economic environment. If all the living conditions are met by the employee or stake holder it directly affects the quality of life.

5. Felce D, Perry J-Quality of life: its definition and measurement.

**Abstract:**

A model of quality of life is proposed that integrates objective and subjective indicators, a broad range of life domains, and individual values. It takes account of concerns that externally derived norms should not be applied without reference to individual differences. It also allows for objective comparisons to be made between the situations of particular groups and what is normative. Considerable agreement exists that quality of life is multidimensional. Coverage may be categorized within five dimensions: physical wellbeing, material wellbeing, social wellbeing, emotional wellbeing, and development and activity. A research agenda is discussed as are the particular problems caused by difficulties in understanding and communicating.

In the above case study, a model of quality of life is proposed with five dimensions of wellbeing of life.

6. Robert Costanza -An Integrative Approach to Quality of Life Measurement, Research, and Policy-

**Abstract:**

While Quality of Life (QOL) has long been an explicit or implicit policy goal, appropriate definition and measurement have been sought after. Diverse “objective” and “subjective” indicators across a range of disciplines and scales, and recent work on subjective well-being (SWB) surveys and the psychology of happiness have spurred renewed interest. Drawing from multiple disciplines, we present an integrative definition of QOL that combines analysis of human needs with subjective well-being or happiness. QOL is proposed as a multi scale, multi-dimensional concept that consists of interacting objective and subjective elements. We relate QOL to the opportunities that are provided to meet human needs in the forms of built, human, social and natural capital (in addition to time) and the policy options that are available to improve these opportunities. Issues related to defining, measuring, and scaling these concepts are discussed, and a research agenda is elaborated. Policy implications include strategies for investing in opportunities to maximize QOL enhancement at the individual, community, and national scales.

## 7. Dimensions of quality of life: Quality of life indicators - measuring quality of life

### **Abstract:**

A first set of indicators has been published and work is still in-progress to fill in the gaps and possibly make recommendations for new indicators to be accumulated within this framework.

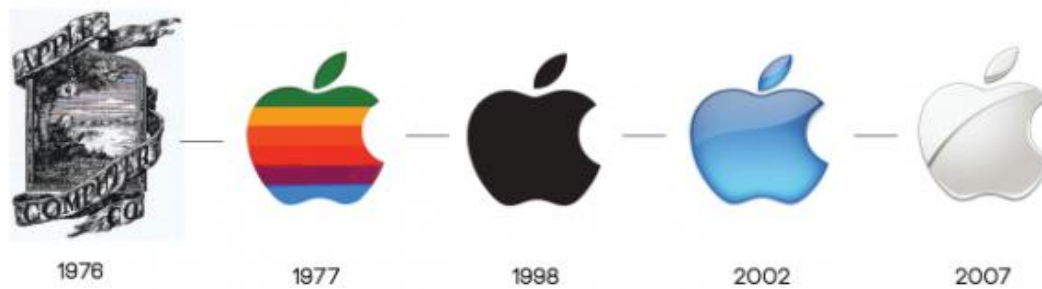
Based on academic research and several initiatives, the following 8+1 dimensions/domains have been defined as an overarching framework for the measurement of well-being. Ideally, they should be considered simultaneously, because of potential trade-offs between them:

- Health
- Education
- Leisure and social interactions
- Economic and physical safety
- Governance and basic rights
- Natural and living environment
- Overall experience of life
- Material living conditions (income, consumption and material conditions)
- Productive or main activity

## 8. El Kouboura Maiga -Case Study on Apple's Business Strategies

### **Abstract:**

This case study is about innovation at Apple Inc. (Apple), one of the most valuable companies in the world in terms of market capitalization. Apple ruled the global technology market by developing innovative products such as the Mac, the iPod, the iPhone, and the iPad which redefined their respective markets. The case discusses Apple's approach to innovation which was driven by a passion for creating breakthrough products. Innovation was part of Apple's corporate DNA. Experts said that Apple was innovative because of its ability to iterate designs, devices, and functionality and create products that became a benchmark for customer experience. The case discusses Apple's founder Steve Jobs (Jobs) role as the chief innovator of the company.



9. Mafika Nkosi -Factors Affecting Strategy Implementation: A Case Study of A Local Municipality in Mpumalanga Province, South Africa Simon.

**Abstract:**

Strategy implementation occupies a pivotal position in the broad discipline of strategic management. The current study contributes to the existing body of knowledge by applying through analytical technique in an attempt to resolve questions rose with efficiency. The study aimed at exploring factors that affect successful strategy implementation. Purposive sampling was used to select 30 senior management employees of Chief Albert Luthuli Local Municipality, a municipality in Mpumalanga Province, South Africa. A structured questionnaire was applied to gather data on the participants' perception concerning the extent of impact of factors affecting successful strategy implementation.

10. Milan Marjanovic Municipal Development Strategy Process-A toolkit for practitioners (Municipal development expert)

**Abstract:**

Quality strategic planning and strategy delivery is increasing in importance as a process and as a set of tools that guide the development of a municipality. In times when resources are tight, effective and efficient resource allocation is gaining even more importance. This publication will therefore suggest a practical four-stage process to strategic planning at the municipal level, including the developing up of effective structures for proper implementation of the strategy process

- (1) preparing a good strategic analysis of the municipality
- (2) strategy formulation
- (3) and strategy implementation

(4). A key concept throughout this process is partnership: Partnerships within the municipality, as well as with others outside the municipal building, with whom these four steps are undertaken together. Partnerships help make the municipal development process more transparent and accountable, thereby increasing the likelihood of the municipal development strategy to deliver the expected outcomes and contribute to the improved quality of life of citizens.

11. Mitchell, David, Ph. D- Turning dreams into reality: Examining strategic implementation in U.S. municipalities- northern Illinois University,

**Abstract:**

The analyses find that those municipalities that use a contingent approach to implementation enjoy higher levels of implementation success than those who do not. Specifically, the study demonstrates that there are different sets of success factors in four contexts defined by a 2x2 typology based on high and low levels of initiative priority and implementation complexity. This paradox is explained by the qualitative research, which shows that many municipal managers initially employ a preferred generic style of implementation that must be adapted during implementation to salvage the implementation effort.

12. Paul Fenton, - Five factors for urban sustainability - exploring influences on municipal strategic planning. by

**Abstract:**

This thesis considers experiences from several municipalities participating in the Sustainable Municipality programme, with particular focus on how the processes to plan and formulate energy and climate strategies were organized, and the manner in which stakeholders participated in such processes and their experiences of participation. These build upon and develop existing theoretical frameworks and present empirical data, gathered using a variety of methods, from five municipalities, in order to make conclusions about the advantages and disadvantages of variations in the form and composition of energy and climate planning.

### **2.2.2 Review of previous researchers**

Stephen L. Fink, (1992)<sup>1</sup>, As basis of his research paper he makes an interactive model that proposes good management practices result in an effective reward system and employee commitment, an effective reward system results in increased employee commitment and employee performance, employee commitment results in improved employee performance. As a result of the research of 418 and 430 employees, in two companies respectively, he found that there was important correlation between employee performance ratings and commitment score in all categories, and also the correlation between performance and commitment for managers and operational employees grouped separately were significant in all categories.

The above research paper suggests that the performance of the employee or satisfaction of the citizens is dependent on the facilities provided by the organization. If the stakeholders satisfy with the living conditions in turn their performance in the output will be very high.

J. F. Kinzl and others, (2004)<sup>2</sup>, in their Research Paper at Oxford Journals, 'Influence of working conditions on job satisfaction in anesthetists' studied job satisfaction, physical health, emotional well-being and working conditions in 125 Austrian and Swiss anesthetists.

Responses to self-reporting questionnaires were evaluated. Dependent variables included job satisfaction, emotional well-being and physical health. Independent variables included age, sex, marital status, position and working conditions as assessed by the Instrument for Stress-related Job Analysis. Anesthetists in leading positions and specialists reported lower job satisfaction ( $P=0.012$ ) than did anesthetists in non-leading positions. Job satisfaction was associated with better physical health ( $P=0.001$ ) and better emotional well-being ( $P=0.005$ ). They conclude in the study that a high level of job satisfaction in anesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas. To improve job satisfaction, more attention should be paid to improving working conditions, including control over decision-making, and allowing anesthetists to have more influence on their own work pace and work schedule.



### 2.2.3 Review of articles

1. The Haimann in his article in the management journal of May- (June 1988)<sup>1</sup> on the subject, “Management in the Firms” say that Management is the function of getting things done through other people.

The main aim of this book is:

A. To give a simple and lucid expotation of the basic concepts, principles, theories, techniques and practices of organisational behaviour.

B. To enlighten that the performance the effectiveness of an organisation, to a large extend, depends on the behaviour of the people constituting it.

2. Henri Fayol (1989)<sup>2</sup> in his article entitled “Managing The People” on “Management Analysis”<sup>18</sup> - emphasises on how to manage, to forecast, to plan, to organize, to command, to co-ordinate and to control and to be thinkers and not mere doers. The Indian Managers beyond 2000 would have inculcated a natural instinct to give up statistics and choose dynamism.”

### 2.2.4 Review of journals, magazines and news papers

1. B. Narayanan has published a book in the year 2000 entitled “Strategic Management
2. Parag Diwan – AIMA – (Caring for Management) in his book “Strategic Management
3. SB Buddhiraja& MB Athreya In the book “Cases in Strategic Management”
4. Wright, Prngle, and Kroll Text in their book “Strategic Management” elaborates
5. Prof. (Dr) VP Michael A study was made by on “Globalization, Liberalization and Strategic Management
6. Ranjan Das – Tata McGraw Hill in his book “Contemporary Strategic Management<sup>8</sup> – 1999”.
7. P. Subba Rao and Mary parker Follet in their book “Business Policy and Strategic Management.
8. Dilip Roy has written a book on “Strategic Management – on the context of Indian Experience”
9. Wright has stated in his book “Management Planning and Policy making”

10. William M Lindsay, who is a professor in Management, in his book “Total Quality and Organization Development.
11. Dr. B.D. Taler, Dr. P.K Shah in their book entitled “Recent Trends in Management”.
12. Sarita, Sharma, Kapil Sharma in their book “Organization and Management”
13. Henri Fayol in his article entitled “Managing The People” on “Management Analysis.
14. Prof. John F Mee in his article entitled Managerial Effectiveness December 1988 on the subject of “Securing Maximum Management Result.
15. M Saingadharan – 1996 in his book “Towards Managerial Excellence.
16. MDP-i client and citizen satisfaction survey- Alpha international
17. Factors Affecting Strategy Implementation: A Case Study of A Local Municipality in Mpumalanga Province
18. Krunal Rameshchandra Savani Identification of Factors Responsible for Urban Expansion of Surat
19. Elena cigu -Factors that impact on citizen satisfaction at the local level – case study on IAI municipality
20. Neilson Principles of urban quality of life for a neighborhood- quality of life survey 2014-technical report
21. Bhasker Vijaya Bhatt -A comparative QOL Assessment for Surat city Zones
22. Surat City Development Plan (2006-2012)- by SMC and SUDA
23. Vikas -Transformation of health system and governance- a case study of Surat city
24. shivanand swamy-Urban- Innovations transformation of Surat-from plague to second cleanest city in India
25. Surat city Resilience strategy- the capacity to recover quickly from difficulties.
26. Archana Ghosh -Management of Urban Environment- A Study on Post-Plague Initiatives of Surat Municipal Corporation
27. J. Padhya -Rehabilitation of slums- A case study of west zone of Surat city
28. Tecumsah-Citizens satisfaction survey
29. City appraisal- by SMC
30. Priyanks Patel-An analysis of future city limits extensions of Surat

31. Urban development- Indian Scenario – Ministry of development, Govt. of India.
32. Vibrant Gujarat-2017- 8<sup>th</sup> Global Report.
33. Vincente R-Is the influence of quality of life on urban growth- A case study
34. Census of India -2011- Gujarat part-X11-B.
35. Solar city master plan- Surat city –by- SMC.
36. A city cleans up- The story of Surat Transformation.
37. Missi -Citizen satisfaction survey- by-
38. A glorified city of hope, Surat- by- SMC- commissioner
39. Profile of Surat- by -SMC

**News Paper: Times of India/ Diyabhasker**

1. SMC –aims to improve city water supply system.
2. SMC- developing amusement parks.
3. SMC- smart city project to have distinct features.
4. SMC- receives digital India -2016 award
5. SMC- to install weather system in all zones in Surat city.
6. SMC- oxygen parks, corners to be developed in seven zones of Surat.
7. SMC-to develop world class railway station at Surat.
8. SMC-Surat to experiment with plastic roads with waste.

## **CHAPTER-3**

### **RESEARCH METHODOLOGY AND HYPOTHESIS**

#### **3.1 Statement of Research Problem**

Why Surat Municipal Corporation is having different infrastructure and having different satisfaction level among stakeholders than the other Municipal Corporations.

#### **3.2 Reason for choice of the Topic**

The researcher strongly believes that most of the problems in any organization are arising due to mismanagement.

In case of Surat, the Surat Municipal Corporation underwent outstanding transformation in terms of building its capacity in the aftermath of the plague and flood. System reforms such as decentralized decision making, responsibility and transparency evolved due to the then city commissioner. Reforming intra-organization processes such as breaking down of old systems, empowering deputy and assistant commissioners, and insisting that officers 'learn from the field,' comprised of a major part of the reformation. Due to these improved principles and strategies, inter-agency management was strengthened within the system.

The researcher wants to contribute significantly towards the attainment of higher level of satisfaction among the citizens and high level of job satisfaction among workers which may lead to the wellbeing of mankind.

The researcher wants to study the contribution of these organizational strategies and services which strongly effect on the level of satisfaction among the stake holders. Thus, it is necessary to know the behavior of the strategies and services in the construction of satisfaction of any citizen or employee. No research has been conducted on this topic till today. Therefore, this topic has been chosen for research.

### 3.3 Title of the Thesis

Study of the Strategies adopted by Surat Municipal Corporation and its effects on the quality of public life

### 3.4 Hypothesis of the Study

<b>Hypothesis</b>	<b>Hypothesis Statement</b>
<b>Hypothesis- 1</b>	<b>There is no significant difference found in policies implemented by Surat Municipal Corporation in different zones of surat.</b>
<b>Hypothesis- 2</b>	<b>There is no significant difference found in feedback mechanism adopted by SMC in different zones of Surat.</b>
<b>Hypothesis- 3</b>	<b>The satisfaction level of residents is significantly Neutral for each strategy provided by SMC in each zone.</b>
<b>Hypothesis-4</b>	<b>SMC employees from each zone neither agree nor disagree on each statement asked on administrative structure adopted for decision making by SMC.</b>
<b>Hypothesis- 5</b>	<b>There is significant difference found in gap between policy designing and implementation of SMC in different zones of Surat.</b>

### **3.5 Limitation of the study**

For the research work the data is collected and analyzed with utmost reliability but due to liability of a few respondents, certain limitations of the study are as follows:

1. The study is restricted to only Surat Municipal Corporation and all the 7 zones.
2. The study is limited to 160 stake holder and 40 employees of each zone.
3. Answer to the questionnaire depends upon the belief and trust of the stake holders and employees.
4. Data is collected from the respondents who are using the services and the employees who rendering the services from SMC.
5. Only the strategies adopted and services provided by SMC are taken into consideration for the purpose of carrying out this research.

### **3.6. Research Design and Methodology**

Present research will come under the descriptive type of research; the data have been collected and evaluated. The study is based on primary as well as secondary data. The primary data have been collected with the help of two types of questionnaires.

- i. For the stake holders/citizens.
- ii. For the management, supervisors and workers.

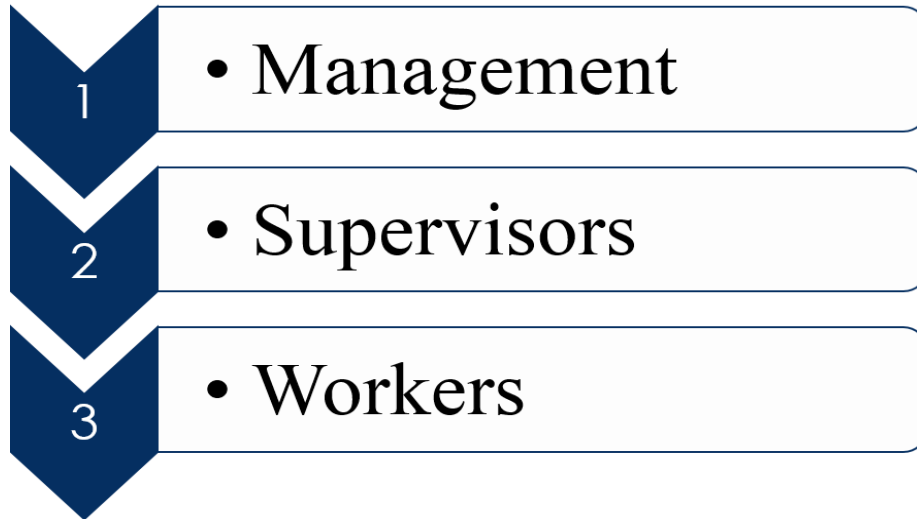
Total 7 zones of Surat Municipal Corporation area have been selected for the study purpose. For the primary data analyses total 1100 stake holders and 40 employees from different zones has been randomly selected to evaluate the satisfaction level of the stake holders and employees respectively on the strategies adopted and services provided by the SMC. The secondary data has been collected through Case Studies, Books, Journals and magazines, Periodicals, Reports, SMC Newsletter, Journals, Websites, News Papers.

The study is carried out with in the Surat Municipal Corporation, Surat city in Gujarat.

The study reference period is 2010-2015. i.e. 5 years.

**Interview was carried in two sections of Surat Municipal Corporation:**

**Section One- Officials of SMC**

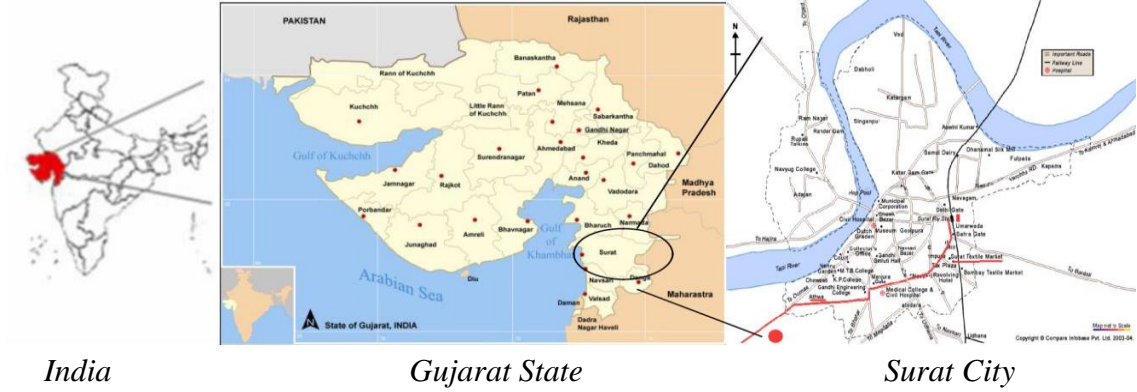


**Section Two- Stake holders/citizens of Surat city:**

The study is done in the Surat Municipal Corporation area and its 7 zones.



## Maps showing Surat and its Zones

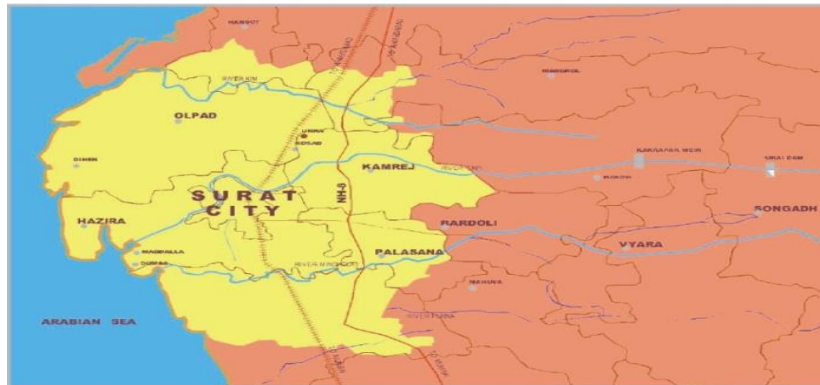


India

Gujarat State

Surat City

## Surat City



## Zones of SMC





### **Research Design**

- ❖ A sample size of 160 respondent's covering all the category of stake holders from each zone.
- ❖ A sample of 40 officials from all 7 Zone of Surat Municipal Corporation are selected 7 managers, 14 supervisors 19 workers from each zone.
- ❖ Designed questionnaire,
  - To the top management to find out the policy designing of SMC.
  - To the Supervisors to find the gap between policy and implementation.
  - To the workers to find out the administrative structure for decision making.
  - To the stake holders to find the satisfaction level of each strategy and services provided by SMC.
- ❖ A three-point scale ranged from 1to 3 is used mostly except in few questions where five-point scale is used to measure individual 's response on their satisfaction level on services provided by SMC.
- ❖ The data is analyzed by using tools like, graphs, interpretation, findings and presentations, classification, tabulation and diagrammatical representation.

### **Data Collection:**

To collect the data is a troublesome task. However, the researcher put his best efforts to collect them through structural questionnaire. The researcher has tried to understand the stakeholder psychology and their opinion for different services provided by SMC. To avoid invalid data from a large number of respondents, data was collected from total 1100 respondents of different zones of SMC to know the usage of services offered by SMC and satisfaction level of stake holders for the services offered.

**Secondary Data:**

The secondary data was gathered from various sources such as books, newspaper, magazine, online journals, case studies, articles, periodicals of SMC, reports of SMC, newsletter of SMC, websites etc.

The primary data was collected through questionnaire survey among the respondents working in Surat Municipal Corporation and Stakeholders to understand their views and opinions on services provided.

A survey was done to collect the required information from sample size of respondents. However, it may have some limitations: as people might be busy or unwilling to take it, or in some cases they intend to give positive answers to please the interviewer which leads to erroneous in the results. In order to handle this limitation, questions were addressed in an anonymous form and also in local language. (Gujarati)

The survey was conducted using some of the following methods, such as:

- ❖ Manual Survey was conducted using printed forms which were distributed to randomly selected respondents.
- ❖ Online survey was conducted through websites and social media.

A structured questionnaire was prepared and used as survey tool. This was filled by the required number of respondents (sample size for the proposed survey), which were randomly selected.

The study is based on primary and secondary data sources. Extensive literature searches and semi structured interviews of stakeholders of the city were carried out for the study. Existing documents including government policy documents, reports, reviews and program evaluation reports were assessed. The review was followed by semi structured interviews that lasted about thirty to forty minutes.

**Primary data**

Primary data are collected through structured questionnaire from the respondents who are the stakeholders, Top management, supervisors and workers of Surat Municipal Corporation for the study purpose. SMC is having very large number of

stake holders. Stake holders are very eager and even share their experiences with the SMC as well as with other citizens for utilizing different services

The secondary data are those data, which collected from the following, towards the strategies adopted and services provided by SMC and effects on quality of stake holders of SMC, Case Studies, Books, Journals and magazines, Periodicals, Reports, SMC Newsletter, Websites, News Papers.

### **3.6.1 Selection of Sample**

The data was collected from the two sections of respondents working and staying within the jurisdiction of Surat Municipal Corporation.

**Section one-** Stakeholders Male-556, Female-541, total 1100 respondents from all 7 zones of SMC i.e. 160 respondents from each zone.

**Section two-** SMC- Officials- workers 141, supervisors 125, and management 14, total of 280 respondents from all 7 zones of SMC. i.e. 40 respondents from each zone. Sample size was decided by considering the population size in each zone of SMC and the number of workers in zone.

Before launching the final field survey, pilot data was collected for about 25 respondents of stake holders and 5 workers and 2 supervisors from each zone. Pilot data analysis was studied and checked with objective and hypothesis to see if final field survey can be launched.

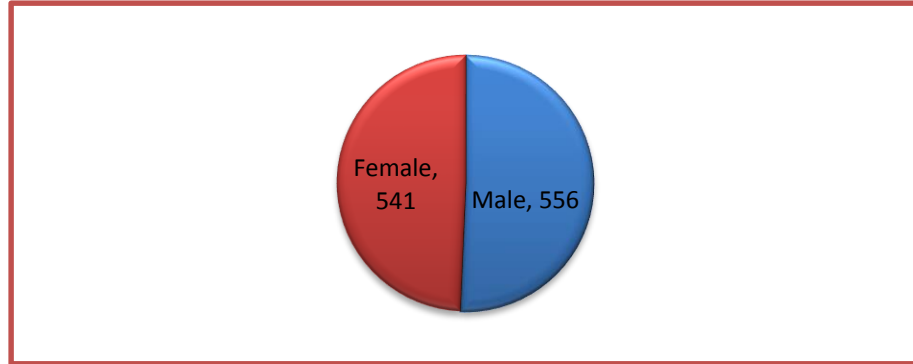
Data was classified and presented in tables and graphs. Analysis was made using, **Chi square test** (data measured on nominal scale to check the association between two attributes), **Kruskal-Wallis Test** (comparing the opinion between two zones), **Wilcoxon Signed Ranks Test** (comparing the opinion within the zones).

Data was processed using MS-Excel software and analyzed by using SPSS software.

**Table -3.1-Section one- Stakeholders**

Gender	Out of respondents	Frequency
Male	1100	556
Female	1100	541

**Gender respondents**



**Table-3.2 Age group**

0-18	1100	39
19-34	1100	464
35-60	1100	531
61 and above	1100	66

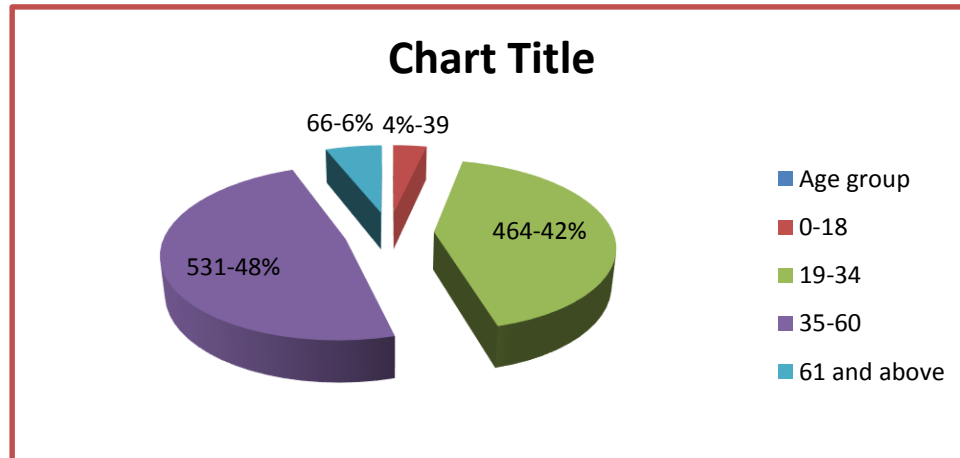
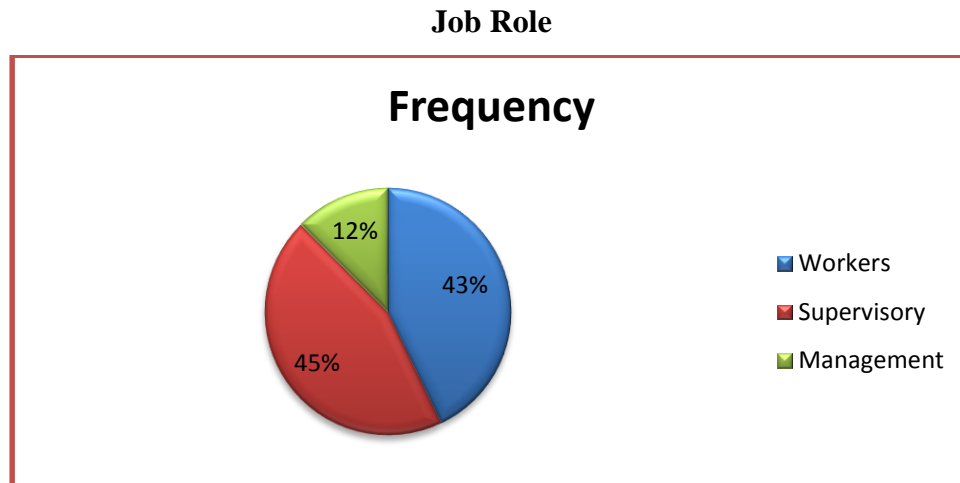


Table - 3.3 Job roles of employees

Job Role	Out of respondents	Frequency
Workers	280	120
Supervisory	280	125
Management	280	35



There are two types of questionnaires framed to assess the Surat Municipal Corporation strategies and services provided to its stake holders in order to increase their quality of living or life and satisfaction level.

For stake holder's questions are framed within these divisions to reflect the group approach.

**1. Infrastructural development services like:**

1. Supply of water
2. Cleaning the sanitation
3. Maintaining and providing good electricity supply
4. Repairing of residential streets, roads, sidewalks and pavements
5. Clearing storm water
6. Providing good and cheap housing
7. Quick sanctioning of building plans and land use applications

## **2. Community Protection services:**

1. Removal of waste from residences
2. Providing municipal parks and playgrounds
3. Providing municipal sports fields and stadiums
4. Attending complaints on time
5. Efficiency of fire department
6. Proper maintain of traffic services
7. Providing good civic protection to citizens
8. Supporting environmental protection
9. Protection of historical heritage

## **3. Corporate Services:**

1. Availability of community halls
2. Availability of Libraries with latest books
3. Supporting local economic development

## **4. Finance Services**

1. Complaints regarding trading services within the city

## **5. Overall Rating of Surat Municipal Corporation**

## **6. Political Details**

## **7. Personal Details**

## **8. Communication**

## **9. Education**

## **10. Health**

## **11. General**

The other part of the questionnaire had a detailed feedback of the Surat Municipal Corporation, and its staff and services, to make a decision on the final stage of satisfaction with services provided by the SMC (Municipality)

For employees the questions are prepared with the below limited areas to reflect the group approach.

1. Department and job role
2. Service in that particular department

3. Personal work experience
4. Promotions
5. Working conditions
6. Feedback mechanism
7. Suggestions from stake holders/citizens
8. Delegation of authority
9. Job satisfaction
10. Handling public grievances
11. Digitalization of public services

### **3.6.2 Reference Period**

Period: Year 2010 to 2015 – The financial data and manpower data pertains to the years between 2010 and 2015 but the census is as per 2011 and also taken as of 2016 population of Surat Municipal Corporation.

### **Study Region**

The study region of the research is Surat Municipal Corporation with all 7 administrative zones.

The below table gives the detailed zone study of area in sq.km, population of each zone as of 2011 census, density of population per sq.km and territory of zone.

For administrative supervision purposes, the city is divided into seven zones. More than one-fourth of the city's population resides in the east zone, which mainly consists of the old city. The southwest zone is the most thinly populated. The average density of population in the city is 13,680 persons per sq. km. The central zone is the most densely populated with nearly 49,971 persons per sq. km.

**Chart 3.1- Map showing seven zones of Surat**



### **3.6.3 Research techniques and Analysis**

#### **Research Techniques used:**

- ❖ Interviews
- ❖ Survey questionnaire
- ❖ Statistical Techniques
- ❖ Review of Literature
- ❖ Analysis tools

#### **Brief review of the term and Summary statistics the researcher used: -**

- Statistics plays a very important role in human life. According to sir R.A. Fisher statistics is defined as, “The science of statistics is essentially a branch of applied mathematics which specialized in data.”
- Whipple says, “Statistics enables one to enlarge his horizon.”
- A.M. Mood says, “Statistics provides a tool and techniques for research workers.”
- Lovitt describes, “Statistics is a science which deals with the collecting, classifying, presenting, comparing and interpreting the numeric data collected



throw light on any sphere of enquiry.” Thus, we used statistics concept to analyze our data. The brief introduction of the terms and several methods used to analyze the data are as follows:

1. Descriptive statistics: - It is one of the main divisions of statistics which deals with the classification, tabulation and diagrammatical representation of the data.
  - a. Frequency
  - b. Bar Charts
  - c. Cross-tabulation
  - d. P-value
  - e. Level of significance
  - f. Null hypotheses
  - g. Alternative hypotheses
2. Statistical Techniques: -
  - a. Chi square test:
  - b. Kruskal-Wallis Test
  - c. Wilcoxon Signed Ranks Test

**Assumptions:**

- The data consist of a simple random sample of size  $n$  from some population of interest (SRSWOR).
- The observations in the sample may be cross-classified according to two criteria, so that each observation belongs to one and only one category of each criterion. The criteria are the variables of interest in a given situation.
- The variables may be inherently categorical, or they may be quantitative variables whose measurements are competent of being classified into mutually exclusive numerical categories.

**Hypotheses:**

$H_0$ : The criteria of satisfaction of stake holders are independent.

V/S

$H_1$ : The criteria of satisfaction of stake holders are not independent.

**A. Test Statistic: -**

Expected value:-  $E_{ij} = n \left( \frac{n_{i.}}{n} \right) \left( \frac{n_{.j}}{n} \right)$

$$E_{ij} = \frac{n_{i.} n_{.j}}{n}$$

$$\chi^2 = \sum_{i=1}^r \sum_{j=1}^c \left[ \frac{(O_{ij} - E_{ij})^2}{E_{ij}} \right] \quad \text{With degree of freedom (r-1) (c-1)}$$

Where,  $r$  = No. of rows &

$c$  = No. of columns in the contingency table.

$O_{ij}$  = Observed Frequency.

$E_{ij}$  = Expected Frequency.

$n_{i.}$  = Total of  $i^{\text{th}}$  row.

$n_{.j}$  = Total of  $j^{\text{th}}$  column.

**B. Decision Rule: -**

We may reject null hypothesis of independence at the  $\alpha$  level of significance if the computed value of the test statistic chi-Square exceeds the tabulated value of  $\chi^2_{1-\alpha}$  for  $(r-1) (c-1)$  degree of freedom.

- When the hypothesis of independence of attributes in a contingency table is rejected by performing test, it ensures the association between two attributes.
- One is not satisfied merely with association but is also interested in the strength of association.

**C. Kruskal-Wallis One Way Analysis of Variance by Ranks: -**

(For Comparison of Several Median)

- Assumption: -
- The data for study consist of 'k' random samples of sizes  $n_1, n_2, \dots, n_k$ .
- The observations are independent both within and among the samples.
- The variable of interest is continuous.
- The measurement scale is at least ordinal.
- The populations are identical except for a possible difference in location for at least one population.

➤ Hypothesis: -

$H_0$ : The k population have same median.

V/s

$H_1$ : The k population do not all have same median.

➤ Test statistic: -

$$H = \frac{12}{N(N+1)} \sum_{i=1}^k \frac{1}{n_i} \left[ R_i - \frac{n_i(N+1)}{2} \right]^2$$

Where ,

$N$  = Total no. of Seasonal Observation

$n_i$  = No. Of observation in each year

$R_i$  = Total of Ranksof Each Month

➤ Decision Rule:

➤ When  $k=3$  and  $n_i \leq 5$ ;  $i=1, 2, 3$  computed value of H is to be compared with the critical value. Where table values are available.

➤ When we cannot use table with compared and calculated H with Chi-Square statistic with  $k-1$  degree of freedom at significant level of  $\alpha$ .

$$i.e. H > \chi^2_{k-1(\alpha)}$$

We reject  $H_0$  at significant level of  $\alpha$ .

#### D. Wilcoxon Signed Ranks Test

➤ Comparing Median with hypnotized value

The Wilcoxon signed-rank test considers information about both the sign of the differences and the magnitude of the differences between pairs. Because the Wilcoxon signed-rank test incorporates more information about the data, it is more powerful than the sign test.

Hypothesis:

Null Hypothesis:  $H_0: M_D = M_0$

Alternative Hypothesis: A.  $H_1: M_D \neq M_0$  (two)

B.  $H_1: M_D > M_0$  (right)

C.  $H_1: M_D < M_0$  (left)

**Steps:**

1. Obtain each of the sign differences  $D_i = X_i - M_0$
2. Rank the absolute value of these differences from smallest to largest that is  $|D_i| = |X_i - M_0|$
3. Assign to each of the resulting rank the sign of the differences most absolute value yielded that rank.
4. Compute  $T_+ =$  the sum of ranks with positive signs and  $T_- =$  the sum of ranks with negative signs and  $T_+$  or  $T_-$  is the statistic depending on the alternative hypothesis.

**Interpretation:**

- A.  $H_1 : M_D \neq M_0$  (two)

Reject  $H_0$  at  $\alpha$  level of significant if  $T = \min(T_+, T_-)$ , statistic  $T$  is smaller than or equal to tabulated  $T$  for  $n$  and pre-selected  $\alpha/2$

- B.  $H_1 : M_D > M_0$  (right)

Reject  $H_0$  at  $\alpha$  level of significant if  $T_-$  is smaller than or equal to tabulated  $T$  for  $n$  and pre-selected  $\alpha$

- C.  $H_1 : M_D < M_0$  (left)

Reject  $H_0$  at  $\alpha$  level of significant if  $T_+$  is greater than or equal to tabulated  $T$  for  $n$  and pre-selected  $\alpha$ .

### **3.6.4 Parameters**

Parameters used to measure quality of life of citizens:

#### **1. Environment**

One of the biggest challenges for society is to make sure is the sustainability of natural resources, so that future generations would be able to live in a healthy and beautiful atmosphere. A person's quality of life is dependent on the surroundings – the amount of contaminated air, water, soil; how much noise, artificial or natural materials around him. Most diseases are caused by the low quality of the living surroundings. One of the main factors affecting the living environment is rapid urbanization.

#### **2. Health**

Health is one of the most expensive assets. Studies have always shown that health status and job are the main factors that influence a person's quality of life. Health status has an instrumental value, because good health enables working-age people to actively participate in the labor market and lifelong learning, as well as to have good social relationships

#### **3. Economics**

Financial security is a significant feature of citizen's lives. Being competent to plan forward and overcome any unexpected down turn in their economic and wider situation has an impact on their quality of living. Safety is measured in terms of physical safety and economic safety. The ability to face sudden expenses and having or not having arrears are therefore used as alternate variables. National accounts aggregates have become an important indicator of the economic performance and living standards of our societies. This is because they allow direct comparisons to be made easily. Gross Domestic Product GDP, one of these aggregates, is the most common measure of the economic activity of a region or a country at a given time; many decision and policy makers utilize it as the standard benchmark, often basing their decisions or advice on it. It includes all final goods and services an economy produces and provides a snapshot of its performance.

#### **4. Social**

As humans are social creatures, their well-being is very much affected by their social system or social capital. Those who are surrounded by supportive friends are happier. In addition to emotional support, the advantages of friends can also be material. For example, in the search for a new job, friends and associates are often much more useful than previous work experience or a university degree. Strong social relationships can help to develop common values and trust in one another at the community level. The majority of people say that they see their friends and relatives on a regular basis and that they have someone to rely on in difficult moments. However, there are differences between groups of people, like the educated and less educated, the young and the old, the rich and the poor.

#### **5. Education**

Education is a basic human need nowadays. Education is a tool that helps to attain one's goals in life. Educated people are healthier, more active in social life and they earn higher wages. Even though education should be equally reachable to all, people actually have different educational opportunities starting from the early years of life, because the family educational background has a strong influence on a person's educational outcome.

#### **6. Political**

Political freedom is one of the basic human rights and liberty. It increases people's sense of control over their lives. The utility models presented so far as possible clarification have nothing to say about the individual decision maker occupied in the various outcomes. A political psychology model of the decision-making processes provides an avenue for quality of life as a collective measure to interfere and affect those outcomes. The origin of this loom can be traced directly to the earliest works in political behavior. It presumes that individual citizens were making decisions based on little or no information and because of the tendency to decide despite unawareness it lead to quality of political outcome.

## **7. Infrastructure**

The growing challenges of urban centers in developing countries have continued to attract the attention of development experts. The challenges identified are essentially lack of infrastructure like electricity supply, housing, healthcare and educational facilities. This situation has as a result sustained to have an impact on the quality of life of urban dwellers. Infrastructure serves as social and economic indicators for measuring quality of life in the study area. 1100 respondents were randomly selected for the purpose of data collection. The data gathered was subjected to empirical verification using chi-square analysis. The provision of adequate infrastructure is therefore recommended for improving the quality of life of the people.

### **3.7 Tools used for data collection**

3.7.1 Primary data

3.7.2 Interviews

3.7.3 Observations

3.7.4 Secondary data

A survey was done to collect the required information from the sample size. However, it may have some limitations: as people might be busy or unwilling to take it, or in some cases they intend to give positive answers to please the interviewer which leads to erroneous in the results. In order to handle this limitation, questions were addressed in an anonymous form and also in local language.

The survey was conducted using some of the following methods, such as: Manual Survey was conducted using printed forms which were distributed to required respondents. Online survey was conducted through websites and social media also. A structured questionnaire was prepared and used as survey tool. This was filled by the required number of respondents (sample size for the proposed survey), which were randomly selected.

The study is based on primary and secondary data sources. Extensive literature searches and semi structured interviews of stakeholders of the city were carried

out for the study. Existing documents including government policy documents, reports, reviews and program evaluation reports were assessed. The review was followed by semi structured interviews that lasted about thirty to forty minutes. The qualitative data was manually coded into themes and scrutinized.

### **3.7.1 Primary data**

Primary data has been collected by conducting survey in all 7 zones of Surat Municipal Corporation. The personal interviews along with structured questionnaire have been conducted personal face to face respondents of 160 stake holders and 40 employees of each zone.

Thus maximum possible care has been taken to make sure the accuracy and reliability of the collected data for this research.

To avoid invalid data from a large number of respondents, data are collected from a total of 1100 respondents of different zones of Surat city to know the usage of services offered by SMC and satisfaction level of stake holders. Among the respondents there are stake holders, SMC workers, supervisors and Management. Data was collected through:

1. Questionnaires
2. Interviews

#### **Questionnaire-1**

The primary instrument of this study was a questionnaire. The questionnaire was developed with an intention to judge the satisfaction of the stake holders in connection with all the services influencing the satisfaction of the stake holders.

The questions are pertaining to these parameters: Personal details, Infrastructural Development Services, Community Protection services, Corporate Services, Finance Services, Political details, Communication services, Education services, General, Overall rating of surat municipal corporation.

#### **Questionnaire-2**

The questionnaire was developed with an intention to evaluate the satisfaction of the employees, supervisors and management in connection with adopting strategies and status of providing services stake holders to increase the quality of



living. The total 29 questions are divided in 19 parameters. Every parameter has few sub questions.

The questions are pertaining to these parameters: Demographics profile, Personal work experiences, services provided, complaints received, quickness to attend to the complaint, conducting, public meeting, decision making powers, achieving the task of Surat.

### **3.7.2 Interviews:**

Personal discussions were conducted with Managers, supervisors, employees and stake holders. This has added so much value and helped to work faster in the right direction on the research work.

### **3.7.3 Observations:**

Observation method has also been used to collect data. For the purpose, the researcher attended few training programs of employees in SMC, just as an observer. Participated in some promotional activities of SMC health programs and had observed the behavior of citizens.

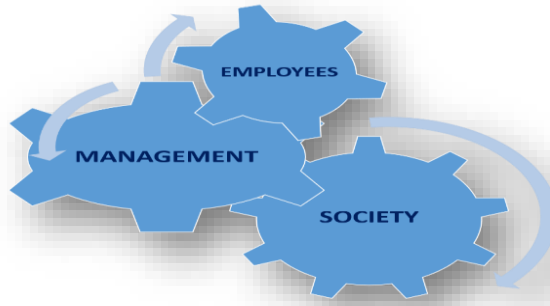
### **3.7.4 Secondary Data**

The secondary data is collected from the following, towards the strategies adopted by SMC and effects on quality of stake holders of Surat city,

1. Case Studies
2. Books
3. Journals and magazines
4. Periodicals
5. Reports
6. SMC News letter
7. Websites
8. News Papers

This data is useful for developing the theoretical framework.

**3.8 Significance of the Study:** The study is useful for the following:



**To the society/Stake holders**

1. The study will help to understand the various strategies and services provided by the SMC and its effective implementation which will improve the quality of public life in Surat city.
2. The study will identify the key developmental areas of Surat Municipal Corporation.
3. The study will enable the citizens to understand their functions and responsibilities as a citizen.
4. To enable the citizens to understand the duties and powers of the corporations.
5. To make the citizens aware of their territory of municipal zone to have easy access with complaints.
6. The study will identify the area in which public support can facilitate innovations in urban management.

**To the Management of SMC**

1. The study will help the management to identify the gap between policy functioning and policy implementation.
2. The study will help the management to understand the major difficulties faced by the citizens and ways to resolve them.
3. The study will help the management to evaluate strategies adopted to increase the satisfaction and quality of public life.
4. The study will help to assess its past performance and to plan for its future programmes.

### **To the Employees of SMC**

1. The study will help to determine the satisfaction level of the employees towards the SMC as a service provider.
2. The study will help to evaluate the services provided by the SMC and satisfaction of the stake holders/citizens.
3. The study will help the employees to evaluate the procedure implemented in attending the public grievances in order to create faith and confidence on municipality.
4. The study will help the employees to know the type of administrative structuring and policy reforms were adapted by SMC.

### **3.9 Best practices of Surat Municipal Corporation**

- ❖ Solid waste management-door to door collection of garbage
- ❖ Practice of PPP-Model-involving public-private-parties in decision making
- ❖ Grievance redressal system-2-way reply card system
- ❖ M-Governance- Mobile governance- for small emergency messages to stake holders.
- ❖ Daily Review of Activities- review of works done and to be done
- ❖ AC-to-DC- Air condition office to Daily chorus –compulsory 5 hours' field work.
- ❖ Usage of wind power in water supply- save electricity by using wind power

## **CHAPTER-4**

### **DATA PRESENTATION AND ANALYSIS**

#### **Part-I –Introduction and strategies- Secondary Data**

##### **4.1 Introduction**

This study is to assess how the strategies adopted by SMC enabled the citizens in all the seven zones to have a satisfied quality of life. The evaluation was conducted through structured interviews with key informants who included officials of SMC, Workers and citizens (Stake holders).

The study traced various strategies adopted that led to the institutional transformation of SMC. These include the revamping of SMC structure to instate a decentralized approach to governance, the commitment of SMC towards the welfare of citizens, strengthening of disease surveillance systems, involvement of academic institutions in research projects, working with international agencies on health and climate issues, e-governance initiatives, setting up an early warning system, trust of community members in the city's leadership and the "Surati" attitude of cooperation.

The city of Surat has achieved a remarkable transformation as one of the cleanest cities in India in less than two years after the plague of December 1994. This transformation was largely due to improved municipal management, which was brought about by a strong leadership. Its initial success led to a widespread support among the local population and provided motivation for the municipal staff and the elected representatives to make further improvements in the city.

## 4.2 Secondary Data Presentation and Analysis

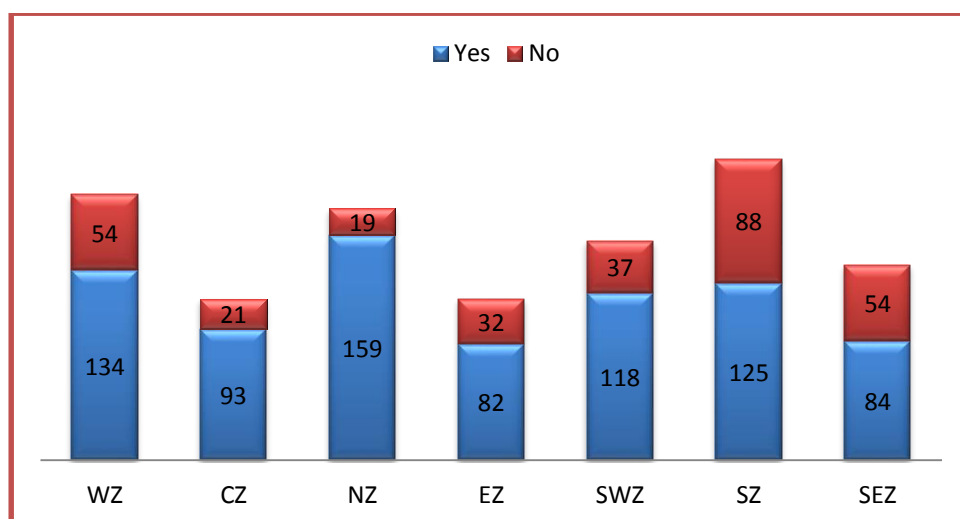
### Strategies Adopted by Surat Municipal Corporation

A survey was conducted by the researcher to find out about the strategies adapted by Surat Municipal Corporation to the stakeholders. Total of 1100 respondents are contacted during the survey.

#### 4.2.1 Action on cleanliness

Table 4.1-Frequency of views from stakeholders on action on cleanliness by SMC

			Frequency		
			Yes	No	Total
Zone	WZ	Count	134	54	188
	CZ	Count	93	21	114
	NZ	Count	159	19	178
	EZ	Count	82	32	114
	SWZ	Count	118	37	155
	SZ	Count	125	88	213
	SEZ	Count	84	54	138
Total		Count	795	305	1100



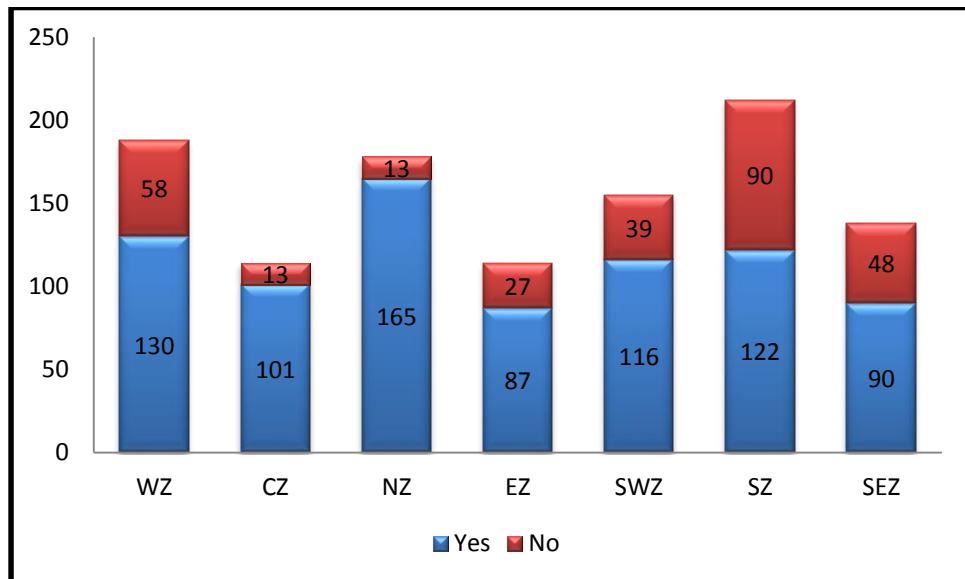
#### Finding:

From the above table 4.1 and bar chart maximum of respondents agree about the cleanup activities maintained by SMC to improve the service, the seven zones of the city were further sub-divided into 52 sanitary wards, each having one sanitary inspector, two sanitary sub-inspectors, and three supervisors. Sweepers were posted round the clock at nuisance spots, and such locations were invariably cleaned at least twice a day.

#### 4.2.2 Change of administrative structure

Table 4.2 Frequency of views on change of administrative structure of SMC

			Frequency		
			Yes	No	Total
Zone	WZ	Count	130	58	188
	CZ	Count	101	13	114
	NZ	Count	165	13	178
	EZ	Count	87	37	114
	SWZ	Count	116	39	155
	SZ	Count	120	90	213
	SEZ	Count	90	48	138
Total		Count	809	291	1100



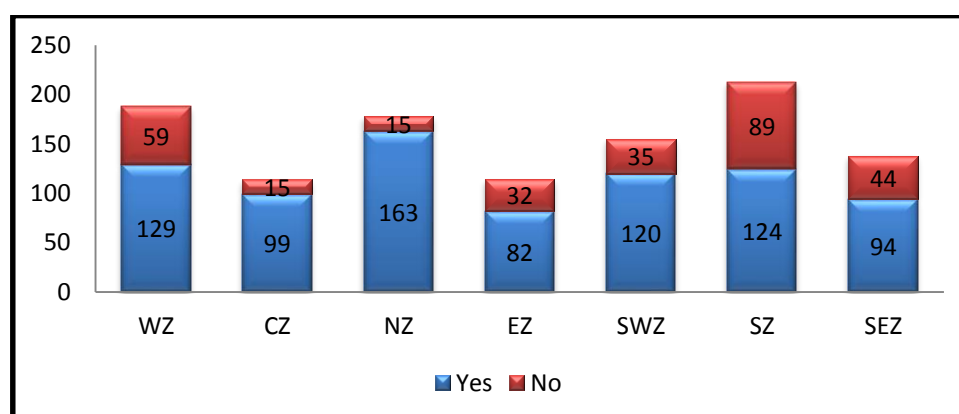
#### Finding:

From the above table 4.2 indicates that the maximum respondents says that change of administrative structure was carried out in April 1994 wherein the SMC area was divided into seven administrative zones but the zonal officers were also without much power and authority. Thus the first initiative taken after 1995 by the SMC was delegation of decision making power and financial authority to the zonal officer in charge.

### 4.2.3 Involvement of Public Private Partnership (PPP-Model)

Table 4.3 Frequency of views on involvement of Public Private Partnership (PPP) from SMC.

			Frequency		
			Yes	No	Total
Zone	WZ	Count	129	59	188
	CZ	Count	99	15	114
	NZ	Count	163	15	178
	EZ	Count	82	32	114
	SWZ	Count	120	35	155
	SZ	Count	124	89	213
	SEZ	Count	94	44	138
Total		Count	811	289	1100



#### Finding:

The above table 4.3-(a) shows various areas the SMC involve of PPP model.

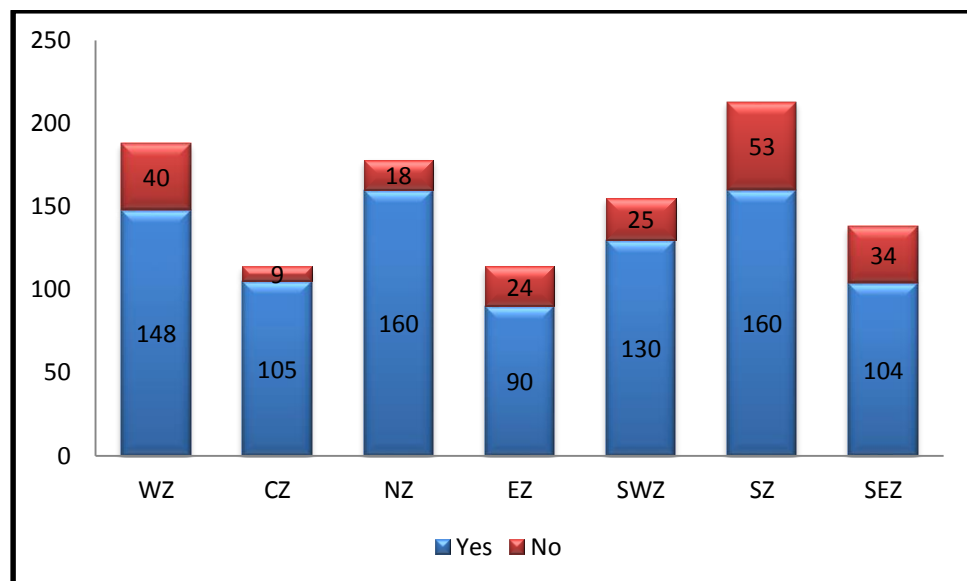
Reform area	Reform action
Private sector involvement	Contracting out government services to private parties
Management improvement	Service contracts, management contracts and delivery contracts in routine and non-core functions
Better Financial Management	Accounting and budgetary reforms reflecting modern practices e.g., double entry book keeping
Resource planning and Mobilization	Realistic assessment of resource requirements of services; mobilization through own sources and accessing markets
Process improvements	Deployment of e-governance models in select services
Improved accountability	Citizens' charters have been introduced by some Urban governments to act as accountability mechanisms to public.

Source: "Institutional innovations of Urban Governance:

#### 4.2.4 Checking on the garbage management system of SMC

Table 4.4 -Frequency of views on garbage management system of SMC.

			Frequency		
Zone			Yes	No	Total
	WZ	Count	148	40	188
	CZ	Count	105	9	114
	NZ	Count	160	18	178
	EZ	Count	90	24	114
	SWZ	Count	130	25	155
	SZ	Count	160	53	213
	SEZ	Count	104	34	138
Total		Count	897	203	1100



#### Finding:

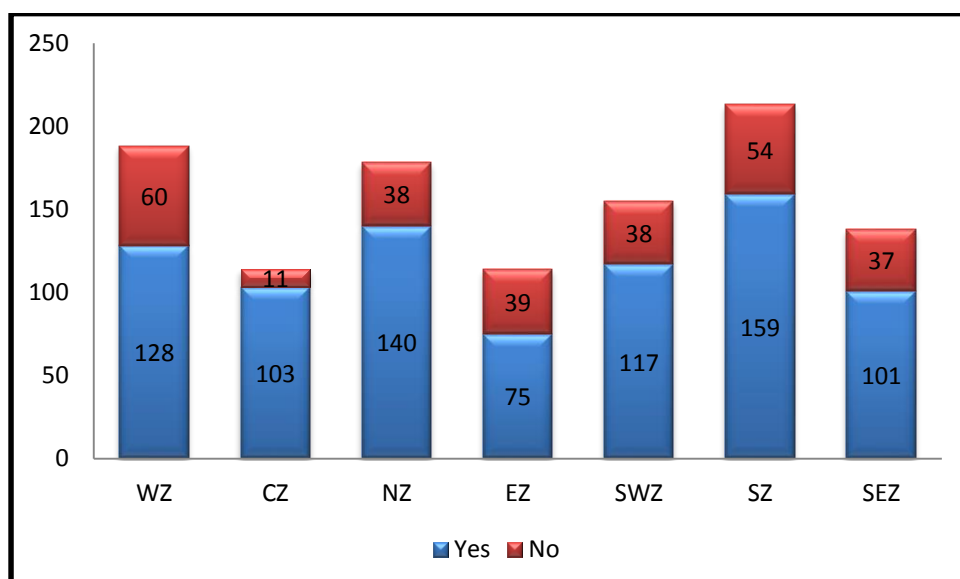
The above table 4.4 and bar chart shows that maximum respondents are on the opinion that proper checking on the garbage management system and format for reporting the daily activities for garbage management as well as other public health engineering related activities has been prepared and adopted to monitor the daily work progress. The daily activity report documents for each necessary action taken and the resources deployed on an everyday basis.



#### 4.2.5 Compelling on new fine system by SMC

Table 4.5-Frequency of opinion on compelling of new fine system by SMC.

Frequency		Enforcement of new fine system			
Zone	WZ	Count	Yes	No	Total
	CZ	Count	103	11	114
	NZ	Count	140	38	178
	EZ	Count	75	39	114
	SWZ	Count	117	38	155
	SZ	Count	159	54	213
	SEZ	Count	101	37	138
Total		Count	823	277	1100



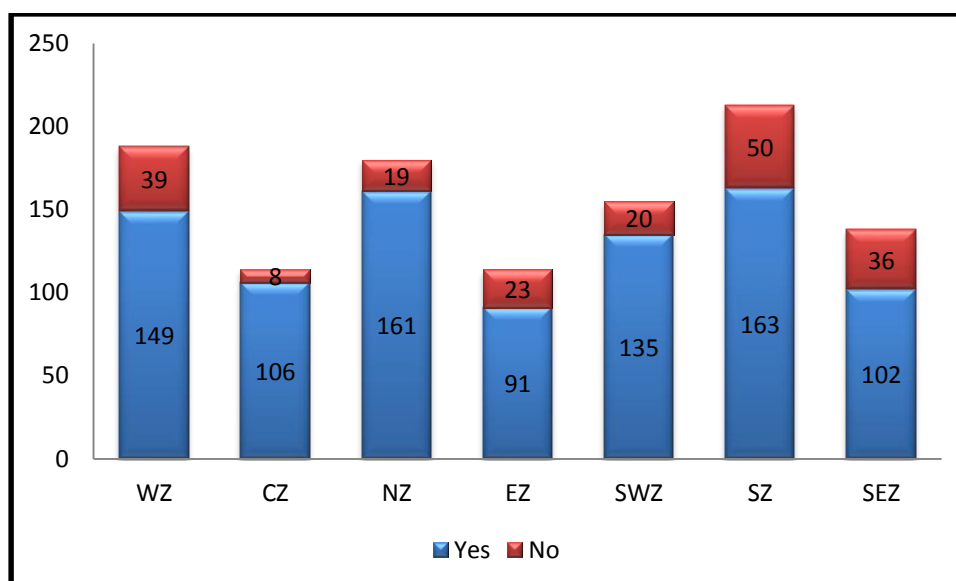
#### Finding:

The above table 4.5 and the chart indicates that maximum respondents from all the 7 zones are very much satisfied with the Surat Municipal Corporation starting to enforce strict hygiene and sanitation standards in eating houses, sweetshops, fruit, and vegetable shops. Levy of fines for littering of the public places was instituted.

#### 4.2.6 Eradication of Slums

Table 4.6- Frequency of views on eradication slums by SMC.

			Frequency		
			Yes	No	Total
Zone	WZ	Count	130	58	188
	CZ	Count	101	13	114
	NZ	Count	165	13	178
	EZ	Count	87	37	114
	SWZ	Count	116	39	155
	SZ	Count	118	92	215
	SEZ	Count	90	48	138
Total		Count	807	293	1100



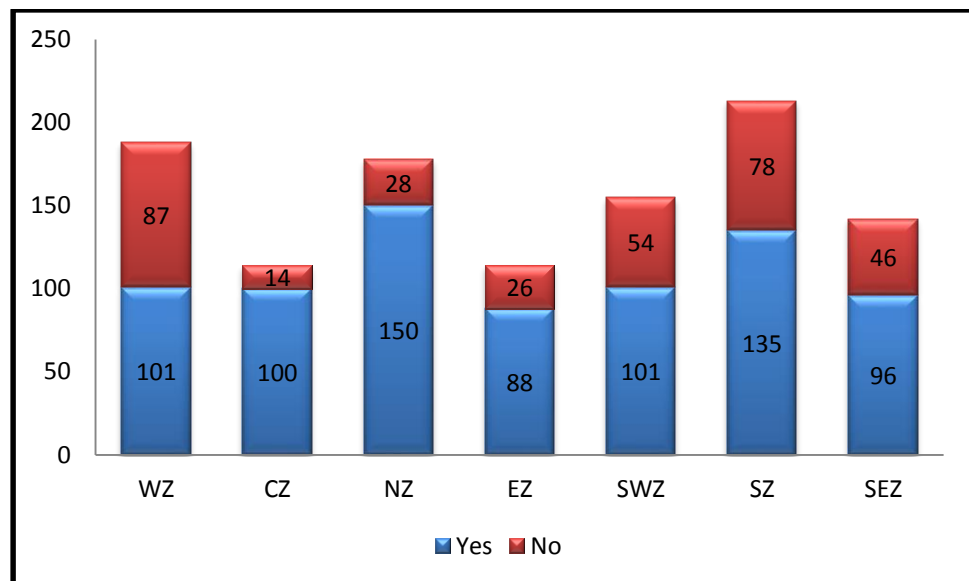
#### Finding:

The above table 4.6 and the graph indicate that maximum of respondents say that making slums a better place live and solid waste management was tackled on a war footing. Streets were paved with Kota stone to facilitate cleaning and public toilets were constructed with the assistance of two NGOs – Sulabh and Paryavaran. In majority of the slum pockets, residents voluntarily donated a part of their dwelling for widening of main streets to a minimum of eight feet. Paved surface drains were also constructed and community water hydrants provided.

#### 4.2.7 Delegating powers to subordinates

Table 4.7- Frequency of views on delegating powers to subordinates by SMC.

			Frequency		
			Yes	No	Total
Zone	WZ	Count	101	87	188
	CZ	Count	100	14	114
	NZ	Count	150	28	178
	EZ	Count	88	26	114
	SWZ	Count	101	54	155
	SZ	Count	135	78	213
	SEZ	Count	96	46	138
Total		Count	771	329	1100



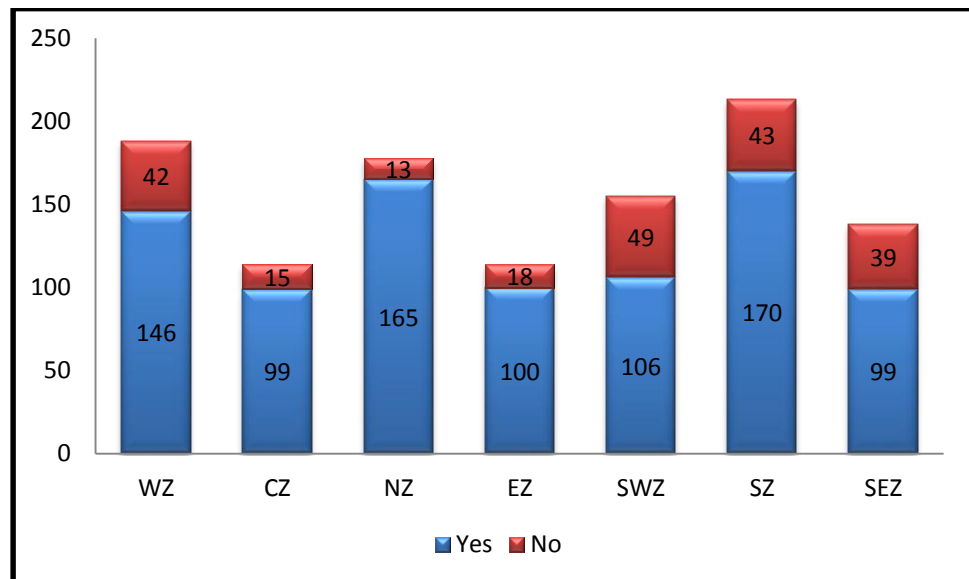
#### Finding:

The above table 4.7 and the bar chart indicates that maximum respondents say that seven zones of the SMC were assign powers as ‘one-stop’ window for the residents of Surat as most SMC functions were decentralized by delegating powers to subordinates at this level and the need for people to visit the city hall was eliminated.

#### 4.2.8 Appraisal of daily activities

Table 4.8- Frequency of views on appraisal of daily activities by SMC.

			Frequency		
Zone			Yes	No	Total
WZ	Count		146	42	188
CZ	Count		99	15	114
NZ	Count		165	13	178
EZ	Count		100	14	114
SWZ	Count		106	49	155
SZ	Count		170	43	213
SEZ	Count		99	39	138
Total	Count		885	215	1100



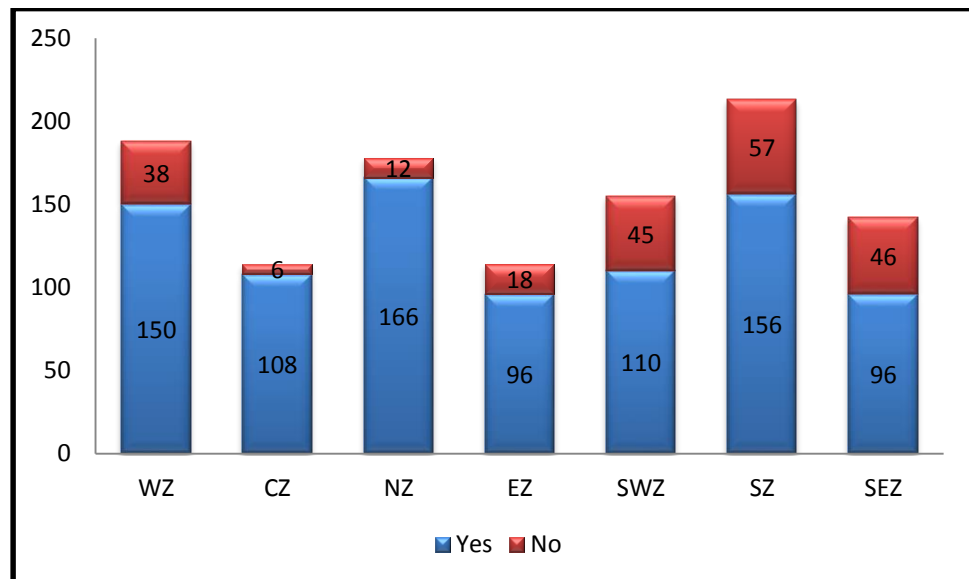
#### Finding:

The above table 4.8 and the bar chart shows that the maximum respondents at the opinion that a system on appraisal of daily activities by senior officers has also been established, wherein the entire senior Commissioners meet and discuss the activities of the previous day and the plans for the following days. The executive and elected wings of SMC have also been brought closer due to the formation of an informal Coordination Committee.

#### 4.2.9 Destruction of illegal buildings

Table 4.9- Frequency of opinion on destruction of illegal building by SMC.

			Frequency		
Zone			Yes	No	Total
WZ	Count		150	38	188
CZ	Count		108	6	114
NZ	Count		166	12	178
EZ	Count		96	18	114
SWZ	Count		110	45	155
SZ	Count		156	57	213
SEZ	Count		96	46	138
Total	Count		882	218	1100



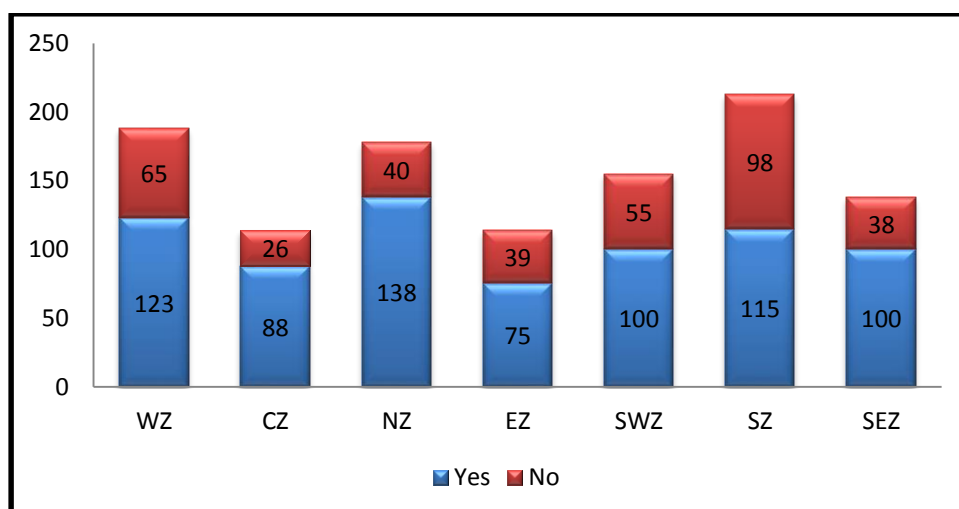
#### Finding:

The above table 4.9 and bar chart indicates that most of the respondents say that the moral authority of the Surat Municipal Corporation was established by their decision to destruction of the constructions raised by builders with money, muscle power, administrative and political backing, rather than launching an attack on dwellings of poor / helpless people and also laying the road immediately on destroyed construction.

#### 4.2.10 Positive and responsible urban governance

Table 4.10- Frequency of views on positive and responsible urban governance by SMC.

			Frequency		
			Yes	No	Total
Zone	WZ	Count	123	65	188
	CZ	Count	88	26	114
	NZ	Count	138	40	178
	EZ	Count	75	39	114
	SWZ	Count	100	55	155
	SZ	Count	115	98	213
	SEZ	Count	100	38	138
Total		Count	739	361	1100



#### Finding:

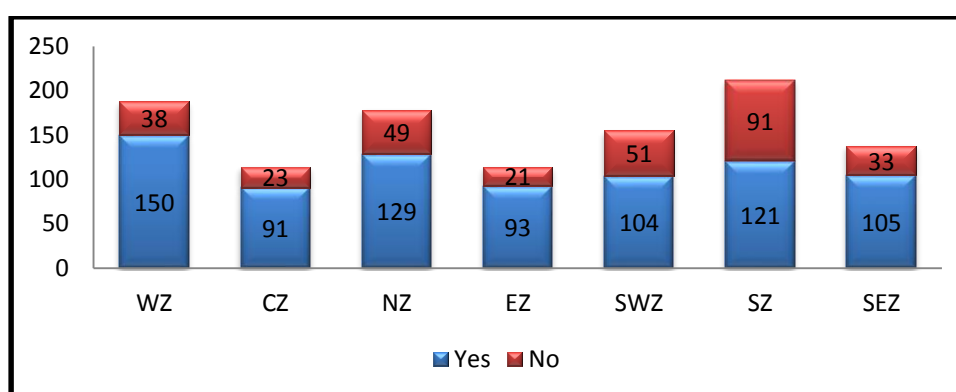
The above table 4.10 describes that the maximum respondents are at the opinion that the SMC make governance more positive and responsible,

1. A grievance redressal system has also been introduced to attend to citizen complaints promptly.
2. Under this system, the grievances are categorized into those to be attended within 24 hours and those to be attended within 48 hours.
3. To ensuring feedback, a Reply Card system has been introduced.
4. The Reply Card lists the complaints, which are to be attended to within 24 hours and those, which would be disposed of in 48 hours.

#### 4.2.11 Schedule for disposal of grievance

Table 4.11- Frequency of views on schedule for disposal of grievance by SMC.

Frequency					
Zone	WZ	Count	Yes	No	Total
	CZ	Count	91	23	114
	NZ	Count	129	49	178
	EZ	Count	93	21	114
	SWZ	Count	104	51	155
	SZ	Count	121	91	213
	SEZ	Count	105	33	138
Total		Count	793	307	1100



#### Finding:

From the above table 4.11 and the bar chart most of respondents say that The SMC introduced automated complaints lodging and monitoring system. The system is supported in Gujarati, Hindi and English languages. Under this system, citizens can register the complaint through phone, email, post, fax, or written complaint. The written complaints are then classified on the basis of priority as emergency complaints to be attended.

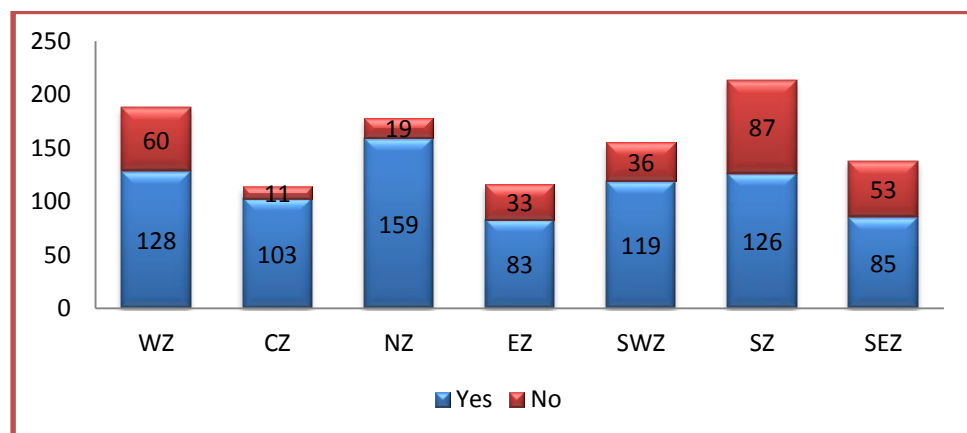
Table 4.11(a) Categorization of complaints by SMC

WHITE CARD (for Public Health related complaints)	
To be cleared within 24 hrs.	To be cleared within 48 hrs.
• Disposal of carcasses	• Sweeping
• Leakage of water line	• Cleaning public toilets
• Disposal of garbage	• Spraying of insecticides
• Leakage of public stand post	• Overflow of cesspools
RED CARD (for engineering works related complaints)	
To be cleared within 1 day	To be cleared within 7 days
Change of drainage covers	New water connection
Fallen light poles	Footpaths repair
Fallen trees	Encroachments
Repairing Roads	Repair of hand pumps
Lifting of debris	

#### 4.2.12 Community health preventive programs

Table 4.12- Frequency of views on people oriented health preventive programs by SMC.

Frequency					
Zone	WZ	Count	Yes	No	Total
	CZ	Count	103	11	114
	NZ	Count	159	19	178
	EZ	Count	83	33	114
	SWZ	Count	119	36	155
	SZ	Count	126	87	213
	SEZ	Count	85	53	138
Total		Count	803	297	1100



#### Finding:

The above table 4.12 and the bar chart indicate that maximum respondents are very much satisfied with the SMC people oriented health preventive programs.

They also say that,

1. The Health and Sanitation department of Surat Municipal Corporation carries out a very broad spectrum of activities so as to improve the overall health of the citizens of Surat.
2. The statistics of various disease incidences confirm the claim that the health of the citizens have been improving due to relentless efforts of the Health Department of SMC.
3. The prime functions of the health department can be categorized into three broad groups as below:

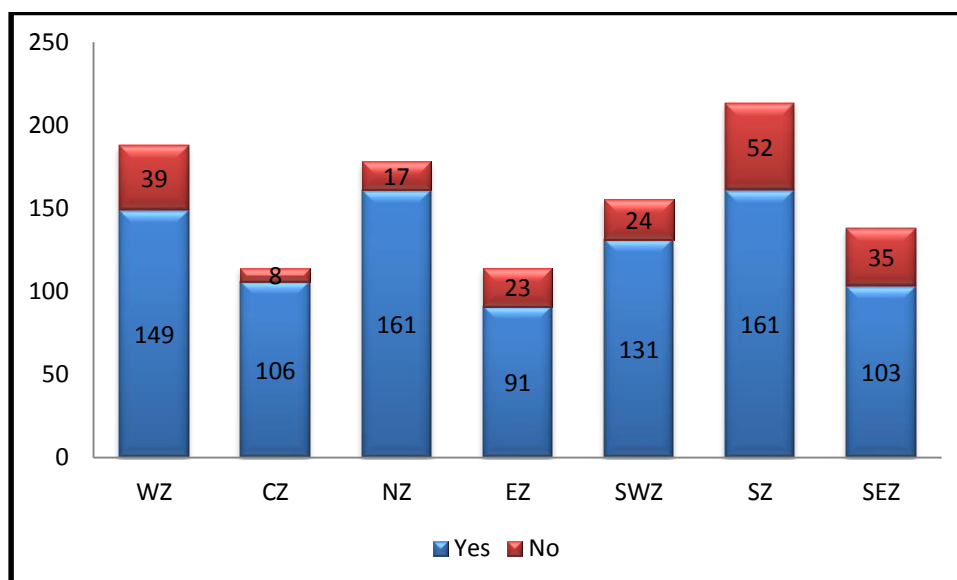
- a) Health Preventive
- b) Health Curative
- c) Health Promotive



### 4.2.13 Well organized financial management

Table 4.13- Frequency of opinion on well-organized financial management by SMC.

Frequency					
Zone			Yes	No	Total
	WZ	Count	149	39	188
	CZ	Count	106	8	114
	NZ	Count	161	17	178
	EZ	Count	91	23	114
	SWZ	Count	131	24	155
	SZ	Count	161	52	213
	SEZ	Count	103	35	138
Total		Count	902	198	1100



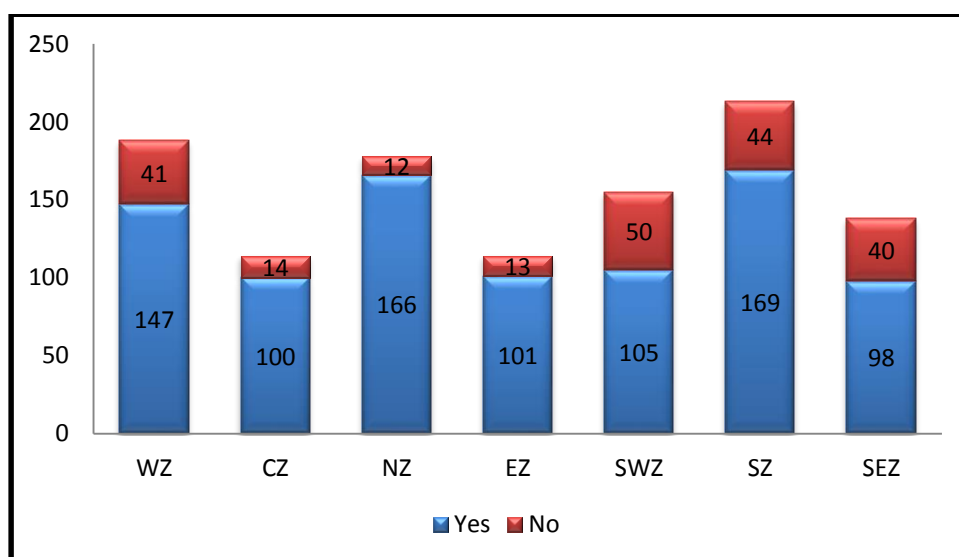
**Finding:**

The above table 4.13 and the bar chart shows that maximum respondents indicate that Surat Municipal Corporation is vested with powers to raise resources for its various activities through tax and non-tax sources. SMC has sound financial and technical capabilities and use of financial resources is done very carefully.

#### 4.2.14 Modification work culture

Table 4.14- Frequency of views on modification of work culture by SMC.

			Frequency		
Zone	WZ	Count	Yes	No	Total
	CZ	Count	100	14	114
	NZ	Count	166	12	178
	EZ	Count	101	13	114
	SWZ	Count	105	50	155
	SZ	Count	169	44	213
	SEZ	Count	98	40	138
Total		Count	886	214	1100



#### Finding:

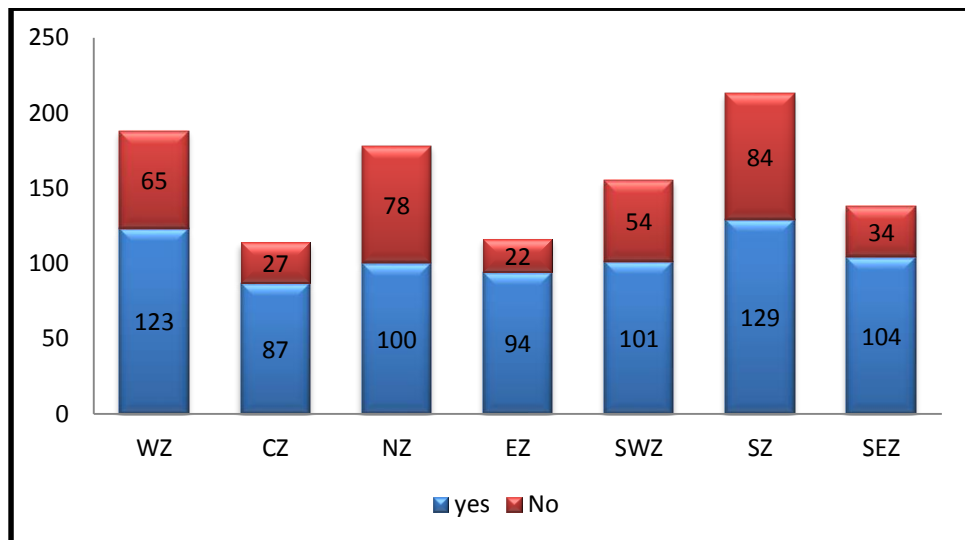
The above table 4.14 and the bar chart indicates that maximum of respondents are at the opinion that the modification work culture of SMC post 1994 was a factor that stood out in the study. Tangible work culture changes like:

1. Compulsory uniform and obligatory field duty in morning for each SMC official were reported as important changes.
2. Also, intangible aspects were spelt out like sense of belonging and pride in public sector work.
3. A health officer emphatically stated that he is proud of what he does and working for SMC is unlike any “Government” job.

#### 4.2.15 Accountability disaster management

Table 4.15- Frequency of opinion on accountability during disaster and post disaster by SMC.

Frequency					
			Yes	No	Total
Zone	WZ	Count	123	65	188
	CZ	Count	87	27	114
	NZ	Count	100	78	178
	EZ	Count	94	22	114
	SWZ	Count	101	54	155
	SZ	Count	129	84	213
	SEZ	Count	104	34	138
Total		Count	738	362	1100



#### Finding:

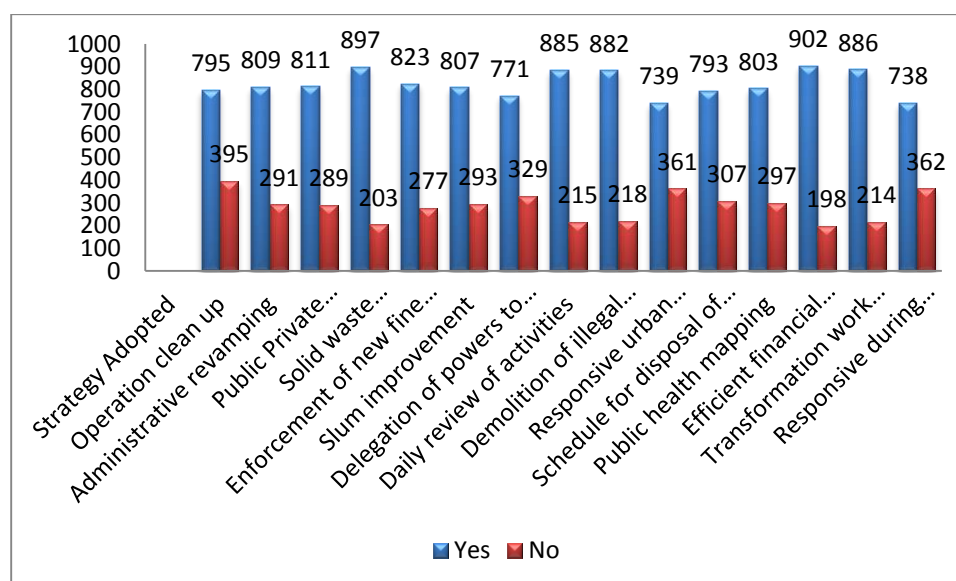
The above table 4.15 and the bar chart shows that most of the respondents say the following actions were taken by SMC during and after disaster:

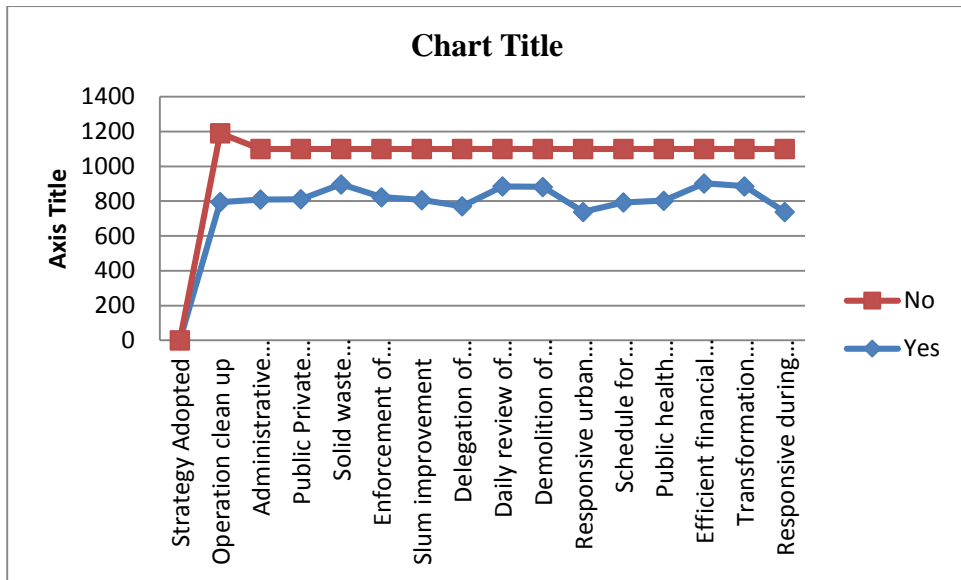
1. After the destructive floods of 2006, a “Rule Level” policy was introduced for the Ukai dam.
2. Daily water carrying capacity was decided so that the reservoir cannot store more water than the permitted level.
3. An emergency reply center was also established in SMC.
4. During post flood the government did much work in providing medical help to the people of Surat city.
5. Help from the administration in cleaning the surroundings.

Table 4.15-A

## Summary of the Strategies adopted by Surat Municipal Corporation

Sr. No.	Strategy Adopted	Yes	No
1	Action on cleanliness	795	395
2	Change in administrative structure	809	291
3	Involvement of Public Private Partnership (PPP-Model)	811	289
4	Checking on the garbage waste management system	897	203
5	Compelling on new fine system	823	277
6	Eradication of slums	807	293
7	Delegation of powers to subordinates	771	329
8	Appraisal of daily activities	885	215
9	Destruction of illegal construction	882	218
10	Positive and responsible urban governance	739	361
11	Schedule for disposal of grievances	793	307
12	Community health preventive programs	803	297
13	Well organized financial management	902	198
14	Modification in work culture	886	214
15	Accountability disaster management	738	362





**Finding:**

The above table 4.15-A indicates the respondent’s opinion on strategies adopted Surat Municipal Corporation. The present ‘clean and healthy’ image of Surat is not the result of vigorous sanitation and public health actions only. If it were not supported by the integrated approach with appropriate administrative, managerial and financial strategies, the programme would not have been successful.

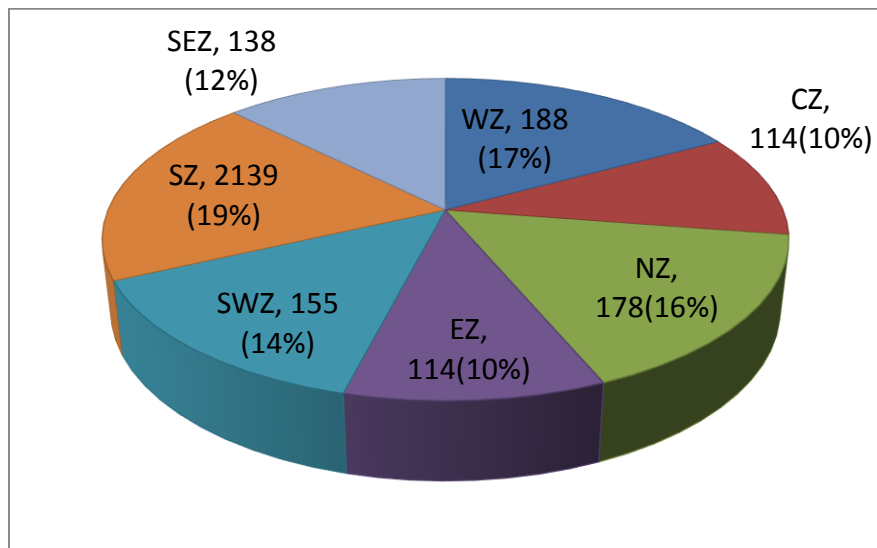
### 4.3 Primary Data Presentation and Analysis- Citizens (Stake holders)

Stakeholders are randomly selected from different zones of Surat city.

Frequency distribution of stakeholders from different zones

Table 4.16-Frequency of stake holders selected from different zones

Zone	Frequency	Percent
WZ	188	17.09091
CZ	114	10.36364
NZ	178	16.18182
EZ	114	10.36364
SWZ	155	14.09091
SZ	213	19.36364
SEZ	138	12.54545
<b>Total</b>	1100	100



#### Findings:

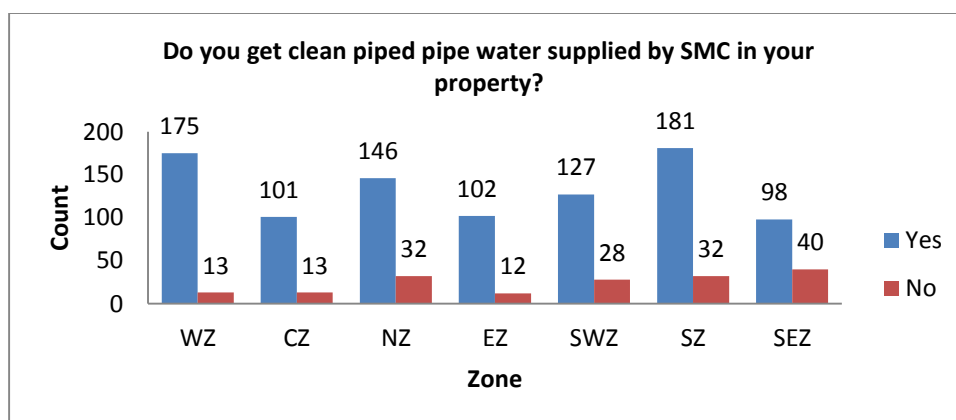
From the above table 4.16 and chart we can clearly say that out of 1100 stakeholders of Surat city, 188 (17.09%) respondents are from West zone, 114 (10.36%) respondents are from Central zone, 178 (16.18%) respondents are from North zone, 114 (10.36%) respondents are from East zone, 155 (14.09%) respondents are from South West zone, 213 (19.36%) respondents are from South zone, and 138 (12.54%) respondents are from South East zone.

### 4.3.1 Infrastructural development services

#### 1. Water

**Table 4.17- Cross tabulation on clean water to stakeholders.**

<b>Do you get clean pipe water supplied by SMC in your property?</b>					
		Yes	No	Total	
<b>Zone</b>	WZ	Count	175	13	188
		% within Zone	<b>93.1%</b>	6.9%	100.0%
	CZ	Count	101	13	114
		% within Zone	88.6%	11.4%	100.0%
	NZ	Count	146	32	178
		% within Zone	82.0%	18.0%	100.0%
	EZ	Count	102	12	114
		% within Zone	89.5%	10.5%	100.0%
	SWZ	Count	127	28	155
		% within Zone	81.9%	18.1%	100.0%
	SZ	Count	181	32	213
		% within Zone	85.0%	15.0%	100.0%
	SEZ	Count	98	40	138
		% within Zone	<b>71.0%</b>	29.0%	100.0%
<b>Total</b>		Count	930	170	1100
		% within Zone	84.5%	15.5%	100.0%



#### **Interpretation:**

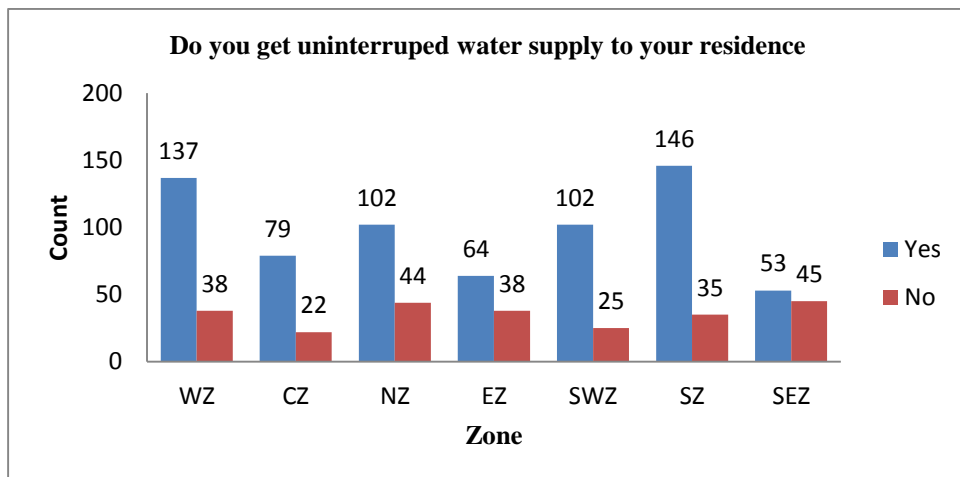
From Table 4.17 and bar chart, we can observe that out of in WZ 93.1%, in CZ 88.6%, in NZ 82%, in EZ 89.5%, in SWZ 81.9%, in SZ 85% and in SEZ 71% of the respondents having supply of clean-piped water to their residence. From all zones of the stakeholders, 84.5% respondents having supply of clean-piped water to their residence and 15.5% respondents do not have the supply of clean-piped water.

#### **Findings:**

Table 4.17 indicates that all the zones are having clean piped water.

**Table 4.18- Uninterrupted water supply to stake holders.**

Do you get un- interrupted water supply to your Residence?					
			Yes	No	Total
Zone	WZ	Count	137	38	175
		% within Zone	78.3%	21.7%	100.0%
	CZ	Count	79	22	101
		% within Zone	78.2%	21.8%	100.0%
	NZ	Count	102	44	146
		% within Zone	69.9%	30.1%	100.0%
	EZ	Count	64	38	102
		% within Zone	62.7%	37.3%	100.0%
	SWZ	Count	102	25	127
		% within Zone	<b>80.3%</b>	19.7%	100.0%
	SZ	Count	146	35	181
		% within Zone	80.7%	19.3%	100.0%
	SEZ	Count	53	45	98
		% within Zone	<b>54.1%</b>	45.9%	100.0%
Total		Count	683	247	930
		% within Zone	73.4%	26.6%	100.0%



**Interpretation:**

From Table 4.18 and bar chart, we can observe that out of in WZ 78.3%, in CZ 78.2%, in NZ 69.9%, in EZ 62.7%, in SWZ 80.3%, in SZ 80.7% and in SEZ 54.1% of the respondents are in favor of regular water supply at their home. From all zones of the stakeholders, 73.4% respondents say that they have regular water supply at their property and 26.6% respondents say that they do not get water supply to their respective residences.

**Findings**

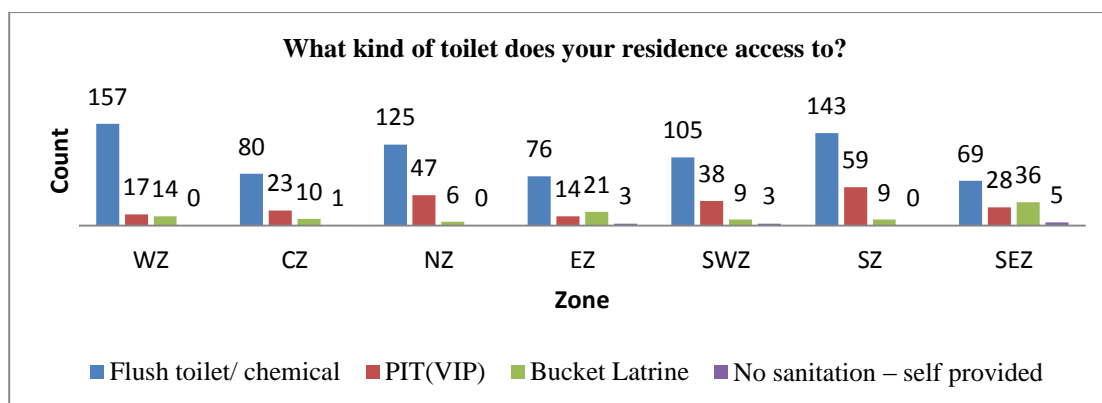
Table 4.18 indicates that, there is a regular water supply at stake holder’s residences.



## 2. Sanitation

**Table 4.19- Cross tabulation on kind of toilets at residences.**

What kind of toilet does your residence access to?						
Zone		Flush toilet/ chemical	PIT(VIP)	Bucket Latrine	No sanitation – self provided	Total
<b>WZ</b>	Count	157	17	14	0	188
	% within Zone	<b>83.50%</b>	9.00%	7.40%	0.00%	100.00%
<b>CZ</b>	Count	80	23	10	1	114
	% within Zone	70.20%	20.20%	8.80%	0.90%	100.00%
<b>NZ</b>	Count	125	47	6	0	178
	% within Zone	70.20%	26.40%	3.40%	0.00%	100.00%
<b>EZ</b>	Count	76	14	21	3	114
	% within Zone	66.70%	12.30%	18.40%	2.60%	100.00%
<b>SWZ</b>	Count	105	38	9	3	155
	% within Zone	67.70%	24.50%	5.80%	1.90%	100.00%
<b>SZ</b>	Count	143	59	9	0	213
	% within Zone	67.80%	28.00%	4.30%	0.00%	100.00%
<b>SEZ</b>	Count	69	28	36	5	138
	% within Zone	<b>50.00%</b>	20.30%	26.10%	3.60%	100.00%
<b>Total</b>	Count	755	226	105	12	1100
	% within Zone	68.80%	20.60%	9.60%	1.10%	100.00%



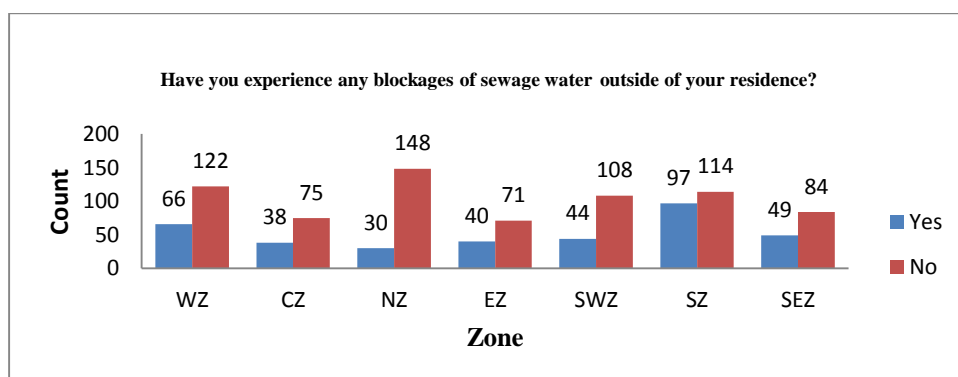
### Interpretation:

From Table 4.19 and bar chart, we can observe that in WZ 83.5%, in CZ 70.2%, in NZ 70.2%, in EZ 66.7%, in SWZ 67.7%, in SZ 67.8% and in SEZ 50% of the respondents use flush toilets. From all Zones of the stakeholders 68.8%, respondents are using flush toilets at their residence, 20.6% of respondents use PIT (VIP), 9.60% use bucket latrine and 11.1% respondents are not having any toilet facilities at their residence.

**Findings:** Table 4.19 indicates that, among all the Zones WZ has maximum use of flush toilets with 83.5% and SEZ has the minimum using flush toilets with 50.0%. The above table indicates that in Surat very less people do not have sanitation facilities.

**Table 4.20-Cross tabulation on blockage of drainage water.**

Do you experience any blockages of water outside of your residence?					
			Yes	No	Total
Zone	WZ	Count	66	122	188
		% within Zone	35.1%	64.9%	100.0%
	CZ	Count	38	75	113
		% within Zone	33.6%	66.4%	100.0%
	NZ	Count	30	148	178
		% within Zone	16.9%	<b>83.1%</b>	100.0%
	EZ	Count	40	71	111
		% within Zone	36.0%	64.0%	100.0%
	SWZ	Count	44	108	152
		% within Zone	28.9%	71.1%	100.0%
	SZ	Count	97	114	211
		% within Zone	46.0%	<b>54.0%</b>	100.0%
	SEZ	Count	49	84	133
		% within Zone	36.8%	63.2%	100.0%
Total		Count	364	722	1086
		% within Zone	33.5%	66.5%	100.0%



**Interpretation:**

From Table 4.20 and bar chart, we can observe that in WZ, 64.9%, in CZ 66.4%, in NZ 83.1%, in EZ 64.0%, in SWZ 71.1%, in SZ 54.0%, in SEZ 63.2% have no recent blockage of sewage water. From all zones of the stakeholders out them 66.5%, respondents have no blockage of sewage water while 33.5% respondents have blockage of sewage water outside their property.

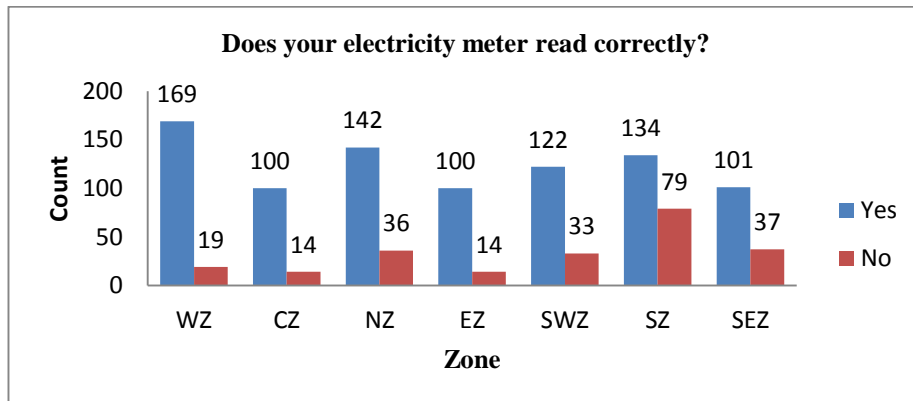
**Findings:**

Table 4.20 indicates that, among all the Zones, highest 83.1% respondent are from NZ and minimum 54% are from SZ has do not face the problem of blockage water. The above table indicates that SMC clear the sewage water immediately.

### 3. Electricity Supply

**Table 4.21 Frequency of views on accuracy of electricity meters reading.**

Does your electricity meter read correctly?					
Zone	WZ		Yes	No	Total
		Count	169	19	188
		% within Zone	<b>89.9%</b>	10.1%	100.0%
	CZ	Count	100	14	114
		% within Zone	87.7%	12.3%	100.0%
	NZ	Count	142	36	178
		% within Zone	79.8%	20.2%	100.0%
	EZ	Count	100	14	114
		% within Zone	87.7%	12.3%	100.0%
	SWZ	Count	122	33	155
		% within Zone	78.7%	21.3%	100.0%
	SZ	Count	134	79	213
		% within Zone	<b>62.9%</b>	37.1%	100.0%
	SEZ	Count	101	37	138
		% within Zone	73.2%	26.8%	100.0%
Total		Count	868	232	1100
		% within Zone	78.9%	21.1%	100.0%



#### Interpretation

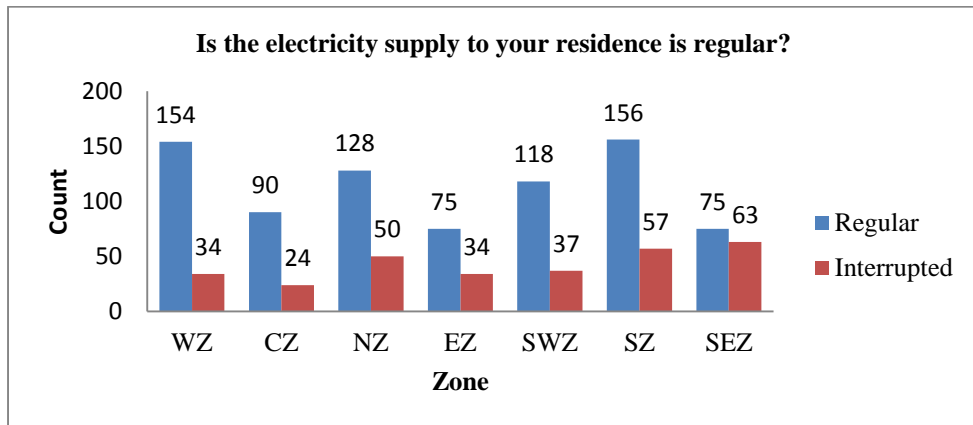
From Table 4.21 and bar chart, we can observe that in WZ 89.9%, in CZ 87.7%, in NZ 79.8%, in EZ 87.7%, in SWZ 78.7%, in SZ 62.9%, in SEZ 73.3%, said yes in favor of reading an electricity meter regularly. From all zones of the stakeholders, 78.9% respondents said yes and 21.1% respondents said no in favor of reading an electricity meter regularly.

#### Findings:

Table 4.21 shows that, among all the Zones, highest 89.9 % respondent from WZ and minimum 62.9% from SZ are in favor of reading of electricity meters are good. The result shows the SMC provide electricity meter with good condition among all zones.

**Table 4.22 – Frequency of views on undisturbed electricity supply to stake holders.**

Is the electricity supply to your residence is regular?					
			Regular	Interrupted	Total
Zone	WZ	Count	154	34	188
		% within Zone	81.9%	18.1%	100.0%
	CZ	Count	90	24	114
		% within Zone	78.9%	21.1%	100.0%
	NZ	Count	128	50	178
		% within Zone	71.9%	28.1%	100.0%
	EZ	Count	75	34	109
		% within Zone	68.8%	31.2%	100.0%
	SWZ	Count	118	37	155
		% within Zone	76.1%	23.9%	100.0%
	SZ	Count	156	57	213
		% within Zone	73.2%	26.8%	100.0%
	SEZ	Count	75	63	138
		% within Zone	54.3%	45.7%	100.0%
Total		Count	796	299	1095
		% within Zone	72.7%	27.3%	100.0%



**Interpretation**

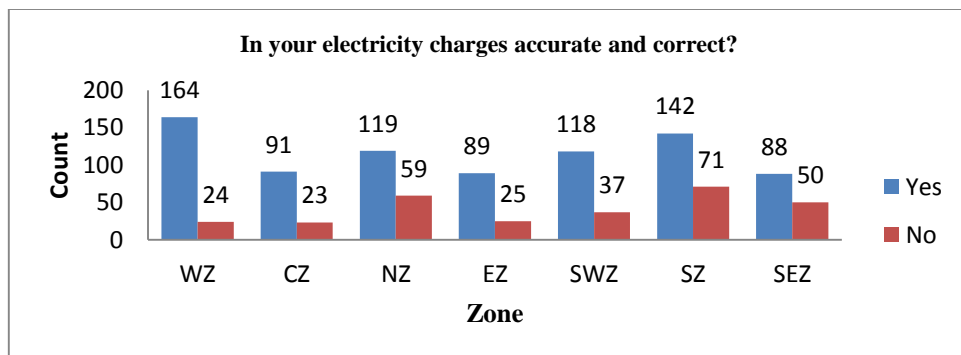
From Table 4.22 and bar chart it is observed that, in WZ, 81.9% in CZ 78.9%, in NZ 76.1%, in EZ 68.8%, in SWZ 76.1%, in SZ 73.2%, in SEZ 54.3% said yes in favor of regular electricity supply. From all zones of the stakeholders, 72.7% respondents say electricity supply is regular while 27.3% respondents say the electricity supply is not regular.

**Findings:**

Table 4.22 indicates that, among respondents of all the Zones, WZ has highest 81.9% and SEZ has the lowest 54.3% electricity supply supplied by SMC. The result shows that; the SMC provide regularly electricity supply without power cut among all zones.

**Table 4.23- Frequency of views on accuracy in electricity reading and charges.**

Is yours electricity charges accurate and correct?					
			Yes	No	Total
Zone	WZ	Count	164	24	188
		% within Zone	<b>87.2%</b>	12.8%	100.0%
	CZ	Count	91	23	114
		% within Zone	79.8%	20.2%	100.0%
	NZ	Count	119	59	178
		% within Zone	66.9%	33.1%	100.0%
	EZ	Count	89	25	114
		% within Zone	78.1%	21.9%	100.0%
	SWZ	Count	118	37	155
		% within Zone	76.1%	23.9%	100.0%
	SZ	Count	142	71	213
		% within Zone	66.7%	33.3%	100.0%
	SEZ	Count	88	50	138
		% within Zone	<b>63.8%</b>	36.2%	100.0%
Total		Count	811	289	1100
		% within Zone	73.7%	26.3%	100.0%



**Interpretation**

From Table 4.23 and bar chart we can observe that, in WZ 87.2%, in CZ 79.8%, in NZ 66.9%, in EZ 78.1%, in SWZ 76.1%, in SZ 66.7%, in SEZ 63.8% respondents are in favor of accuracy in electricity meter reading and its charges. From all Zones of the stakeholders, 73.7% respondents are in favor of accuracy in electricity meter reading and its charges while 26.3% respondents are not in favor of accuracy in electricity meter reading and its charges.

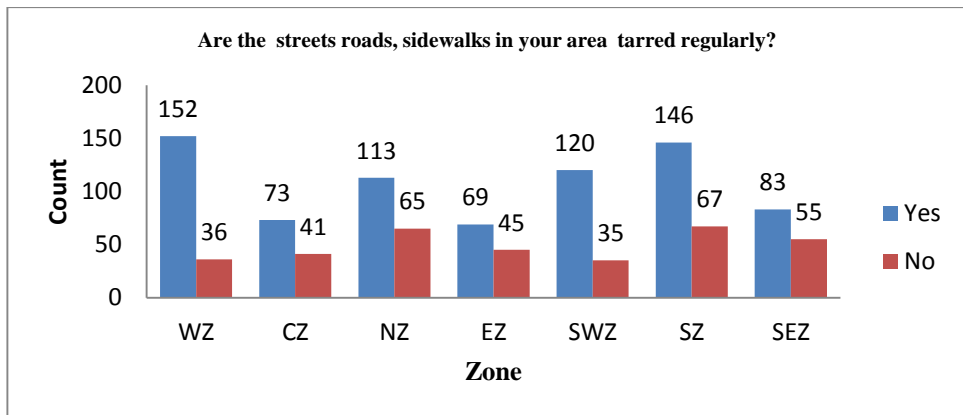
**Findings:**

Table 4.23 indicates that, among all the Zones, maximum 87.2% respondents from WZ and minimum 63.8% from SEZ are in favor of accuracy in electricity meter reading and its charges. This indicates that maximum respondents are happy with the electricity supply and its charges charged by SMC.

## 5. Residential streets, Roads, Sidewalks and Pavements

**Table 4.24- Frequency of views on repair of streets, pavements and roads.**

Are the Streets roads, sidewalks in your area tarred regularly?					
			Yes	No	Total
Zone	WZ	Count	152	36	188
		% within Zone	<b>80.9%</b>	19.1%	100.0%
	CZ	Count	73	41	114
		% within Zone	64.0%	36.0%	100.0%
	NZ	Count	113	65	178
		% within Zone	63.5%	36.5%	100.0%
	EZ	Count	69	45	114
		% within Zone	60.5%	39.5%	100.0%
	SWZ	Count	120	35	155
		% within Zone	77.4%	22.6%	100.0%
	SZ	Count	146	67	213
		% within Zone	68.5%	31.5%	100.0%
	SEZ	Count	83	55	138
		% within Zone	<b>60.1%</b>	39.9%	100.0%
Total		Count	756	344	1100
		% within Zone	68.7%	31.3%	100.0%



### Interpretation

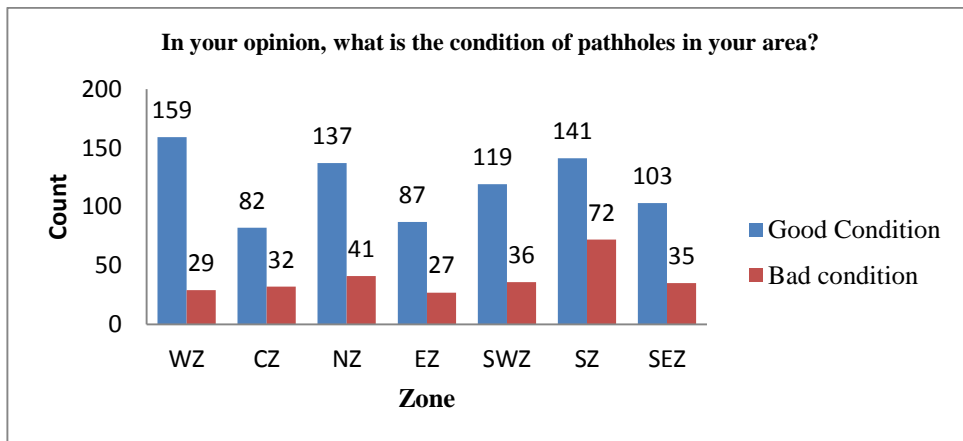
From Table 4.24 and bar chart, we can observe that, in WZ 80.9%, in CZ 64%, in NZ 63.5%, in EZ 60.5%, in SWZ 77.4%, in SZ 68.5%, and in SEZ 60.1%, say yes to Streets, roads sidewalks in their area predominately tarred. From all Zones of the stakeholders 68.7% respondents are in favor of repair of street, pavements and roads in their area and 31.3% of respondents are not in favor of repair of Streets, roads sidewalks.

### Findings:

Table 4.24 indicates that the maximum of respondents is at the opinion that the streets, pavements and roads are tarred on regular basis.

**Table 4.25- Frequency of opinion on condition of path holes on roads.**

<b>In your opinion, what is the condition of pathholes in your area?</b>					
			Good Condition	Bad condition	Total
Zone	WZ	Count	159	29	188
		% within Zone	<b>84.6%</b>	15.4%	100.0%
	CZ	Count	82	32	114
		% within Zone	71.9%	28.1%	100.0%
	NZ	Count	137	41	178
		% within Zone	77.0%	23.0%	100.0%
	EZ	Count	87	27	114
		% within Zone	76.3%	23.7%	100.0%
	SWZ	Count	119	36	155
		% within Zone	76.8%	23.2%	100.0%
	SZ	Count	141	72	213
		% within Zone	<b>66.2%</b>	33.8%	100.0%
	SEZ	Count	103	35	138
		% within Zone	74.6%	25.4%	100.0%
<b>Total</b>		Count	828	272	1100
		% within Zone	75.3%	24.7%	100.0%



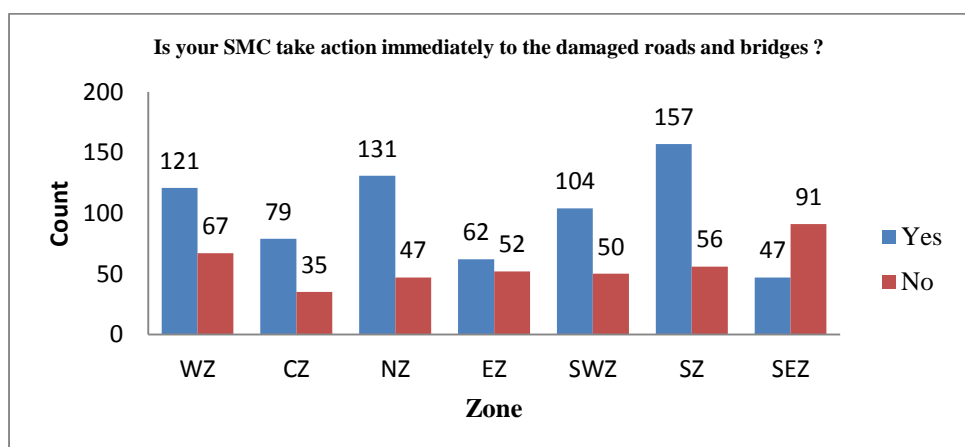
**Interpretation**

From Table 4.25 and bar chart we can observe that, in WZ 84.6%, in CZ 71.9%, in NZ 77.0%, in EZ 76.3%, in SWZ 76.8%, in SZ 66.2% and in SEZ 74.6% say yes to the Streets and roads are in good condition and repaired on regular basis. From all Zones of the stakeholders 75.3% respondents say yes while 24.7% respondents say no in favor of Streets and roads are in good condition and repaired on regular basis.

**Findings:** Table 4.25 indicates that, among all the Zones, maximum 84.6% from WZ and minimum 66.2% from SZ are agree with the repairs and maintains of path holes by SMC. This indicates that maximum respondents are satisfied with the SMC repair of path holes on the roads.

**Table 4.26- Frequency of views on attending to your grievance by SMC.**

Is your SMC take action immediately to the damaged roads and bridges?					
Zone	WZ		Yes	No	Total
		Count	121	67	188
		% within Zone	64.4%	35.6%	100.0%
	CZ	Count	79	35	114
		% within Zone	69.3%	30.7%	100.0%
	NZ	Count	131	47	178
		% within Zone	73.6%	26.4%	100.0%
	EZ	Count	62	52	114
		% within Zone	54.4%	45.6%	100.0%
	SWZ	Count	104	50	154
		% within Zone	67.5%	32.5%	100.0%
	SZ	Count	157	56	213
		% within Zone	<b>73.7%</b>	26.3%	100.0%
	SEZ	Count	47	91	138
		% within Zone	<b>34.1%</b>	65.9%	100.0%
Total		Count	701	398	1099
		% within Zone	63.8%	36.2%	100.0%



### Interpretation

From Table 4.26 and bar chart we can observe that, in WZ 64.4%, in CZ 69.3%, in NZ 73.6%, in EZ 54.4%, in SWZ 67.5%, in SZ 73.7%, and in SEZ 34.1% say yes to the SMC respond quickly to the damages. From all Zones of the stakeholders 63.8% respondents say SMC gives quick action to the grievance while 36.2% of respondents say SMC does not respond quickly towards their grievance.

### Findings:

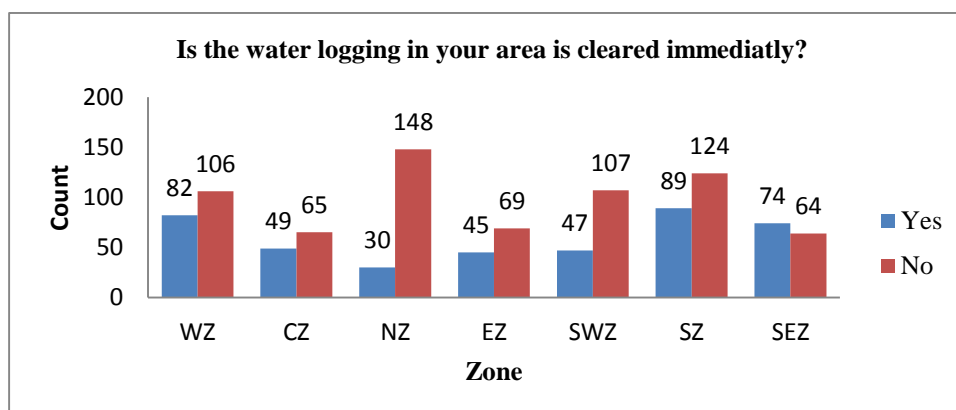
Table 4.26 indicates that maximum 73.7% respondents from SZ and minimum 34.1% from SEZ say the SMC respond quickly towards the complains. This indicates that maximum respondents are satisfied with the SMC responses on grievance.



## 5. Storm water

**Table 4.27- Frequency of views on clearing the logged storm water on roads.**

Is the water logging in your area is cleared immediatly?					
			Yes	No	Total
Zone	WZ	Count	82	106	188
		% within Zone	43.6%	56.4%	100.0%
	CZ	Count	49	65	114
		% within Zone	43.0%	57.0%	100.0%
	NZ	Count	30	148	178
		% within Zone	16.9%	<b>83.1%</b>	100.0%
	EZ	Count	45	69	114
		% within Zone	39.5%	60.5%	100.0%
	SWZ	Count	47	107	154
		% within Zone	30.5%	69.5%	100.0%
	SZ	Count	89	124	213
		% within Zone	41.8%	58.2%	100.0%
	SEZ	Count	74	64	138
		% within Zone	53.6%	<b>46.4%</b>	100.0%
Total		Count	416	683	1099
		% within Zone	37.9%	62.1%	100.0%



### Interpretation

From Table 4.27 and bar chart we can observe that, from WZ, 56.4%, from CZ 57.0%, from NZ 83.1%, from EZ 60.5%, from SWZ 69.5%, from SZ 58.2%, and from SEZ 46.4% say there are no issues regarding water logging in your area. From all the Zones of the stakeholders 37.9% respondents say that there is water logging on the roads in their area while 62.1% respondents say there is no water logging in their area.

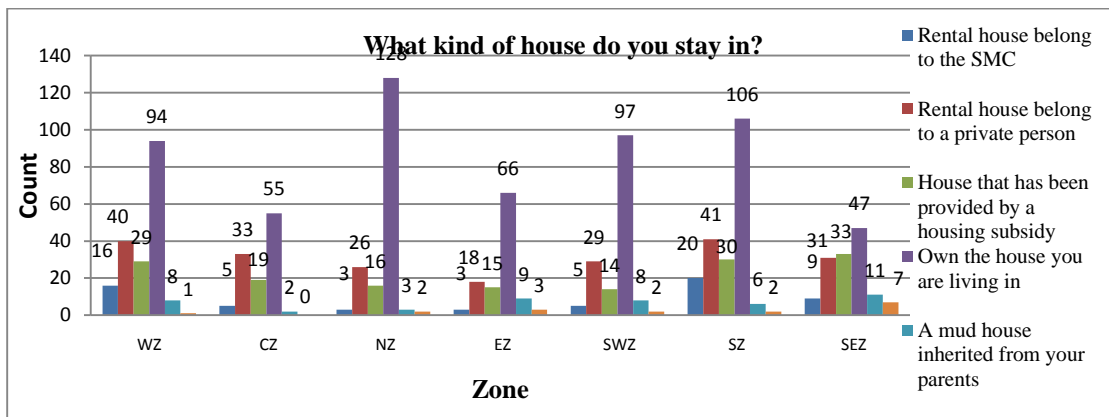
### Findings:

Table 4.27 shows that, maximum 83.1% from and minimum 46.4% from SEZ respondents say that there are no issues of water logging in their area. This indicates that maximum respondents are satisfied with the drainage systems are cleared regularly by the SMC, water logging also cleaned on regular basis.

## 6. Housing

**Table 4.28- Frequency of views on kind of stakeholder residences.**

What kind of house do you stay in?								
Zone		Low cost house provided by the SMC	Low cost house belong to a private person	house that is provided by housing schemes	own the house	Kucha house got from the parents	RDP / low cost house provided by municipality	Total
WZ	Count	16	40	29	94	8	1	188
	% within Zone	8.5%	21.3%	15.4%	50.0%	4.3%	.5%	100.0%
CZ	Count	5	33	19	55	2	0	114
	% within Zone	4.4%	<b>28.9%</b>	16.7%	48.2%	1.8%	.0%	100.0%
NZ	Count	3	26	16	128	3	2	178
	% within Zone	1.7%	14.6%	9.0%	<b>71.9%</b>	1.7%	1.1%	100.0%
EZ	Count	3	18	15	66	9	3	114
	% within Zone	2.6%	15.8%	13.2%	57.9%	7.9%	2.6%	100.0%
SWZ	Count	5	29	14	97	8	2	155
	% within Zone	3.2%	18.7%	9.0%	62.6%	5.2%	1.3%	100.0%
SZ	Count	20	41	30	106	6	2	205
	% within Zone	<b>9.8%</b>	20.0%	14.6%	51.7%	2.9%	1.0%	100.0%
SEZ	Count	9	31	33	47	11	7	138
	% within Zone	6.5%	22.5%	<b>23.9%</b>	34.1%	<b>8.0%</b>	<b>5.1%</b>	100.0%
Total	Count	61	218	156	593	47	17	1092
	% within Zone	5.6%	20.0%	14.3%	<b>54.3%</b>	4.3%	1.6%	100.0%

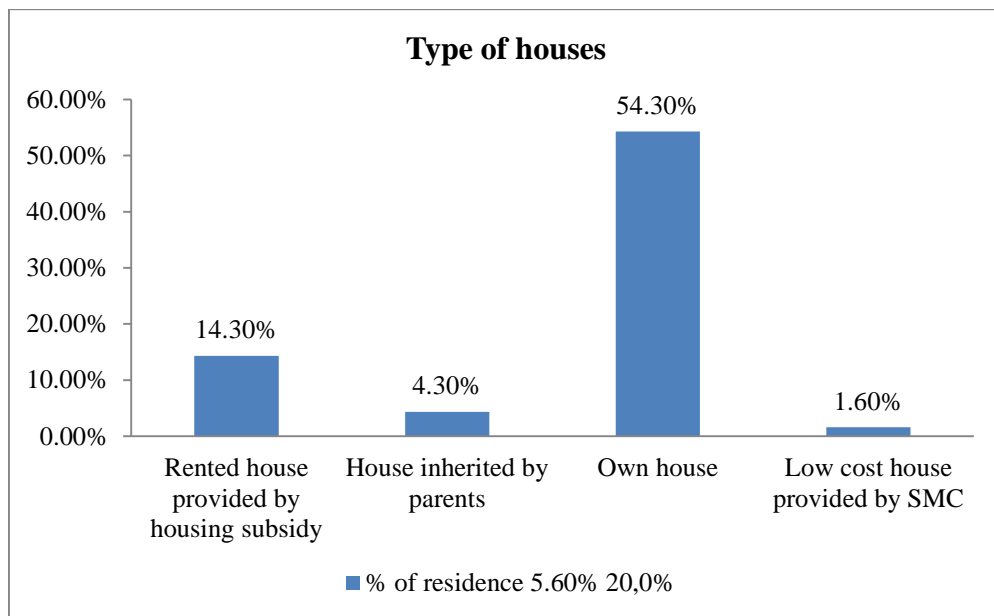


### Interpretation

From Table 4.28 and bar chart, we can observe that, 61(5.6%) respondents have rental house belong to the SMC, out of them 9.8% are from SZ. 218(20%) have rental house belong to a private person out of them 28.9% are from CZ. 156(14.3%) respondents have house that has been provided by a housing subsidy, out of them 23.9% are from SEZ. 593(54.3%) respondents have own the house, out of them 71.9% are from NZ. 47(4.3%) respondents have a mud house inherited from their parents, out of them 8% are from SEZ. While 17(1.6%) respondents have RDP / low cost house provided by municipality out of them 5.1% are from SEZ.

**Table 4.28-A- Kind of houses lived by stakeholder in SMC.**

Type of house	Total count	% of residence
Rented house and belong to SMC	61	5.6%
Rented house and belong to private party	218	20,0%
Rented house provided by housing subsidy	156	14.3%
House given by parents	47	4.3%
Own house	593	54.3%
Low cost house provided by SMC	17	1.6%
<b>Total</b>	<b>1092</b>	<b>100%</b>

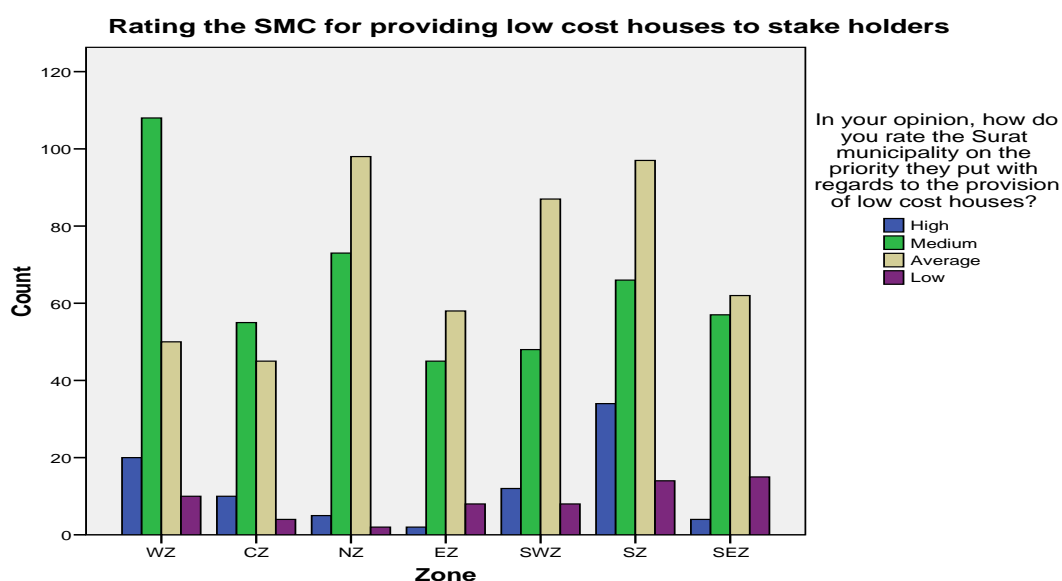


**Findings:**

Table 4.28-A- indicates that out of total respondents from all the Zones of the stakeholders out them 61(5.6%) respondents resides in rented houses that belong to SMC, 218(20%)of respondents resides in rented houses that belongs to private party, 156 (14.3%)of respondents resides in rented houses provided by housing subsidy, 47 (4.3%) of respondents resides in houses given by parents, 593 (54.3%)of respondents resides in their own house, 17 (1.6%) of respondents live in low cost house provided by SMC. The result indicates that maximum respondents are living in their own houses.

**Table 4.29- Rating the SMC for making provision for houses with low cost to eligible citizens.**

Zone	Median	Description
WZ	2	Medium
CZ	2	Medium
NZ	3	Average
EZ	3	Average
SWZ	3	Average
SZ	3	Average
SEZ	3	Average



**Findings:**

Table 4.29 and chart indicate that the respondents from WZ and CZ rate medium and NZ, EZ, SWZ, SZ and SEZ rate average to the SMC with regard to the provision of houses with low cost. To check the difference in rate given by people of different zones is significant or not, we used Kruskal Wallis test and got the following result.

H<sub>0</sub>: There is no significant difference in rating the SMC for providing houses with low cost to stake holders from different zones.

H<sub>1</sub>: Most of the respondents say that SMC take initiative and also give priority in providing houses with low cost to the eligible stakeholders.

**Table 4.30-Test Statistics of provision of low cost houses by SMC**

Test Statistic	Value	df	P-value
In your opinion, how do you rate the Surat municipality regarding to the provision of low cost houses?	39.185	6	0.0000

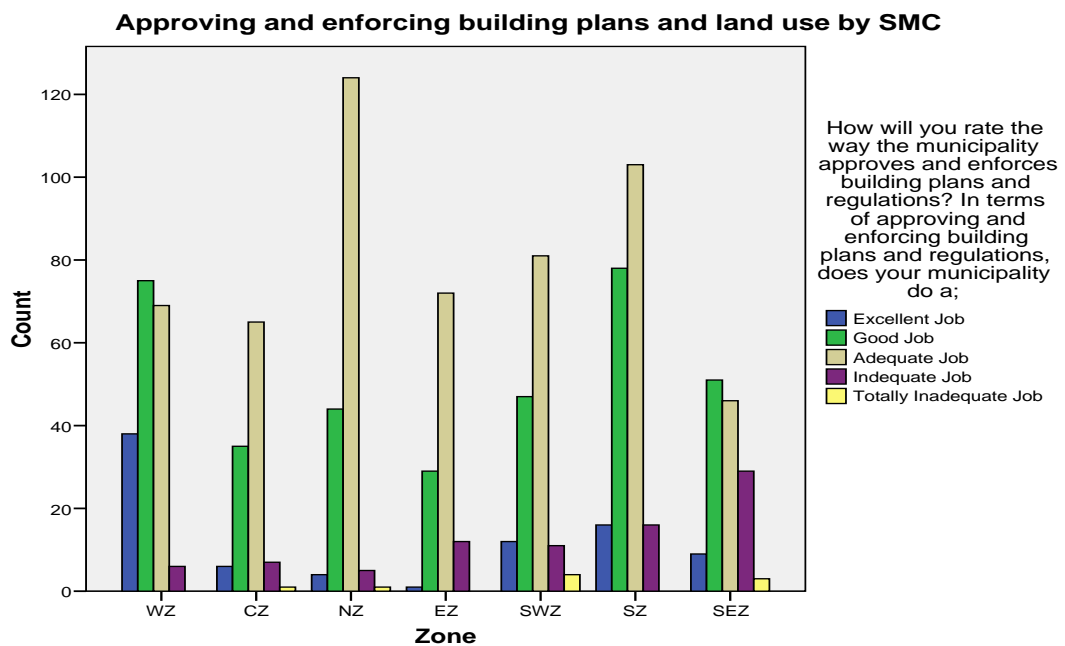
**Interpretation:** Here, p-value is less than 0.05 (significant level,  $\alpha$ ), we can say that the difference is significant.

**Findings:** Most of the respondents say that SMC take initiative and also give priority in providing houses with low cost to the eligible stakeholders.

## 7. Building plans and land use applications:

**Table 4.31- Permission and compelling on building plans and land use by SMC**

Zone	Median	Description
<b>WZ</b>	2	Good
<b>CZ</b>	3	Adequate
<b>NZ</b>	3	Adequate
<b>EZ</b>	3	Adequate
<b>SWZ</b>	3	Adequate
<b>SZ</b>	3	Adequate
<b>SEZ</b>	3	Adequate



### Findings:

Table 4.31 and chart indicate that the respondents from WZ rate Good Job to the approval and enforcing the building planning and land utilization and CZ, NZ, EZ, SWZ, SZ and SEZ rate adequate job to the building planning and land utilization. To check the difference in rate given by people of different zones is significant or not, we used Kruskal Wallis test and got the following result.

**H<sub>0</sub>:** There is no significant difference in approving and enforcing building plans and land use by SMC.

**H<sub>1</sub>:** There is significant difference in approving and enforcing building plans and land use by SMC.

**Table 4.32- Kruskal Wallis test Statistics**

<b>Test Statistic</b>	<b>Value</b>	<b>df</b>	<b>P-value</b>
<b>How will you rate the Surat municipality for approving and enforcing building plans and regulations?</b>	62.598	6	0.0000

**Interpretation:**

Here, p-value is less than 0.05 (significant level,  $\alpha$ ), we can say that the results are significant.

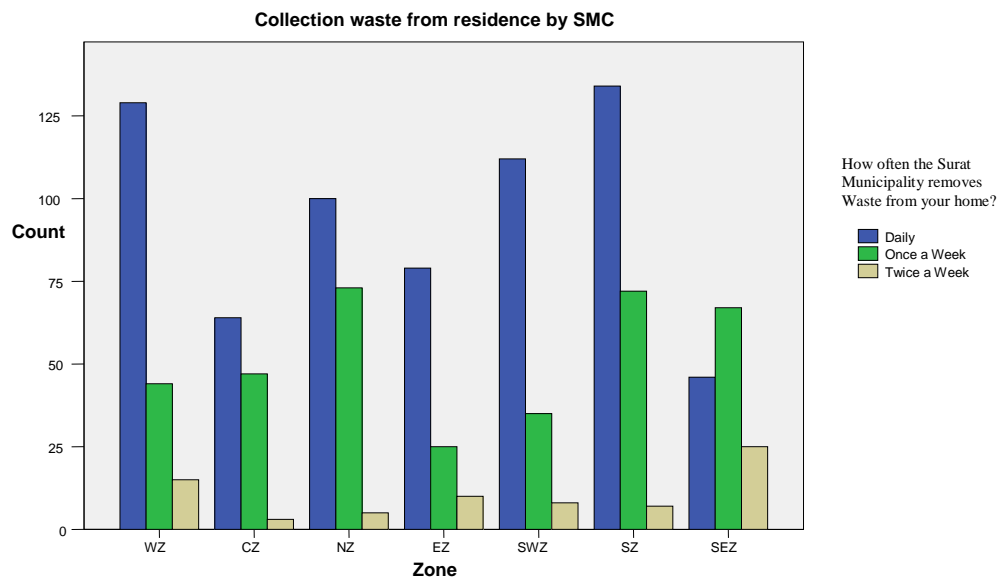
**Findings:** There is significant response from the respondents regarding the rules and regulations for approving building plans and land use certificates by SMC. Employees take their job very seriously and render it very responsibly.

### 4.3.2 Community Protection Services

#### 1. Removal waste

**Table 4.33- Removal of garbage from the residences by SMC.**

Zone	Median	Description
<b>WZ</b>	1	Daily
<b>CZ</b>	1	Daily
<b>NZ</b>	1	Daily
<b>EZ</b>	1	Daily
<b>SWZ</b>	1	Daily
<b>SZ</b>	1	Daily
<b>SEZ</b>	2	Once a week



#### Findings:

Table 4.33 and chart indicate that the respondents from WZ to SZ say that the municipality conducts daily removal garbage collection while in SEZ say that the SMC remove the garbage once a week. To check the difference in removal garbage by people of different zones is significant or not, we used Kruskal Wallis test and got the following result.

**H<sub>0</sub>:** There is regular removing garbage from the houses by the SMC in all zones. Maximum respondents say that garbage is collected from the houses regularly.

**H<sub>1</sub>:** There is significant difference in the removing waste from houses by SMC.



**Table 4.34-Test Statistics of Rejection of waste removal.**

<b>Test Statistic</b>	<b>Value</b>	<b>df</b>	<b>P-value</b>
<b>Refuse Removal</b>			
<b>How often the SMC remove the garbage from your house?</b>	66.195	6	0.000

**Interpretation:**

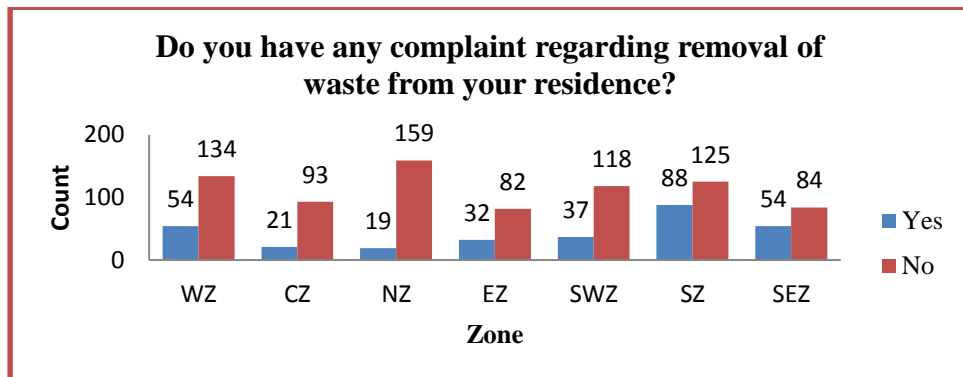
Here, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore we can say that the results are significant.

**Findings:**

There is a significant difference the removing of waste from the houses by SMC.

**Table 4.35- Frequency of opinion on removal of waste from residences.**

Do you have any complaint regarding the removal of waste from your residences?					
			Yes	No	Total
Zone	WZ	Count	54	134	188
		% within Zone	28.7%	71.3%	100.0%
	CZ	Count	21	93	114
		% within Zone	18.4%	81.6%	100.0%
	NZ	Count	19	159	178
		% within Zone	<b>10.7%</b>	<b>89.3%</b>	100.0%
	EZ	Count	32	82	114
		% within Zone	28.1%	71.9%	100.0%
	SWZ	Count	37	118	155
		% within Zone	23.9%	76.1%	100.0%
	SZ	Count	88	125	213
		% within Zone	41.3%	58.7%	100.0%
	SEZ	Count	54	84	138
		% within Zone	39.1%	60.9%	100.0%
Total		Count	305	795	1100
		% within Zone	27.7%	<b>72.3%</b>	100.0%



**Interpretation**

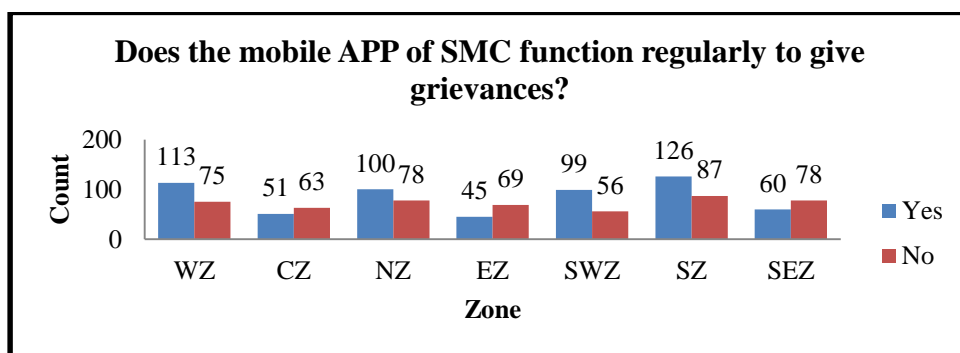
From Table 4.35 and bar chart we can observe that, from WZ, out of them 134 (71.3%), from CZ 93(81.6%), from NZ 159 (89.3%), from EZ 82(71.9), from SWZ and out of them 118(76.1%), from SZ 125(58.7%) say no, and from SEZ 84(60.9%) do not have any complaint in the last 12 months regarding the removal of waste collection.

**Findings:**

Table 4.35 shows that, 72.3% of respondents do not have any complaints regarding the removing waste from the houses, and 27.7% have complaints about the removing waste from their houses. According to the result, 72.3% respondents agree that SMC collect the waste from residences on a regular basis.

**Table 4.36- Frequency of views on function of mobile APP of SMC to give grievance.**

Does the mobile APP of SMC functions regularly to give complaints?					
		Yes		No	Total
Zone	WZ	Count	113	75	188
		% within Zone	60.1%	39.9%	100.0%
	CZ	Count	51	63	114
		% within Zone	44.7%	55.3%	100.0%
	NZ	Count	100	78	178
		% within Zone	56.2%	43.8%	100.0%
	EZ	Count	45	69	114
		% within Zone	39.5%	60.5%	100.0%
	SWZ	Count	99	56	155
		% within Zone	<b>63.9%</b>	36.1%	100.0%
	SZ	Count	126	87	213
		% within Zone	59.2%	40.8%	100.0%
	SEZ	Count	60	78	138
		% within Zone	<b>43.5%</b>	56.5%	100.0%
Total		Count	594	506	1100
		% within Zone	54.0%	46.0%	100.0%



### Interpretation

From Table 4.36 we can observe that from WZ, out of them 113 (60.1%), from CZ 51(44.7%), from NZ 100 (56.2%), from EZ 45(39.5%), from SWZ 99(63.9%), from SZ 126(59.2%), and from SEZ 60(43.5%) say yes that the mobile APP of SMC works to give complaints. From all the Zones of the stakeholders 54.0% respondents says mobile APP of SMC work regularly to give grievance while 46.0% respondents say mobile APP of SMC do not work.

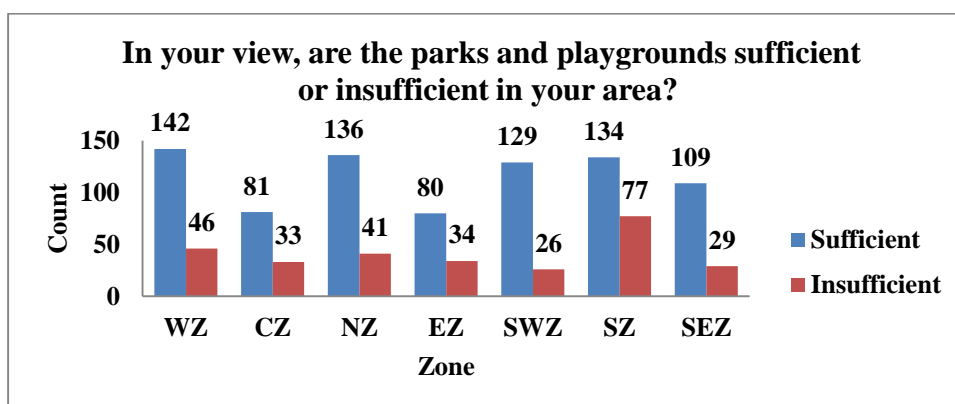
### Findings:

Table 4.36 indicates that out of total respondents 54.0% respondents are happy with the working of SMC app to give complaints.

## 2. SMC Parks and Playgrounds

**Table 4.37- Frequency of views on parks and playgrounds.**

In your view, are the parks and playgrounds sufficient or insufficient in your area?					
			Sufficient	Insufficient	Total
Zone	WZ	Count	142	46	188
		% within Zone	75.5%	24.5%	100.0%
	CZ	Count	81	33	114
		% within Zone	71.1%	28.9%	100.0%
	NZ	Count	136	41	177
		% within Zone	76.8%	23.2%	100.0%
	EZ	Count	80	34	114
		% within Zone	70.2%	29.8%	100.0%
	SWZ	Count	129	26	155
		% within Zone	<b>83.2%</b>	16.8%	100.0%
	SZ	Count	134	77	211
		% within Zone	<b>63.5%</b>	36.5%	100.0%
	SEZ	Count	109	29	138
		% within Zone	79.0%	21.0%	100.0%
Total		Count	811	286	1097
		% within Zone	73.9%	26.1%	100.0%



### Interpretation

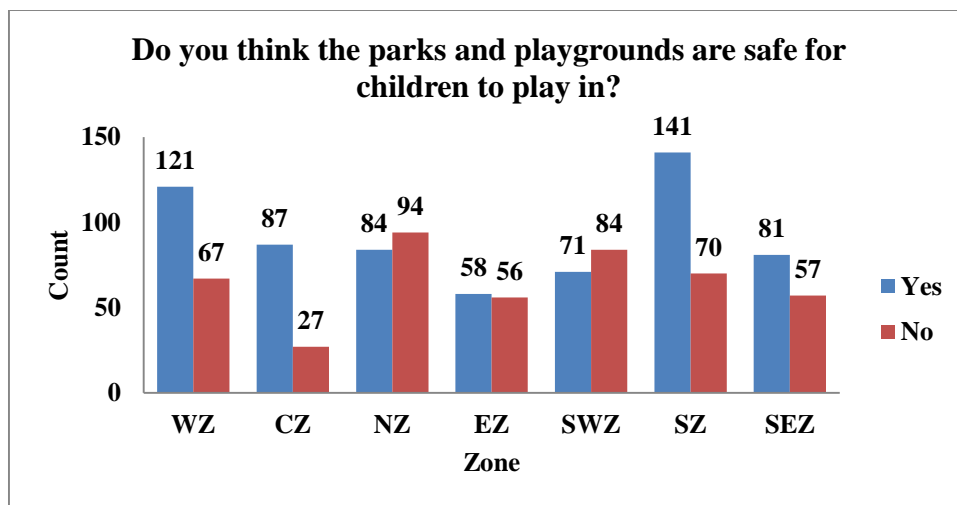
From Table 4.37 and bar chart we can observe that, from WZ 142 (75.5%), from CZ 81(71.1%), from NZ 136 (76.8%), from EZ 80(70.2%), from SWZ 129(83.2%), from SZ 134(63.5%), and from SEZ 109(79.0%) say yes that there are sufficient parks and playgrounds in their area. From all the Zones of the stakeholders 811(73.9%) respondents say there are sufficient parks and the playgrounds maintained by SMC while 286(26.1%) say there are insufficient parks and the playgrounds maintained by SMC.

### Findings:

Table 4.37 shows that, many respondents are agreed for adequate parks and playgrounds provided by SMC. This is an advice that SMC frequently have a check on the parks and playgrounds.

**Table 4.38- Frequency of views on protection of parks and playgrounds.**

Do you think the parks and playgrounds safe for your children to play?					
			Yes	No	Total
Zone	WZ	Count	121	67	188
		% within Zone	64.4%	35.6%	100.0%
	CZ	Count	87	27	114
		% within Zone	<b>76.3%</b>	23.7%	100.0%
	NZ	Count	84	94	178
		% within Zone	47.2%	52.8%	100.0%
	EZ	Count	58	56	114
		% within Zone	50.9%	49.1%	100.0%
	SWZ	Count	71	84	155
		% within Zone	<b>45.8%</b>	54.2%	100.0%
	SZ	Count	141	70	211
		% within Zone	66.8%	33.2%	100.0%
	SEZ	Count	81	57	138
		% within Zone	58.7%	41.3%	100.0%
Total		Count	643	455	1098
		% within Zone	58.6%	41.4%	100.0%



**Interpretation**

From Table 4.38 and bar chart we can observe that, from WZ 121 (64.4%), from CZ 87(76.3%), from NZ 84 (47.2%), from EZ 58(50.9%), from SWZ 71(45.8%), from SZ 141(66.8%) and from SEZ 81(58.7%) say yes that the parks and playgrounds are safe for the children to play. From all the Zones of the stakeholders 643 (58.6%) respondents say the parks and playgrounds are safe for children to play while 455(41.4%) say the parks and playgrounds are not safe for children to play.

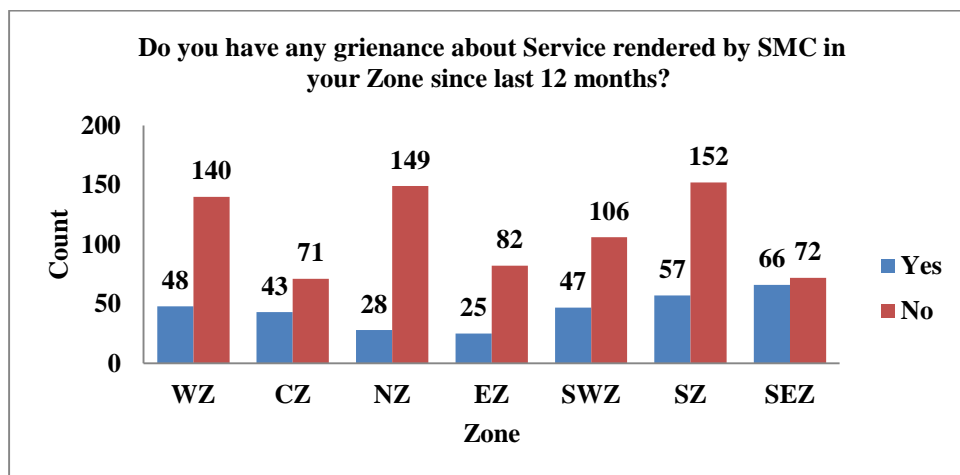
**Findings:**

Table 4.38 indicates that, maximum 76.3% from CZ and minimum 45.8% from SWZ say the parks and playgrounds are safe for children to play. This shows that there is a continuous check on the playground safety in the respective zones.

### 3. Complaints regarding community services:

**Table 4.39- Frequency of views on grievance on public services of SMC.**

Do you have any grievance about service rendered by SMC in your Zone since last 12 months?					
			Yes	No	Total
Zone	WZ	Count	48	140	188
		% within Zone	25.5%	74.5%	100.0%
	CZ	Count	43	71	114
		% within Zone	37.7%	62.3%	100.0%
	NZ	Count	28	149	177
		% within Zone	15.8%	<b>84.2%</b>	100.0%
	EZ	Count	25	82	107
		% within Zone	23.4%	76.6%	100.0%
	SWZ	Count	47	106	153
		% within Zone	30.7%	69.3%	100.0%
	SZ	Count	57	152	209
		% within Zone	27.3%	72.7%	100.0%
	SEZ	Count	66	72	138
		% within Zone	47.8%	<b>52.2%</b>	100.0%
Total		Count	314	772	1086
		% within Zone	28.9%	71.1%	100.0%



#### Interpretation

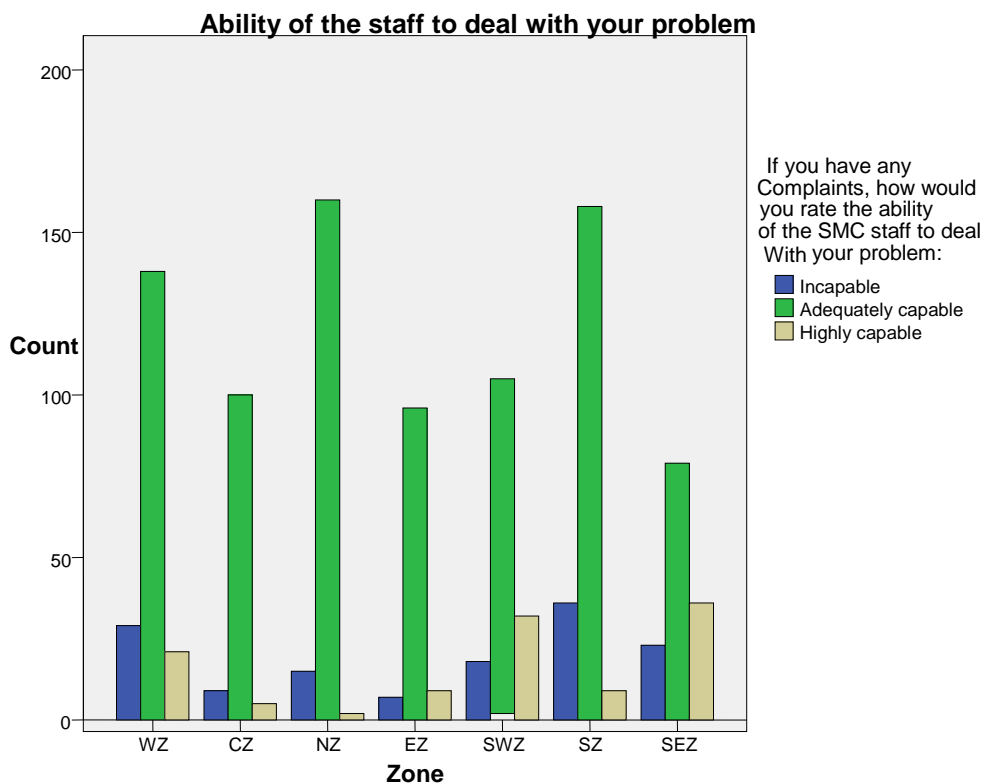
From Table 4.39 and bar chart we can observe that, from WZ 140 (74.5%), from CZ 71(62.3%), from NZ 149 (84.2%), from EZ 82(76.6%), from SWZ 106(69.3%), from SZ 152(72.7%) and from SEZ 72(52.2%) don't have any grievance about a social Service render by SMC in their Zone.

#### Findings:

Table 4.39 indicates that from all the Zones, North Zone has highest satisfaction level on community services with 84.2% and South East Zone has the lowest satisfaction level with 52.2%. The above table indicates that maximum respondents are happy with the social services render by SMC.

**Table 4.40- Reaction of SMC against the complaints from citizens.**

Zone	If your answer is yes, what was the response from the SMC? Was the complaint adequately solved and you are called with follow up?	Description	If you have any grievances, how will you rate the ability of the SMC staff to deal with your problem:	Description
WZ	2	Adequately Capable	2	Adequately Capable
CZ	2	Adequately Capable	2	Adequately Capable
NZ	2	Adequately Capable	2	Adequately Capable
EZ	2	Adequately Capable	2	Adequately Capable
SWZ	2	Adequately Capable	2	Adequately Capable
SZ	2	Adequately Capable	2	Adequately Capable
SEZ	2	Adequately Capable	2	Adequately Capable



**Findings:**

From above table 4.40 we can observe that the respondents from all zones gave the response that from SMC the response is adequately capable and the SMC staffs are adequately capable to deal with problem. To check the difference in grievance about the public services render by SMC to people of different zones is significant or not, we used **Kruskal Wallis** test and got the following result.

**H<sub>0</sub>:** There is no significant difference in the response from the municipality regarding complaints.

**H<sub>1</sub>:** There is a significant difference in the response from the municipality regarding complaints.

**H<sub>0</sub>:** There is no significant difference in rating the ability of the staff to deal with your problem

**H<sub>1</sub>:** There is a significant difference in rating the ability of the staff to deal with your problem.

**Table 4.41- Test Statistic concerning complaints on public services.**

<b>Test Statistic</b>	<b>Value</b>	<b>df</b>	<b>P-value</b>
<b>Complaints concerning public service</b>			
<b>If your answer is yes, what was the response from the SMC? Was the complaint adequately solved and you are called with follow up?</b>	47.014	6	0.000
<b>If you have any complaints, how would you rate the ability of the worker to deal with your problem</b>	37.809	6	0.000

**Interpretation:**

Here, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore we can say that the results are significant.

**Findings:**

There is a significant difference in the response from the municipality regarding grievance as well as in rating the ability of the workers to deal with your problem.

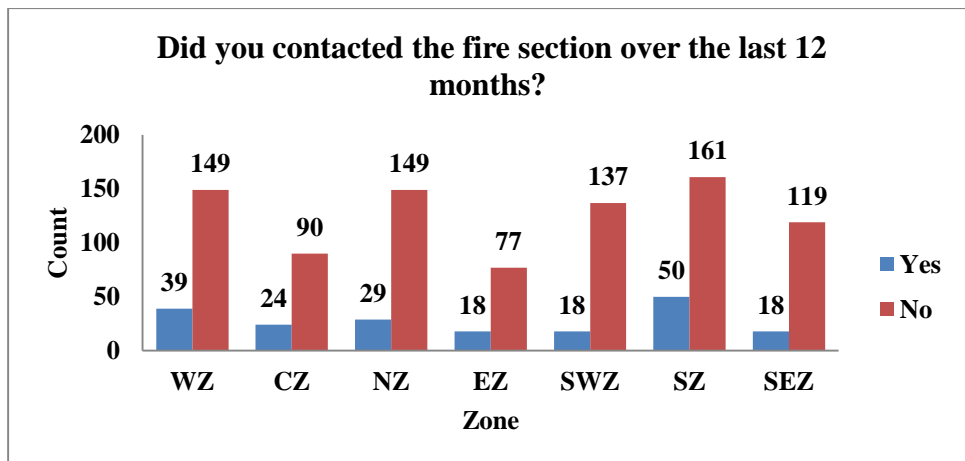


#### 4. Fire Department

**Table 4.42- Views on -working of fire department of SMC.**

##### Cross tabulation

Did you contacted the fire section over the last 12 months?					
			Yes	No	Total
Zone	WZ	Count	39	149	188
		% within Zone	20.7%	79.3%	100.0%
	CZ	Count	24	90	114
		% within Zone	21.1%	78.9%	100.0%
	NZ	Count	29	149	178
		% within Zone	16.3%	83.7%	100.0%
	EZ	Count	18	77	95
		% within Zone	18.9%	81.1%	100.0%
	SWZ	Count	18	137	155
		% within Zone	11.6%	<b>88.4%</b>	100.0%
	SZ	Count	50	161	211
		% within Zone	23.7%	76.3%	100.0%
	SEZ	Count	18	119	137
		% within Zone	13.1%	86.9%	100.0%
Total		Count	196	882	1078
		% within Zone	18.2%	81.8%	100.0%



#### Interpretation

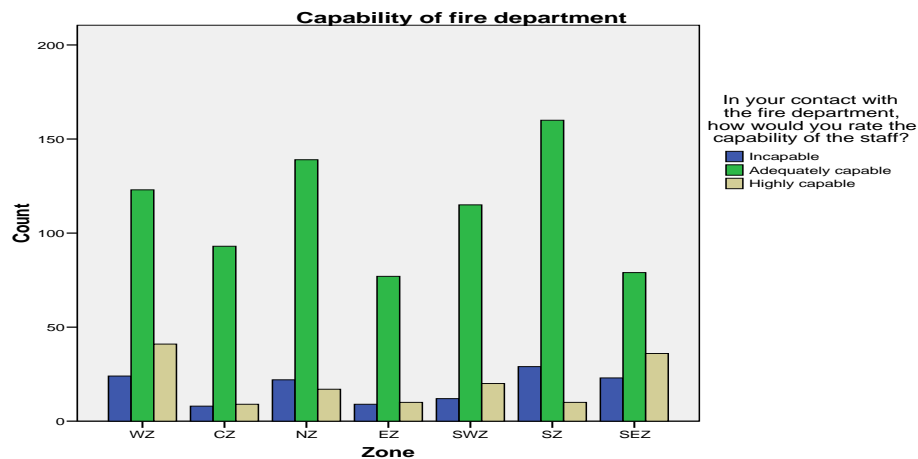
From Table 4.42 and bar chart we can observe that, from WZ 149 (79.3%), from CZ 90(78.9%), from NZ 149 (83.7%), from EZ 77(81.1%), from SWZ 37(88.4%), from SZ 161(76.3%) and from SEZ 119(86.9%) respondent don't have any contact with the fire department over the last 12 months. From all the Zones of the stakeholders 81.8% respondents are very much satisfied with the working of fire department while 18.2% are not satisfied with the fire department

#### Findings:

Table 4.42 indicates that, maximum respondents from all the zones are not contacted the fire department with a complaint. It indicates that the department is prompt in attending complaints.

**Table 4.43- Ability of fire section during disaster.**

In your contact with the fire section, how will you rate the ability of the staff?	Description
WZ	2 Adequately Capable
CZ	2 Adequately Capable
NZ	2 Adequately Capable
EZ	2 Adequately Capable
SWZ	2 Adequately Capable
SZ	2 Adequately Capable
SEZ	2 Adequately Capable



H<sub>0</sub>: There is no significant difference in rating the ability of the staff of fire department.

H<sub>1</sub>: There is a significant difference in rating the ability of the staff of fire department.

**Table 4.43 A- Test Statistic ability of fire section during disaster.**

Test Statistic	Value	df	P-value
In your contact with the fire section, how will you rate the ability of the staff?	13.54	6	0.035

**Interpretation:**

Here, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore we can say that the results are significant.

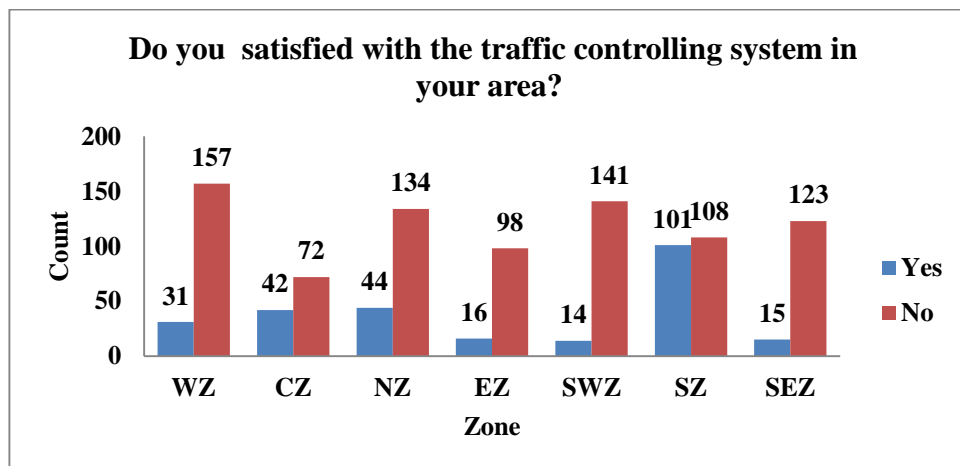
**Findings:**

The ability of fire section is much adequate to handle emergency situation.

## 5. Traffic Services

**Table 4.44- Views on the ability of traffic section.**

		Do you satisfied with the traffic controlling system in your area?			
		Yes	No	Total	
Zone	WZ	Count	31	157	188
		% within Zone	16.5%	83.5%	100.0%
	CZ	Count	42	72	114
		% within Zone	36.8%	63.2%	100.0%
	NZ	Count	44	134	178
		% within Zone	24.7%	75.3%	100.0%
	EZ	Count	16	98	114
		% within Zone	14.0%	86.0%	100.0%
	SWZ	Count	14	141	155
		% within Zone	9.0%	91.0%	100.0%
	SZ	Count	101	108	209
		% within Zone	48.3%	51.7%	100.0%
	SEZ	Count	15	123	138
		% within Zone	10.9%	89.1%	100.0%
Total		Count	263	833	1096
		% within Zone	24.0%	76.0%	100.0%



### Interpretation

From Table 4.44 and bar chart we can observe that, from WZ 157 (83.5%), from CZ 72(63.2%), from NZ 134 (75.3%), from EZ 98(86.0%), from SWZ 141(91.0%), from SZ 108(51.7%), from SEZ 123(89.1%) say that they have no complain with the traffic department over the last 12 months. From all the Zones of the stakeholders 833(76.0%) respondents are very much satisfied with the traffic department and 263(24.0%) are not satisfied with the traffic department.

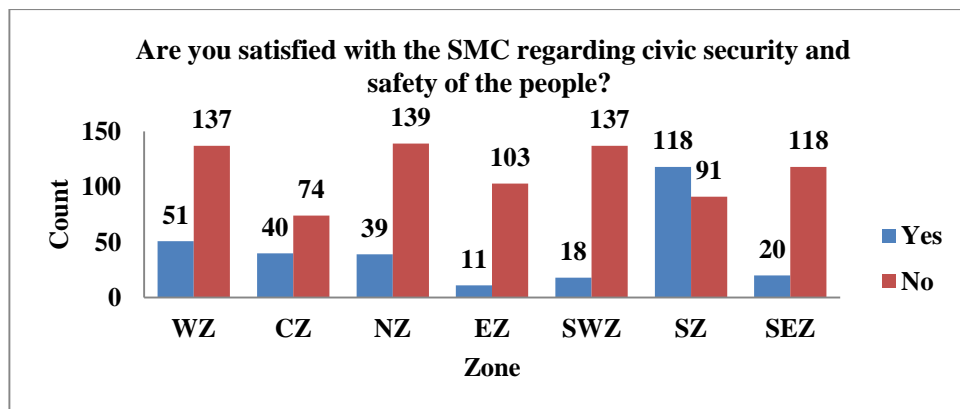
### Findings:

The table 4.44 shows that maximum respondents are satisfied with the ability of the traffic department in controlling traffic. The table indicates that SMC has a systematic traffic controlling system and traffic signals.

## 6. Civic Protection

**Table 4.45- Frequency of views on people security.**

Are you satisfied with the SMC regarding civic protection and security of the people?					
			Yes	No	Total
Zone	WZ	Count	51	137	188
		% within Zone	27.1%	72.9%	100.0%
	CZ	Count	40	74	114
		% within Zone	35.1%	64.9%	100.0%
	NZ	Count	39	139	178
		% within Zone	21.9%	78.1%	100.0%
	EZ	Count	11	103	114
		% within Zone	9.6%	90.4%	100.0%
	SWZ	Count	18	137	155
		% within Zone	11.6%	88.4%	100.0%
	SZ	Count	118	91	209
		% within Zone	56.5%	43.5%	100.0%
	SEZ	Count	20	118	138
		% within Zone	14.5%	85.5%	100.0%
Total		Count	297	799	1096
		% within Zone	27.1%	72.9%	100.0%



### Interpretation:

From Table 4.45 and bar chart we can observe that, from WZ, 137 (72.9%), from CZ and out of them 74(64.9%), from NZ 139 (78.1%), from EZ 103(90.4%), from SWZ 137(88.4%), from SZ 91(43.5%), and from SEZ 118(85.5%) say that they have no complain with the municipality over the last 12 months regarding civic protection complain. From all the 7 Zones of the stakeholders 799(72.9%) respondents are very much satisfied with the people security and safety, and 297(27.1%) are not satisfied with the people security and safety of SMC.

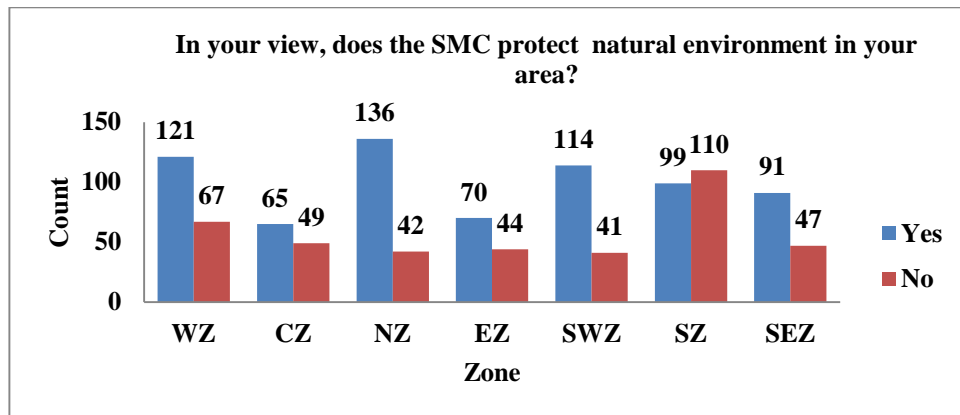
### Findings:

According to the result 72.9% of the stake holders are happy with the SMC security and safety system in Surat. The respondents are very much happy with the public services and the SMC services can be accessed without paying any additional charges.

## 7. Environmental Protection

**Table 4.46- Frequency of views on natural ecological safety.**

In your view does the SMC protect the natural environment in your area?					
			Yes	No	Total
Zone	WZ	Count	121	67	188
		% within Zone	64.4%	35.6%	100.0%
	CZ	Count	65	49	114
		% within Zone	57.0%	43.0%	100.0%
	NZ	Count	136	42	178
		% within Zone	76.4%	23.6%	100.0%
	EZ	Count	70	44	114
		% within Zone	61.4%	38.6%	100.0%
	SWZ	Count	114	41	155
		% within Zone	73.5%	26.5%	100.0%
	SZ	Count	99	110	209
		% within Zone	47.4%	52.6%	100.0%
	SEZ	Count	91	47	138
		% within Zone	65.9%	34.1%	100.0%
Total		Count	696	400	1096
		% within Zone	63.5%	36.5%	100.0%



### Interpretation:

From Table 4.46 and bar chart we can observe that, from WZ 121 (72.9%) from CZ 65(57.0%), from NZ 136 (76.4%) from EZ 70(61.4%) from SWZ 114(73.5%) say yes, from SZ 99(47.4%) and from SEZ 91(65.9%) say that the municipality sufficiently protect the natural environment in areas under its control. From all the Zones of the stakeholders 696(63.5%) respondents are very much satisfied with the guarding the natural environment-beaches and rivers and 400(36.5%) say that SMC should focus on protecting the natural environment.

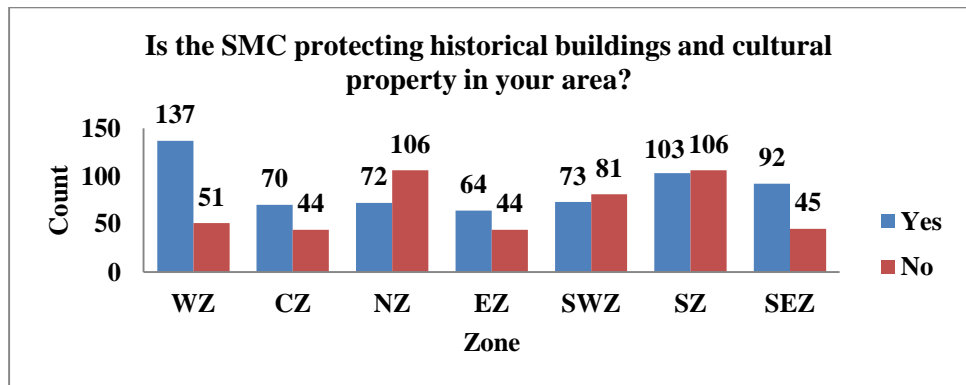
### Findings:

Table 4.46 indicates that maximum stake holders are happy with the guarding the environment like, beaches and rivers. Safe guarding water resource also taken care by the top management of SMC because it is the life blood of the environment.

## 8. Protection of Historical Heritage

**Table 4.47- Views on guarding the historical and edifying property of Surat.**

Is the SMC protecting historical buildings and cultural property in your area?					
Zone	WZ	Count	Yes	No	Total
			137	51	188
		% within Zone	72.9%	27.1%	100.0%
	CZ	Count	70	44	114
		% within Zone	61.4%	38.6%	100.0%
	NZ	Count	72	106	178
		% within Zone	40.4%	59.6%	100.0%
	EZ	Count	64	44	108
		% within Zone	59.3%	40.7%	100.0%
	SWZ	Count	73	81	154
		% within Zone	47.4%	52.6%	100.0%
	SZ	Count	103	106	209
		% within Zone	49.3%	50.7%	100.0%
	SEZ	Count	92	45	137
		% within Zone	67.2%	32.8%	100.0%
Total		Count	611	477	1088
		% within Zone	56.2%	43.8%	100.0%



### Interpretation:

From Table 4.47 and bar chart we can observe that, from WZ, 137 (72.9%) from CZ 70(61.4%) from NZ 72 (40.4%) from EZ 64(59.3%) from SWZ 73(47.4%) from SZ 103(49.3%) and from SEZ 92(67.2%) say that the SMC protecting historical buildings and cultural property in their area. From all the Zones of the stakeholders out them 611(56.2%) respondents are very much satisfied with the protection of historical buildings and cultural property and 477(43.8%) are not satisfied with the protection of historical buildings and cultural property.

### Findings:

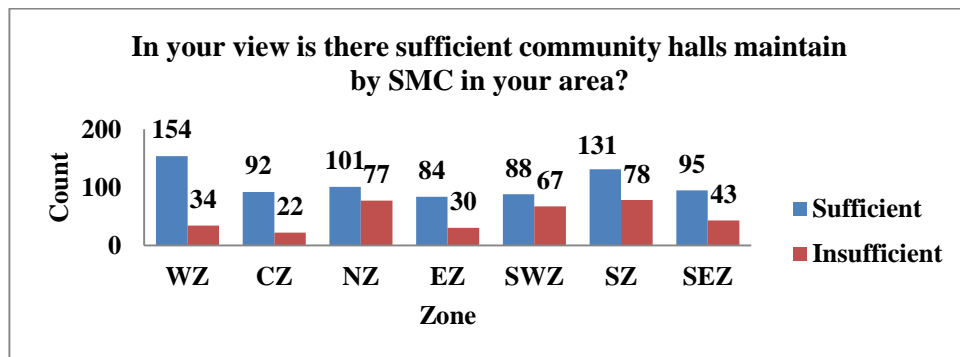
Table 4.47 indicates that out of total respondents 56.2% of respondents strongly satisfied with the protection of historical buildings and cultural property. It makes clear that SMC is taking care of historical buildings and natural property.

### 4.3.3 Corporate Services

#### 1. Community Halls:

**Table 4.48- Views on accessibility of community hall.**

In your view is there sufficient community halls maintain by SMC in your area?					
			Sufficient	Insufficient	Total
Zone	WZ	Count	154	34	188
		% within Zone	81.9%	18.1%	100.0%
	CZ	Count	92	22	114
		% within Zone	80.7%	19.3%	100.0%
	NZ	Count	101	77	178
		% within Zone	56.7%	43.3%	100.0%
	EZ	Count	84	30	114
		% within Zone	73.7%	26.3%	100.0%
	SWZ	Count	88	67	155
		% within Zone	56.8%	43.2%	100.0%
	SZ	Count	131	78	209
		% within Zone	62.7%	37.3%	100.0%
	SEZ	Count	95	43	138
		% within Zone	68.8%	31.2%	100.0%
Total		Count	745	351	1096
		% within Zone	68.0%	32.0%	100.0%



#### Interpretation:

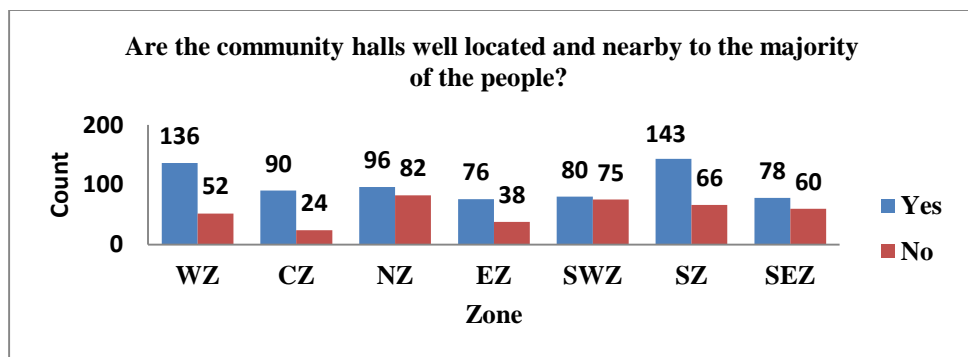
From Table 4.48 and bar chart we can observe that, from WZ, 154 (81.9%), from CZ 92(80.7%), from NZ 101 (56.7%), from EZ 84(73.7%), from SWZ 88(56.8%), from SZ 131(62.7%), and from SEZ 95(68.8%) say that there are sufficient community halls in their area. From all the Zones of the stakeholders out them 745 (68.0%) respondents, say that they very much satisfied with the availability of public hall in their zone and 351(32.0%) respondents say that there is shortage of public hall in their zone.

#### Findings:

Table 4.48 shows that most of the respondents are happy with the well maintains of public halls in their respective zones. This is the evidence that SMC cares for the betterment of the citizens.

**Table 4.49- Views on position and accessibility of public hall to stake holders.**

Are the community halls well located and nearby to the majority of the people?					
			Yes	No	Total
Zone	WZ	Count	136	52	188
		% within Zone	72.3%	27.7%	100.0%
	CZ	Count	90	24	114
		% within Zone	78.9%	21.1%	100.0%
	NZ	Count	96	82	178
		% within Zone	53.9%	46.1%	100.0%
	EZ	Count	76	38	114
		% within Zone	66.7%	33.3%	100.0%
	SWZ	Count	80	75	155
		% within Zone	51.6%	48.4%	100.0%
	SZ	Count	143	66	209
		% within Zone	68.4%	31.6%	100.0%
	SEZ	Count	78	60	138
		% within Zone	56.5%	43.5%	100.0%
Total		Count	699	397	1096
		% within Zone	63.8%	36.2%	100.0%



**Interpretation:**

From Table 4.49 and bar chart we can observe that, from WZ, 136 (72.3%), from CZ 90(78.9%), from NZ 96 (53.9%), from EZ 76(66.7%), from SWZ 80(51.6%), from SZ 143(68.4%) and from SEZ 78(56.5%) say to the community halls are well located and they are nearby to the majority of the people. From all the Zones of the stakeholders out them 699 (63.8%) respondents, say that they very much satisfied with the well-furnished and location of community halls and libraries provide information to public as a whole and 397(36.2%) respondents are not satisfied with the locality of public hall. The result shows that out of total respondents 63.8% respondents strongly agree with the place and convenience of public hall in their zone.

**Findings:**

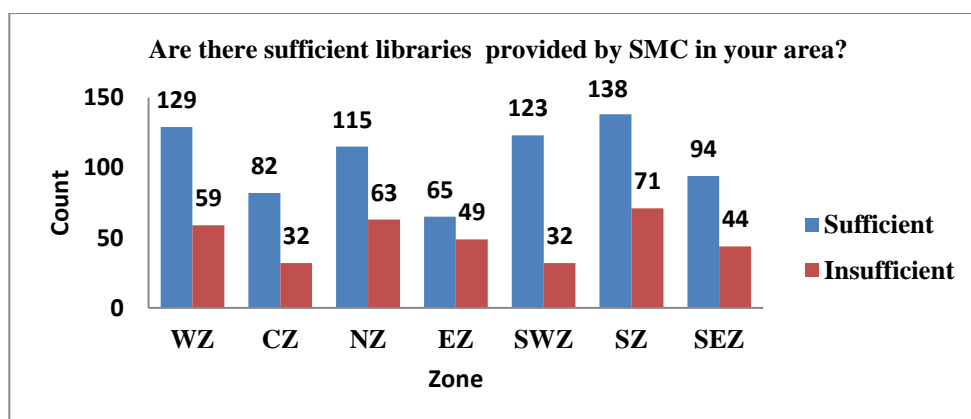
Table 4.49 shows that out of total respondent’s maximum respondents are satisfied with the Well-furnished and location public halls, libraries which provide information to public as a whole.



## 2. Libraries

**Table 4.50- Views on adequate libraries provided by SMC.**

Are there sufficient libraries provided by SMC in your area?					
			adequate	inadequate	Total
Zone	WZ	Count	129	59	188
		% within Zone	68.6%	31.4%	100.0%
	CZ	Count	82	32	114
		% within Zone	71.9%	28.1%	100.0%
	NZ	Count	115	63	178
		% within Zone	64.6%	35.4%	100.0%
	EZ	Count	65	49	114
		% within Zone	57.0%	43.0%	100.0%
	SWZ	Count	123	32	155
		% within Zone	79.4%	20.6%	100.0%
	SZ	Count	138	71	209
		% within Zone	66.0%	34.0%	100.0%
	SEZ	Count	94	44	138
		% within Zone	68.1%	31.9%	100.0%
Total		Count	746	350	1096
		% within Zone	68.1%	31.9%	100.0%



### Interpretation:

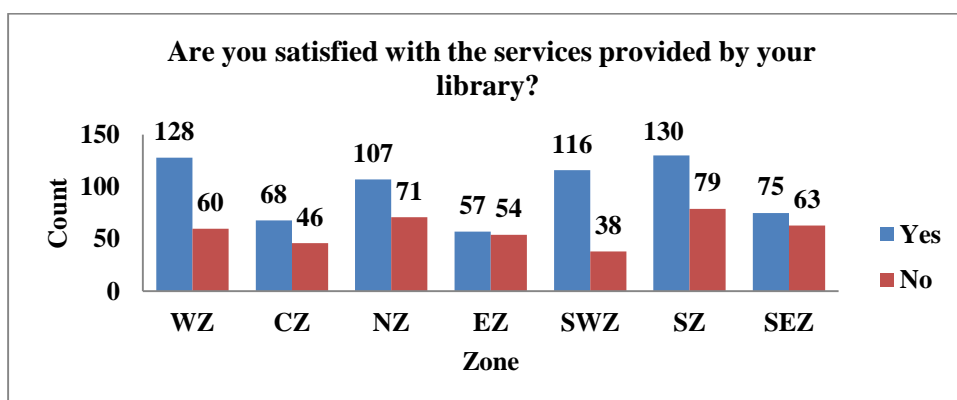
From Table 4.50 and bar chart we can observe that, from WZ, 129 (68.6%) from CZ 82(71.9%) from NZ 115 (64.6%) from EZ 65(57.0%) from SWZ 123(79.4%) from SZ 138(66.0%) and from SEZ 94(68.1%) say that there are sufficient libraries maintained by SMC in their area. From all Zones of the stakeholders, 746(68.1%) respondents say that they very much satisfied with the libraries maintained by SMC in their zone and 350(31.9%) respondents say that there are no enough libraries in their area.

### Findings:

Table 4.50 shows that out of total respondent's maximum respondents are satisfied with the number of libraries and maintained by SMC. It indicates SMC provide with adequate libraries and reading rooms for the stake holders.

**Table 4.51- Frequency of views on services delivered by libraries.**

Are you satisfied with the services provided by your library?			Yes	No	Total
Zone	WZ	Count	128	60	188
		% within Zone	68.1%	31.9%	100.0%
	CZ	Count	68	46	114
		% within Zone	59.6%	40.4%	100.0%
	NZ	Count	107	71	178
		% within Zone	60.1%	39.9%	100.0%
	EZ	Count	57	54	111
		% within Zone	51.4%	48.6%	100.0%
	SWZ	Count	116	38	154
		% within Zone	75.3%	24.7%	100.0%
	SZ	Count	130	79	209
		% within Zone	62.2%	37.8%	100.0%
	SEZ	Count	75	63	138
		% within Zone	54.3%	45.7%	100.0%
Total		Count	681	411	1092
		% within Zone	62.4%	37.6%	100.0%



**Interpretation:**

From Table 4.51 and bar chart we can observe that, from WZ, 128 (68.6%) from CZ 68(59.6%) from NZ 107 (60.1%) from EZ 57(51.4%) from SWZ 116(75.3%) from SZ 130(62.2%) and from SEZ 75(54.3%) say that they are satisfied with the quality of service provided by SMC library. Among all Zones of the stakeholders, 681(62.4%) respondents are very much satisfied with the quality of service and availability number of books in the library and 411(37.6%) respondents say that there are not satisfied with the quality of libraries.

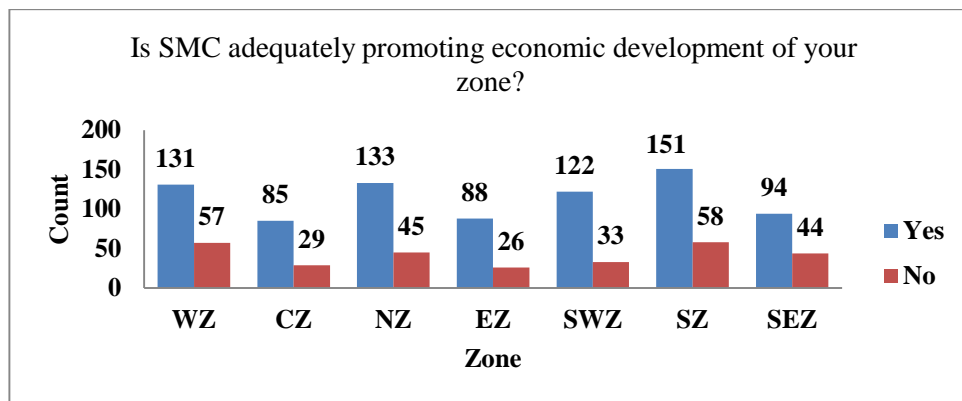
**Findings:**

Table 4.51 shows that out of total respondent’s maximum respondents are satisfied with the services provided in the SMC libraries. It indicates that SMC is concern for providing latest information in the libraries to stake holders.

### 3. Local Economic Development

Table 4.52- Views on SMC to promote financial growth.

Is SMC adequately promoting economic development in your zone?					
			Yes	No	Total
Zone	WZ	Count	131	57	188
		% within Zone	69.7%	30.3%	100.0%
	CZ	Count	85	29	114
		% within Zone	74.6%	25.4%	100.0%
	NZ	Count	133	45	178
		% within Zone	74.7%	25.3%	100.0%
	EZ	Count	88	26	114
		% within Zone	77.2%	22.8%	100.0%
	SWZ	Count	122	33	155
		% within Zone	78.7%	21.3%	100.0%
	SZ	Count	151	58	209
		% within Zone	72.2%	27.8%	100.0%
	SEZ	Count	94	44	138
		% within Zone	68.1%	31.9%	100.0%
Total		Count	804	292	1096
		% within Zone	73.4%	26.6%	100.0%



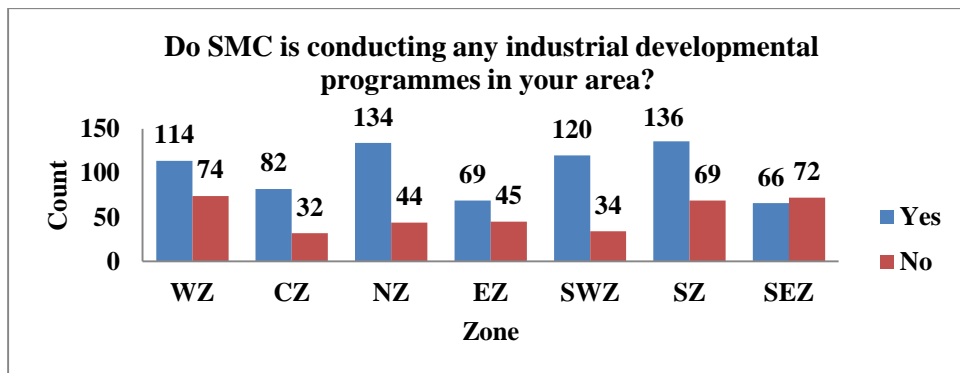
#### Interpretation:

From Table 4.52 and bar chart we can observe that, from WZ, 131 (69.7% from CZ 85(74.6%) from NZ 133 (74.7%) from EZ 88(77.2%) from SWZ 122(78.7%) from SZ 151(72.2%) and from SEZ 94(68.1%) say that municipality sufficiently behind and promoting financial development of your zone. From all the 7 Zones of the stakeholders out them 804(73.4%) are very much satisfied with the SMC maintain in promoting financial growth of their zone. In addition, 292(26.6%) are not satisfied with the SMC promoting financial growth of the zone due to non-developmental projects.

**Findings:** Table 4.52 indicates that out of total respondent's maximum respondents are satisfied with the SMC plays important role in promoting economic growth.

**Table 4.53- Frequency of views on organizing industrial seminars.**

Do SMC conduct any industrial developmental programmes in your area or zone?					
			Yes	No	Total
Zone	WZ	Count	114	74	188
		% within Zone	60.6%	39.4%	100.0%
	CZ	Count	82	32	114
		% within Zone	71.9%	28.1%	100.0%
	NZ	Count	134	44	178
		% within Zone	75.3%	24.7%	100.0%
	EZ	Count	69	45	114
		% within Zone	60.5%	39.5%	100.0%
	SWZ	Count	120	34	154
		% within Zone	77.9%	22.1%	100.0%
	SZ	Count	136	69	205
		% within Zone	66.3%	33.7%	100.0%
	SEZ	Count	66	72	138
		% within Zone	47.8%	52.2%	100.0%
Total		Count	721	370	1091
		% within Zone	66.1%	33.9%	100.0%



**Interpretation:**

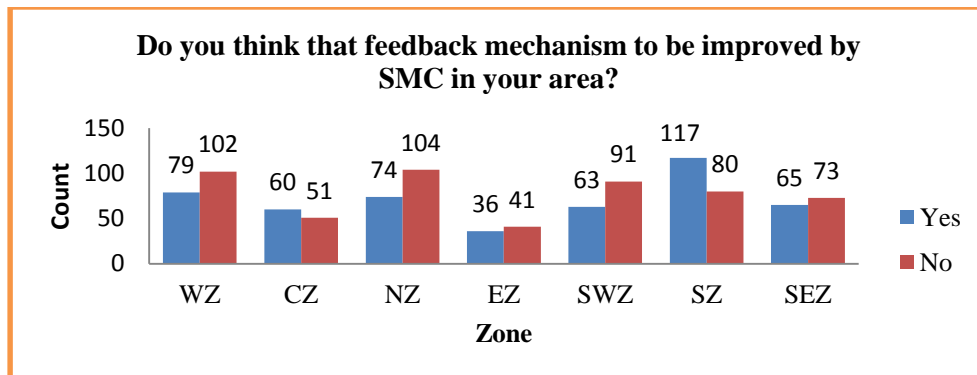
From Table 4.53 and bar chart we can observe that, from WZ, 114 (60.6%) from CZ 82(71.9%) from NZ 134 (75.3%) from EZ 69(60.5%) from SWZ 120(77.9%), from SZ 136(66.3%) and from SEZ 66(47.8%) say that entrepreneurial developmental programmes conducted by SMC in their area. From all Zones of the stakeholders 721(66.1%) are very much satisfied with the SMC support in conducting entrepreneurial developmental programmes and 370(33.9%) are not satisfied with the SMC support in conducting entrepreneurial developmental programmes.

**Findings:**

Table 4.53 indicates that maximum respondents are at the view that SMC initiate and prepare start-up programmes by conducting entrepreneurial seminars which leads to a decrease in the unemployment rate.

**Table 4.54 –Frequency of opinion on feedback structure of SMC.**

Do you think that feedback mechanism to be improved by SMC in your area?					
			Yes	No	Total
Zone	WZ	Count	79	102	181
		% within Zone	43.6%	56.4%	100.0%
	CZ	Count	60	51	111
		% within Zone	54.1%	45.9%	100.0%
	NZ	Count	74	104	178
		% within Zone	41.6%	58.4%	100.0%
	EZ	Count	36	41	77
		% within Zone	46.8%	53.2%	100.0%
	SWZ	Count	63	91	154
		% within Zone	40.9%	59.1%	100.0%
	SZ	Count	117	80	197
		% within Zone	59.4%	40.6%	100.0%
	SEZ	Count	65	73	138
		% within Zone	47.1%	52.9%	100.0%
Total		Count	494	542	1036
		% within Zone	47.7%	52.3%	100.0%



**Interpretation:**

From Table 4.54 and bar chart we can observe that, from WZ (56.4%) from CZ 51(45.9%) from NZ 104 (58.4%) from EZ 41(53.2%) from SWZ 91(59.1%) from SZ 80(40.6%) and from SEZ 73(52.9%) say that no need for feedback mechanism to be improved by SMC in their area. From all Zones of the stakeholders 542(52.3%) are very much satisfied with the SMC support in conducting entrepreneurial developmental programmes and 370(33.9%) are not satisfied with the feedback mechanism of SMC and 494(47.7%) are not satisfied with the feedback mechanism of SMC.

**Findings:**

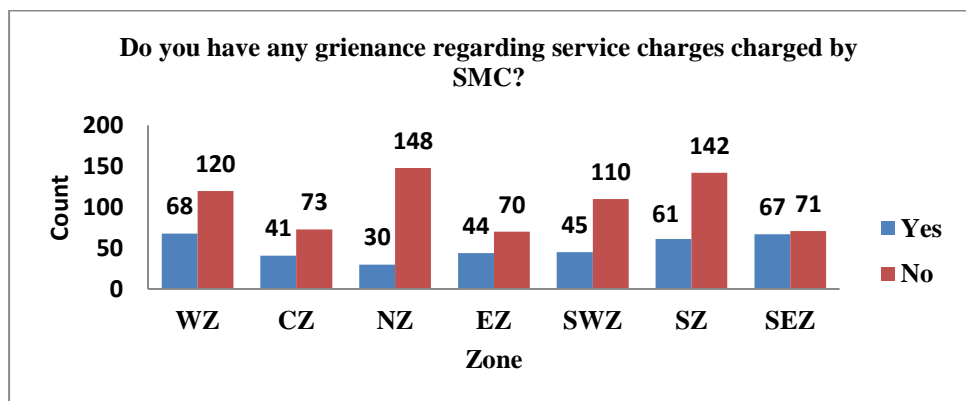
Table 4.54 indicates that out of total respondent's maximum respondents are positive about the feedback mechanism followed by SMC.

#### 4.3.4 Financial services:

##### 1. Grievance regarding trading services

**Table 4.55- Views on service charges.**

Do you have any grievance regarding service charges charged by SMC?					
			Yes	No	Total
Zone	WZ	Count	68	120	188
		% within Zone	36.2%	63.8%	100.0%
	CZ	Count	41	73	114
		% within Zone	36.0%	64.0%	100.0%
	NZ	Count	30	148	178
		% within Zone	16.9%	83.1%	100.0%
	EZ	Count	44	70	114
		% within Zone	38.6%	61.4%	100.0%
	SWZ	Count	45	110	155
		% within Zone	29.0%	71.0%	100.0%
	SZ	Count	61	142	203
		% within Zone	30.0%	70.0%	100.0%
	SEZ	Count	67	71	138
		% within Zone	48.6%	51.4%	100.0%
Total		Count	356	734	1090
		% within Zone	32.7%	67.3%	100.0%



#### Interpretation:

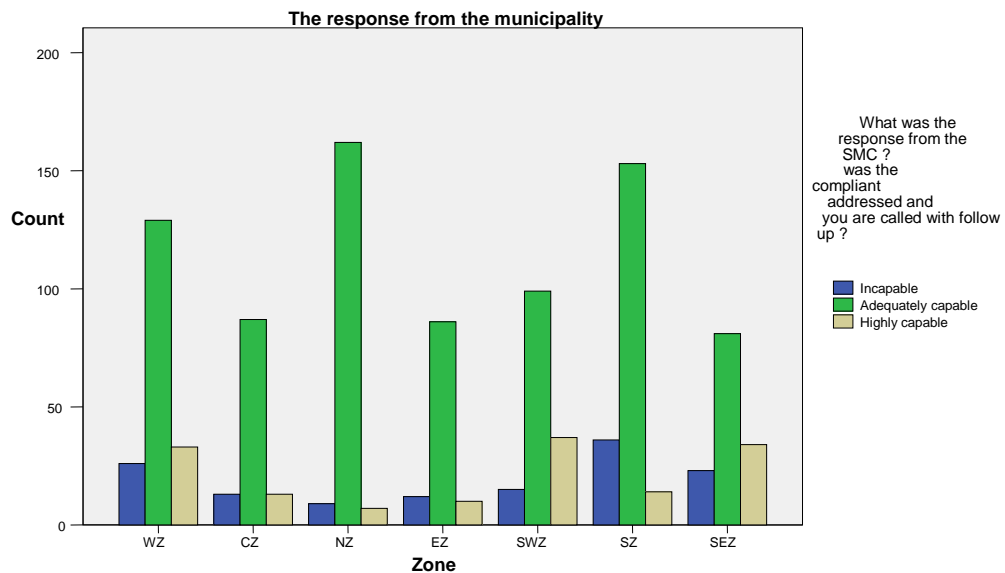
From Table 4.55 and bar chart we can observe that, from WZ 120 (63.8%) from CZ 73(64.0%) say no, and 178 are from NZ 148(83.1%) from EZ and out of them 70(61.4%) from SWZ 110(71.0%) from SZ 142(70.6%) and from SEZ 71(51.4%) say that no grievance regarding service charge bills. From all Zones of the stakeholders 734(67.3%) are very much satisfied with the service charge bills of SMC.

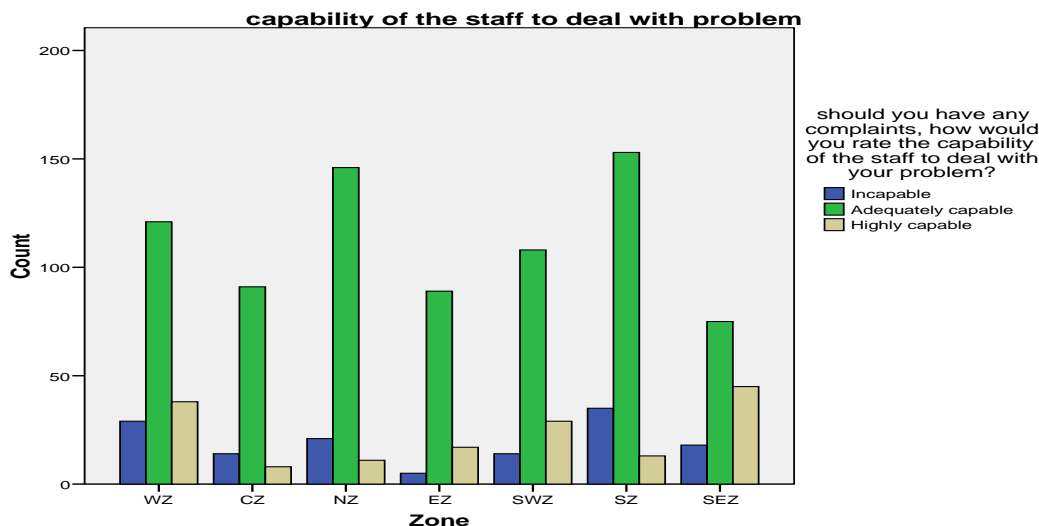
#### Findings:

Table 4.55 indicates that; all the zones are satisfied with the service charges charged by SMC. This shows that maximum respondents say that SMC is dedicated to providing good services at minimum rates.

**Table 4.56-cross tabulation on reply of SMC on a complaint rectified.**

Zone	What was the response from the SMC? Was the compliant addressed and you are called to follow up with the problem?	Description	If you have any complaints, how will you assess the ability of the staff to deal with your problem?	Description
WZ	2	Adequately capable	2	Adequately capable
CZ	2	Adequately capable	2	Adequately capable
NZ	2	Adequately capable	2	Adequately capable
EZ	2	Adequately capable	2	Adequately capable
SWZ	2	Adequately capable	2	Adequately capable
SZ	2	Adequately capable	2	Adequately capable
SEZ	2	Adequately capable	2	Adequately capable





**H<sub>0</sub>:** There is no significant difference in the response from the municipality regarding grievance.

**H<sub>1</sub>:** There is a significant difference in the response from the municipality regarding grievance.

**H<sub>0</sub>:** There is no significant difference in rating the ability of the workers to deal with their problem

**H<sub>1</sub>:** There is a significant difference in rating the ability of the workers to deal with their problem.

Test Statistic	Value	df	P-value
<b>Complaints Regarding Trading Services</b>			
What was the response from the municipality? For example was the complaint satisfactorily addressed and were you called with follow up to let you know the problem has been addressed?	25.517	6	0.000
If you have any complaints, how would you rate the ability of the staff to deal with your problem?	41.432	6	0.000

**Interpretation:**

Table 4.56-Indicates that the, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore we can say that the results are significant.

**Findings**

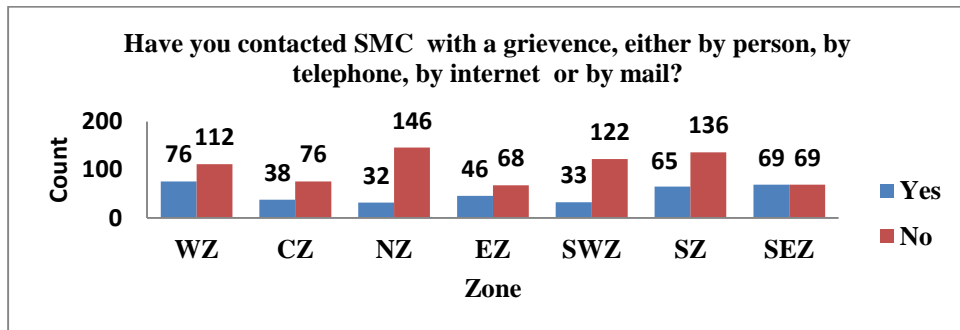
There is a significant difference in the response from the municipality regarding complaints as well as the ability of the staff to deal with their problem.



### 4.3.5 Overall Rating of Surat Municipal Corporation

**Table 4.57- Views on contacting SMC with a grievance.  
Cross tabulation**

Have you contacted SMC with a grievance, either by person, by telephone, by internet or by mail?					
			Yes	No	Total
Zone	WZ	Count	76	112	188
		% within Zone	40.4%	59.6%	100.0%
	CZ	Count	38	76	114
		% within Zone	33.3%	66.7%	100.0%
	NZ	Count	32	146	178
		% within Zone	18.0%	82.0%	100.0%
	EZ	Count	46	68	114
		% within Zone	40.4%	59.6%	100.0%
	SWZ	Count	33	122	155
		% within Zone	21.3%	78.7%	100.0%
	SZ	Count	65	136	201
		% within Zone	32.3%	67.7%	100.0%
	SEZ	Count	69	69	138
		% within Zone	50.0%	50.0%	100.0%
Total		Count	359	729	1088
		% within Zone	33.0%	67.0%	100.0%



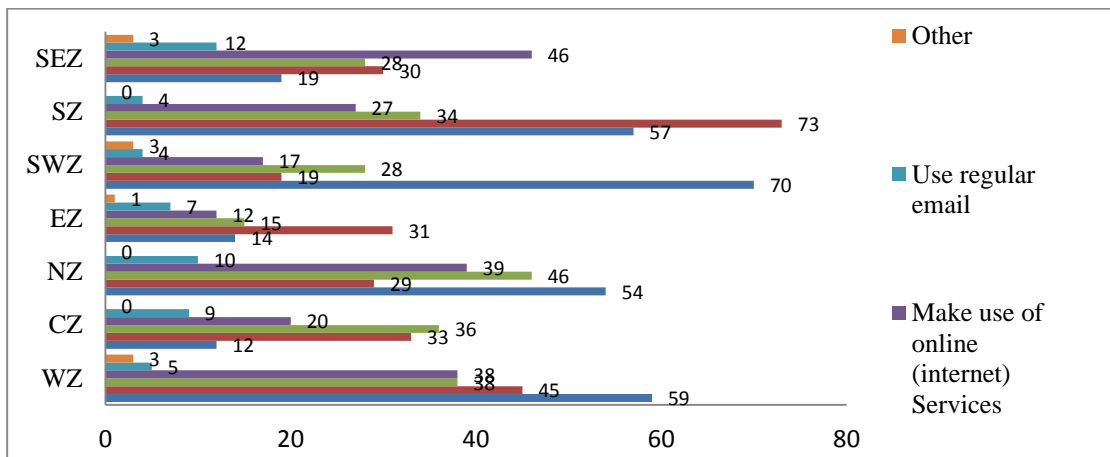
#### Interpretation:

From Table 4.57 and bar chart we can observe that, from WZ, 112 (59.6%) say that from CZ 76(66.7%) from NZ 146(82.0%), from EZ 68(59.6%), from SWZ 122(78.7%), from SZ 136(67.7%) and from SEZ 69(50.0%) say that we are not contacted SMC during the past six months with a grievance, either personally, telephonically, via internet, e- mail or regular mail. From all the Zones of the stakeholders out them 729(67.0%) say that they are very much satisfied with the corporation and its services so that they did not have any grievance and 359(33.9%) say they have reached the SMC through different means given above to give a complain.

**Findings:** Table 4.57 indicates that maximum respondents from all the zones did not visit SMC with a grievance. It indicates that the services are good and they are very much satisfied.

**Table 4.58- Frequency of views on medium of contact with SMC.  
Cross tabulation**

		How did you have your last communication with SMC? Did you:						Total
Zone		Count	call them on phone	Personally visit them In offices	Visit a SMC service center near your home	Through of online APP	Through regular email	Others
WZ	Count	59	45	38	38	5	3	188
	% within Zone		31.4%	23.9%	20.2%	20.2%	2.7%	1.6%
CZ	Count	12	33	36	20	9	0	110
	% within Zone		10.9%	30.0%	32.7%	18.2%	8.2%	.0%
NZ	Count	54	29	46	39	10	0	178
	% within Zone		30.3%	16.3%	25.8%	21.9%	5.6%	.0%
EZ	Count	14	31	15	12	7	1	80
	% within Zone		17.5%	38.8%	18.8%	15.0%	8.8%	1.3%
SWZ	Count	70	19	28	17	4	3	141
	% within Zone		49.6%	13.5%	19.9%	12.1%	2.8%	2.1%
SZ	Count	57	73	34	27	4	0	195
	% within Zone		29.2%	37.4%	17.4%	13.8%	2.1%	.0%
SEZ	Count	19	30	28	46	12	3	138
	% within Zone		13.8%	21.7%	20.3%	33.3%	8.7%	2.2%
<b>Total</b>	Count	285	260	225	199	51	10	1030
	% within Zone		27.7%	25.2%	21.8%	19.3%	5.0%	1.0%



**Interpretation:**

From Table 4.58 and bar chart we can observe that, from WZ, 59 (31.4%) from CZ 76(66.7%) from NZ 146(82.0%) from EZ 68(59.6%) from SWZ 122(78.7%) from SZ 136(67.7%) and from SEZ 69(50.0%) say they are not contacted SMC during the past six months with a complain, either personally, telephonically, via internet, e- Mail or regular mail.

**Findings:**

The above table 4.58 indicates that stakeholders use various means to interact with SMC. The table shows that maximum respondents use telephone to interact with the SMC.

**Table 4.59-Frequency of zonal knowledge with SMC workers.**

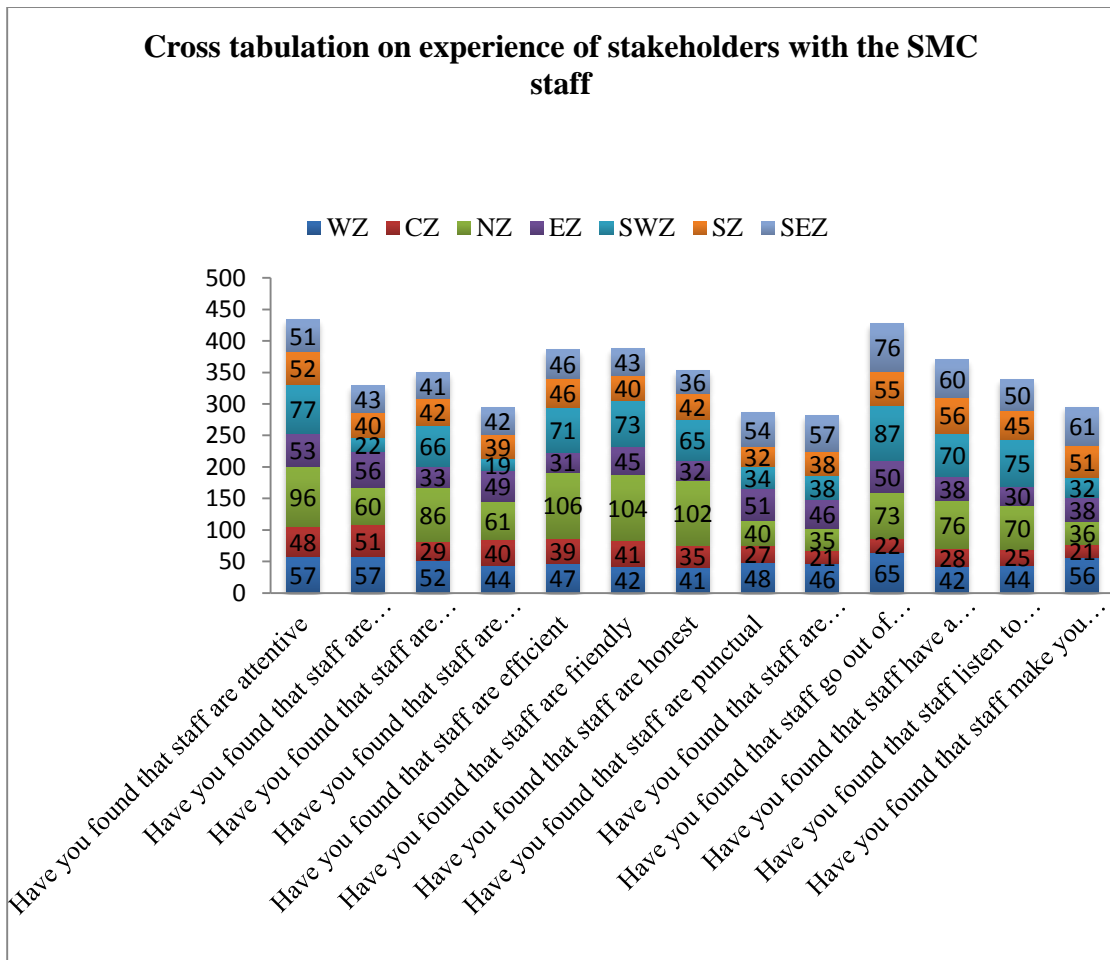
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Zone* Experience	763	69.4%	337	30.6%	1100	100.0%

**Findings:**

The above table 4.59 observes that out of 1100 respondents from different zones, 337 (30.6%) respondents are missing for the respond and 773(69.4%) respondents participated in the survey.

**Table 4.59-(A) Views on understanding of stakeholders with the SMC workers.  
Cross tabulation**

	Zone							Total
	WZ	CZ	NZ	EZ	SWZ	SZ	SEZ	
Did you find the staff is paying attention to your problem?	57	48	96	53	77	52	51	434
Did you find the staff is available in the office to help at all times?	57	51	60	56	22	40	43	329
Did you find the staff is capable?	52	29	86	33	66	42	41	349
Did you find the staff is kind?	44	40	61	49	19	39	42	294
Did you find the staff is skilled to do the work?	47	39	106	31	71	46	46	386
Did you find the staff is pleasant?	42	41	104	45	73	40	43	388
Did you find the staff is sincere?	41	35	102	32	65	42	36	353
Did you find the staff is on time to the office?	48	27	40	51	34	32	54	286
Did you find the staff is accountable?	46	21	35	46	38	38	57	281
Did you find the staff shows interest to do your work?	65	22	73	50	87	55	76	428
Did you find the staff have constructive approach towards your work?	42	28	76	38	70	56	60	370
Did you find the staff listens to your complain?	44	25	70	30	75	45	50	339
Did you find the staff makes you experience important?	56	21	36	38	32	51	61	295
Total	119	87	158	88	123	76	112	763



**Findings:**

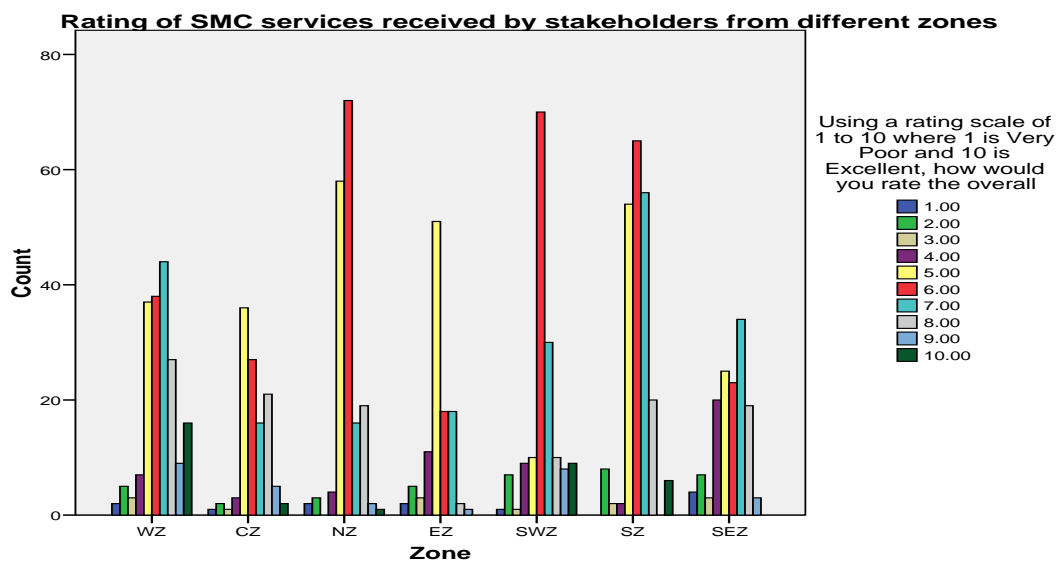
The above Table 4.59(A) indicates that total 763 respondents who responded to the above listed experiences on SMC staff. Out of them maximum i.e.,

1. 434 are agree that staff is attentive,
2. 428 are agree that staff has interest to do their work,
3. 388 are agree that the staff are friendly,
4. 386 say that the staff is competent to do the work,
5. 353 respondents are at the opinion the staff is sincere,
6. 286 respondents say that the staff is on time to the office,
7. 281of the respondents say that the staff are responsible,
8. 428 of the respondents say that the staff shows interest to do your work,
9. 370 of the respondents say that the staff have positive attitude towards work
10. 339 of the respondents say that the staffs listen to problems and
11. 295 respondents say that the staff makes them feel important.

The study shows that maximum respondent’s feel that staff is attentive in listening to their problems.

**Table 4.60- Rating services provided by SMC to stake holders from different zones using –Kruskal Wallies test.**

Zone	Using a rating scale of 1 to 10, where 1 is Very Poor and 10 is Excellent, how will you rate the overall value for services you received from SMC?
<b>WZ</b>	7
<b>CZ</b>	7
<b>NZ</b>	7
<b>EZ</b>	5
<b>SWZ</b>	7
<b>SZ</b>	8
<b>SEZ</b>	7



**Findings:**

The above table 4.60 observes that the respondents of East Zone responded Neutral but the rest of the zones respondents rated well. Now to check this difference among ranks given by each zone is significantly different or not, we used,

**Kruskal Wallies test and got the following result.**

**H<sub>0</sub>:** There is a noteworthy difference in the rating of SMC services received by stakeholders from different zones.

**H<sub>1</sub>:** There is a noteworthy difference in the rating of SMC services received by stakeholders from different zones.

**Table 4.61- Rating the services provided by SMC to stake holders from different zones using -Chi-Square.**

<b>Using a rating scale of 1 to 10 where 1 is Very Poor and 10 is Excellent, how would you rate the overall</b>	
Chi-Square	63.099
df	6
p-value	.000

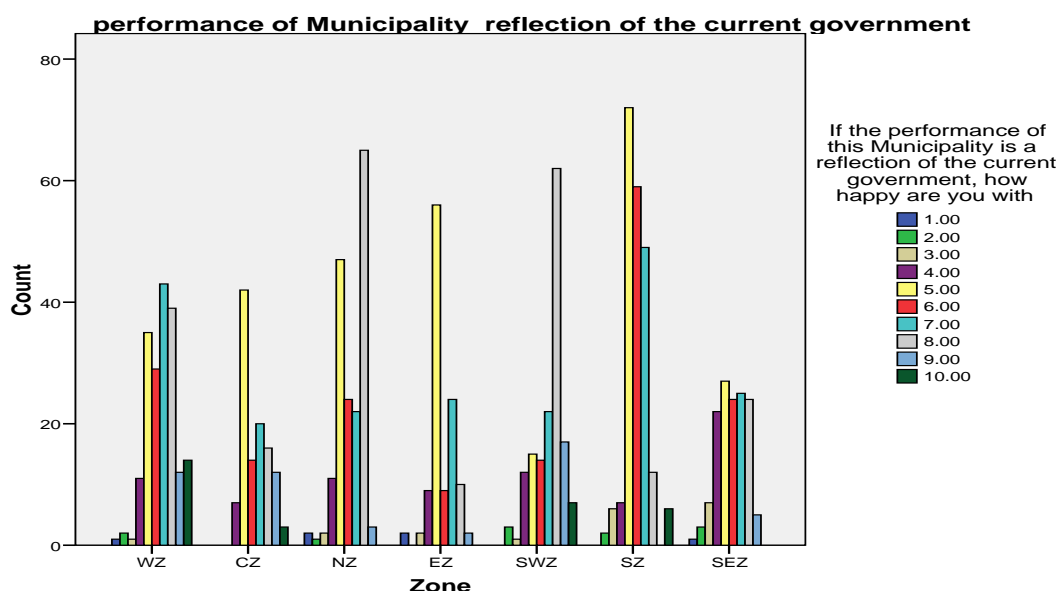
**Findings:**

From the above table 4.61 it indicates that, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore we can say that the results are significant.

### 4.3.6 Political Services

**Table 4.62-Influence of political support on Performance of SMC.**

Zone	If the performance of the SMC due to present government, how happy are you with the present Govt. (1-very disappointed to 10-Excellent)
WZ	8
CZ	8
NZ	7
EZ	5
SWZ	8
SZ	8
SEZ	8



#### Findings:

The above table 4.62 observe that the apart from the East Zone respondents rest of the zones respondents rated well to the performance of SMC with the support of present government. Now to check this difference among ranks given by each zone is significantly different or not, we used,

#### Kruskal Wallies test statistics.

**H<sub>0</sub>:** There is no significant difference in the Performance of SMC with the support of present political government

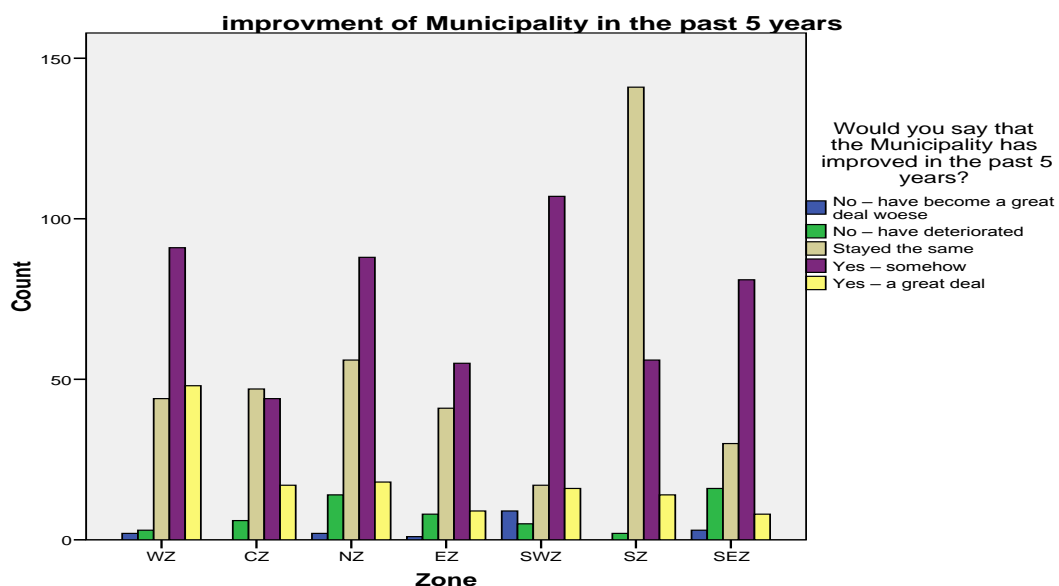
**H<sub>1</sub>:** There is a significant difference in the Performance of SMC with the support of present political government.

**Table 4.62 (A-) Influence of political support on Performance of SMC – Chi-Square.**

<b>If the performance of the SMC is a because of the present government, how happy are you with the present Govt.?</b>	
Chi-Square	95.941
df	6
p-value	.000

**Table 4.63- Frequency of views on development of SMC in last five years.**

<b>Zone</b>	<b>Has the SMC improved significantly in the last few years?</b>	<b>Description</b>
<b>WZ</b>	5	Yes improved
<b>CZ</b>	5	Yes improved
<b>NZ</b>	5	Yes improved
<b>EZ</b>	5	Yes improved
<b>SWZ</b>	5	Yes improved
<b>SZ</b>	3	Stayed the same
<b>SEZ</b>	5	Yes improved



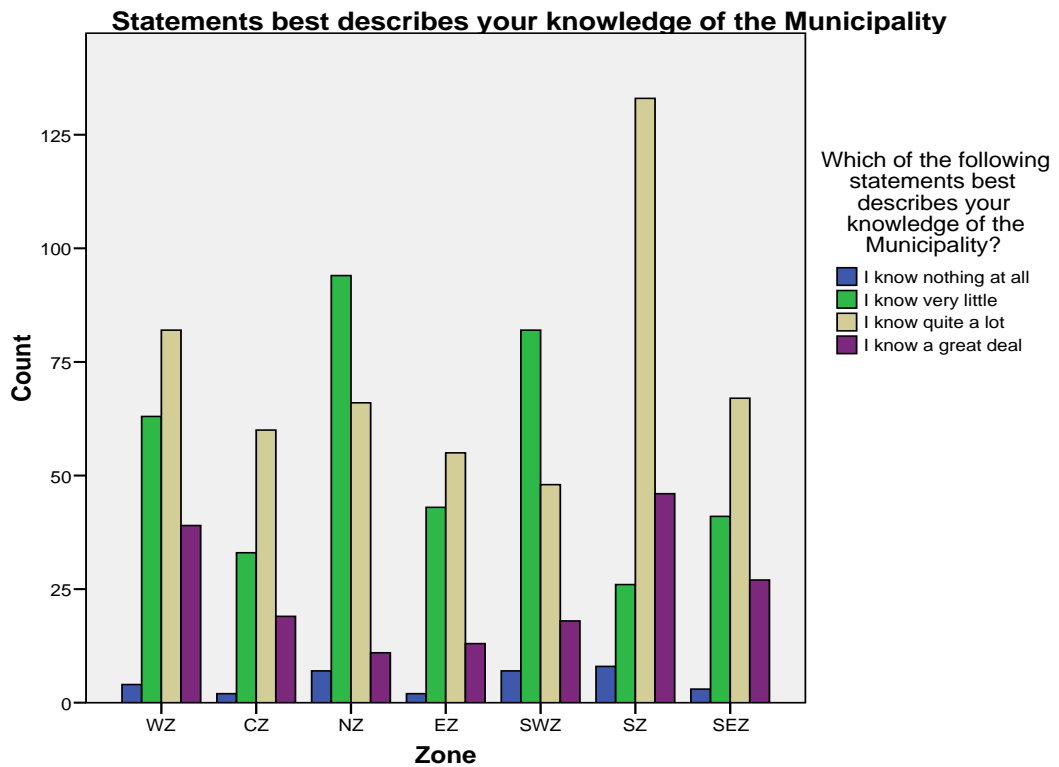
**Findings:**

From the above table 4.63 it indicates that only in SZ the respondents say that the SMC stayed in the same state and rest all the other 6 zones respondents say that the SMC has improved so much in last 5 years.



**Table 4.64- Frequency of views on awareness on SMC.**

Zone	Which of the following statements best describes your awareness on SMC?	Description
WZ	3	I know quite a lot about the SMC
CZ	3	I know quite a lot about the SMC
NZ	3	I know very little about the SMC
EZ	3	I know quite a lot about the SMC
SWZ	3	I know quite a lot about the SMC
SZ	3	I know quite a lot about the SMC
SEZ	3	I know quite a lot about the SMC

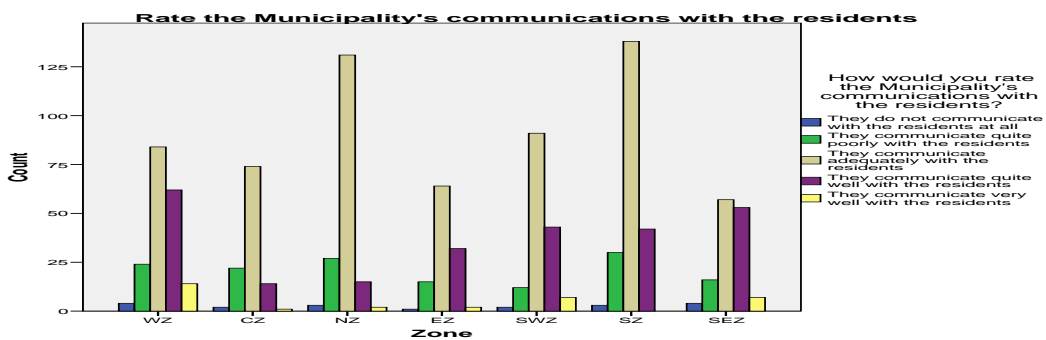


**Findings:**

From the above table 4.64 it indicates that all the zone respondents say that they know quite a lot about SMC. The table also indicates that the respondents are well aware with the SMC progress, services and other activities.

**Table 4.65-Frequency of opinion on SMC contact with stakeholders.**

Zone	What is the rating you will give the SMC communications system?	Description
WZ	4	SMC contact adequately with the residents
CZ	4	SMC contact adequately with the residents
NZ	4	SMC contact adequately with the residents
EZ	4	SMC contact adequately with the residents
SWZ	4	SMC contact adequately with the residents
SZ	4	SMC contact adequately with the residents
SEZ	4	SMC contact adequately with the residents



**Findings:**

From the above table 4.65 it indicates that all the zone respondents say that SMC contact regularly in various forms to inform stakeholders about the services, benefits, change in the policies and about payments.

H<sub>0</sub>: There is no important difference in the views of the stake holders that the SMC has improved in the past 5 years.

H<sub>1</sub>: There is a important difference in the views of the stake holders that the SMC has improved in the past 5 years

H<sub>0</sub>: There is no important difference in the expression of the stake holders that describes the knowledge about the SMC.

H<sub>1</sub>: There is a important difference in the expression of the stake holders that describes the knowledge about the SMC.

H<sub>0</sub>: There is no important change in the ranking of the SMC contact systems with the residents.

H<sub>1</sub>: There is an important change in the ranking of the SMC contact systems with the residents.

**Table 4.66-Frequency of views on SMC upgrading contact system.**

	<b>Has the SMC improved significantly in the last few years?</b>	<b>Which of the following statements best describes your knowledge of the SMC?</b>	<b>What is the rating you will give the SMC communications system?</b>
Chi-Square	82.234	89.495	59.803
df	6	6	6
Asymp. Sig.	.000	.000	.000

**Interpretation:**

The above table 4.66 indicate that, p-value is less than 0.05 (significant level,  $\alpha$ ), therefore it says that the results are significant.

**Findings:**

There is a significant difference in the opinion that municipality has improved in the past 5 years, the statements which is described the knowledge of the Municipality as well as the rating the Municipality's communications with the residents.

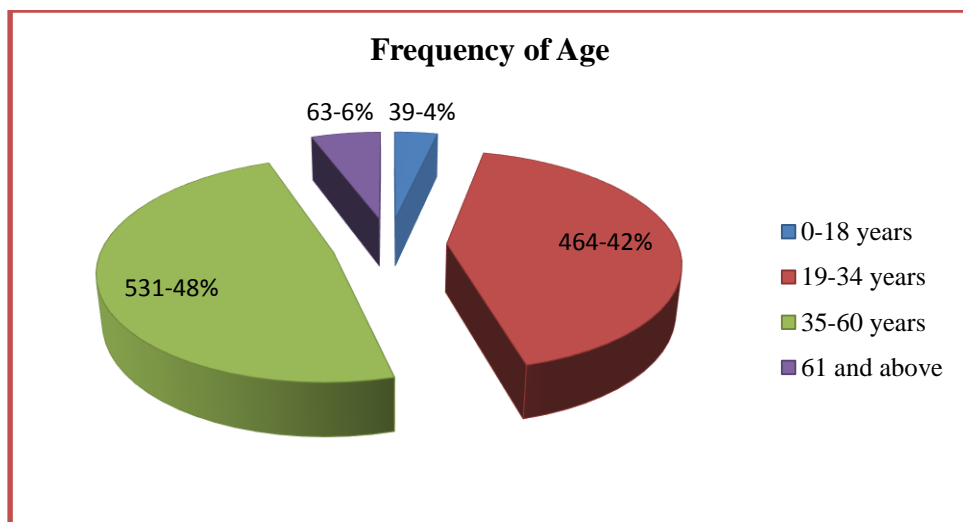
#### 4.3.7 Personal Detail

##### A) Age

To know the use and awareness to services provided by SMC in different age respondents the researcher has try to collect data from all age group of respondents which is shown in Table 4.67

**Table 4.67- Frequency of age group stake holders**

Age	Frequency	Percent
0-18 years	39	3.6
19-34 years	464	42.3
35-60 years	531	48.4
61 and above	63	5.7
Total	1097	100
Missing	3	
Total	1100	



#### **Finding:**

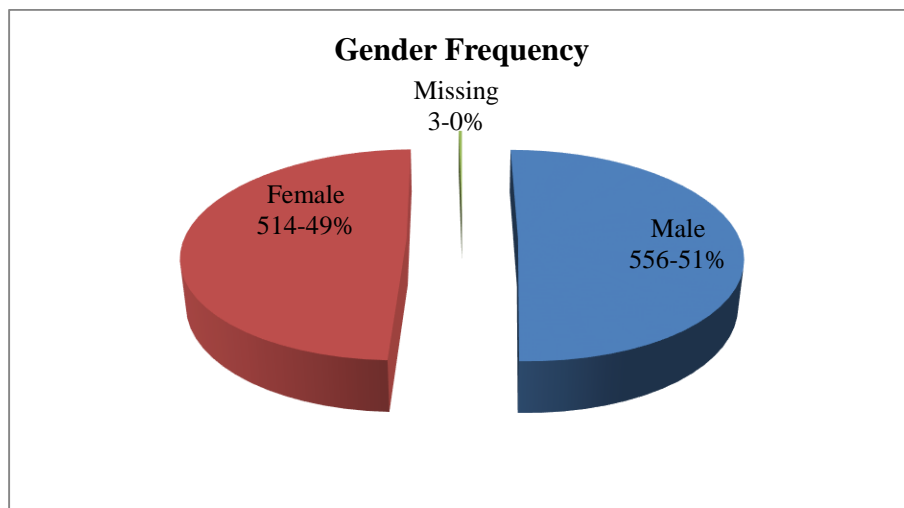
The above table 4.67 and chart present the category of total population in SMC. The researcher tried to cover all the age group of the population. The entire population is divided into four categories is below or equal to 18 years having 3.6% respondents, the second category is 19-34 years having the 42.3%, the third category is 35-60 years having the highest respondents 48.4% and finally the fourth category represents above 61 years having lowest respondents of 5.7%. It indicates that views of the different age group of the population were obtained.

## B) Gender

Gender always plays an important role in any business activity. Male and female have their own satisfaction level for different services used by them. So it is essential for all to know their priorities as well as requirements. It plays a important role in deciding satisfaction level of stakeholders for different SMC services.

**Table 4.68 Frequency of gender stake holders**

Gender	Frequency	Valid Percent
Male	556	50.7
Female	541	49.3
Total	1097	100
System	3	
Total	1100	



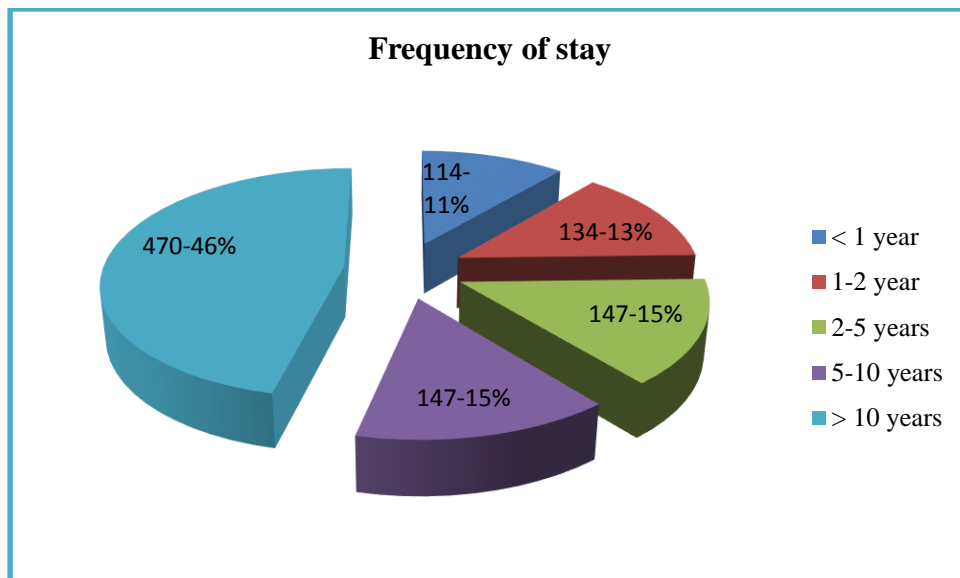
### **Finding:**

Table 4.68 and chart clearly shows that the male respondents and female respondents ratio is almost same. Where Male respondents are 556 and female respondents are 541. Out of total respondents 50.7% is male respondents and 49.3% is female respondents.

### A) Stay in Surat

Table 4.69 Frequency of residing in Surat.

Since how long do you stay in Surat?	Frequency	Percent
< 1 year	114	11.3
1-2 year	135	13.3
2-5 years	147	14.5
5-10 years	147	14.5
> 10 years	470	46.4
<b>Total</b>	<b>1013</b>	<b>100</b>
<b>Missing</b>	<b>87</b>	
<b>Total</b>	<b>1100</b>	



#### Finding:

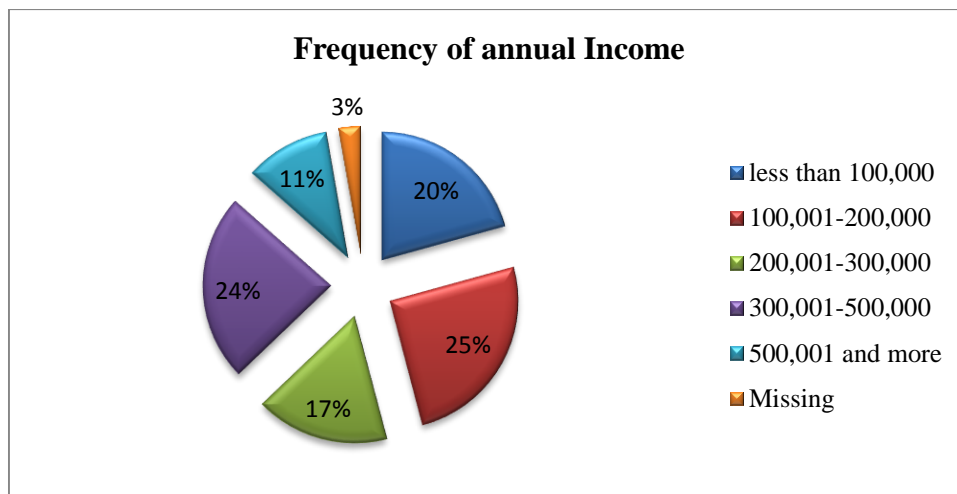
The above table 4.69 and chart indicates that various respondents are responded regarding the duration of their stay in Surat. Out of 1013 respondents 11.3% are staying in Surat since one year, 13.3% are staying from 1-2 years, 14.5% are staying from 2-5 years, again 14.5% of them are staying since 5-10 years, and maximum of them that is 46.4% are staying in the Surat since more than 10 years. That may imply they are very much satisfied with services render by SMC.

## D) Income

Income plays an important role to select the priority as well as to design the life style of the person. It is obvious that the whole population do not belong from same income group. Following table indicate that the data are collected from respondents of different income group.

**Table 4.70- Frequency of yearly earning of stake holders.**

Yearly Earnings	Frequency	Percent
less than 100,000	228	21.3
100,001-200,000	277	25.9
200,001-300,000	186	17.4
300,001-500,000	261	24.4
500,001 and more	118	11
Total	1070	100
Missing	30	
Total	1100	



### Finding:

Above table 4.70 and chart clearly represents that only 1070 respondents replied on their income. Out of them only 11% of respondents are having income more than or equal to Rs.500001, 17.4% of respondents are falling in the income group of Rs.200001 to 300000, 21.3% of respondents with income less than 100000, 24.4% of respondents are between Rs.300001 to 500000, while majority i.e. 25.9% of respondents with income between 100001-200000.

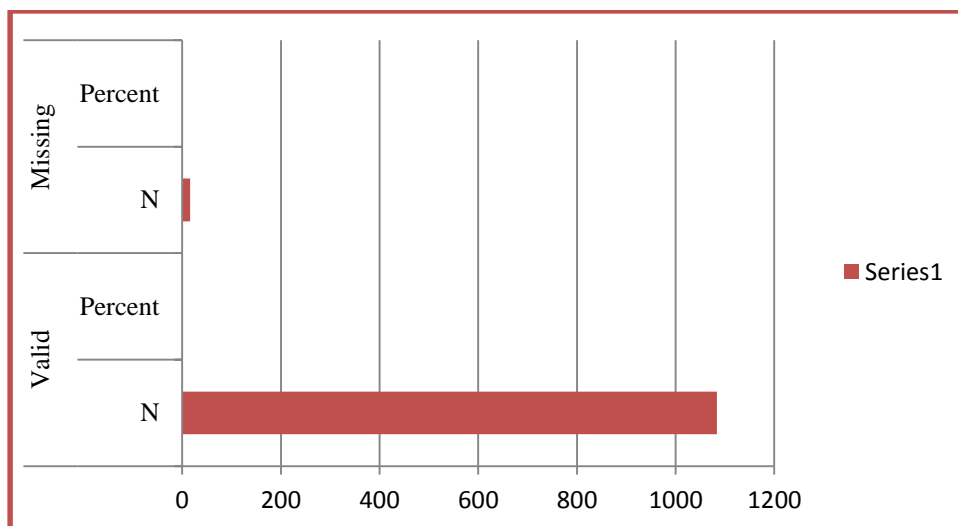
### 4.3.8 Communication

Newspapers are very important part of our life. They bring news from all covers of the world. Truly newspapers have become part and parcel of our daily life. Newspapers contain news about politics, trade, sports and games, services and many other things.

They make us aware of our surroundings and our society. Newspapers keeps us update about the day's events.

**Table 4.71 -Frequency of News papers.**

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Newspaper	1084	98.5%	16	1.5%	1100	100.0%



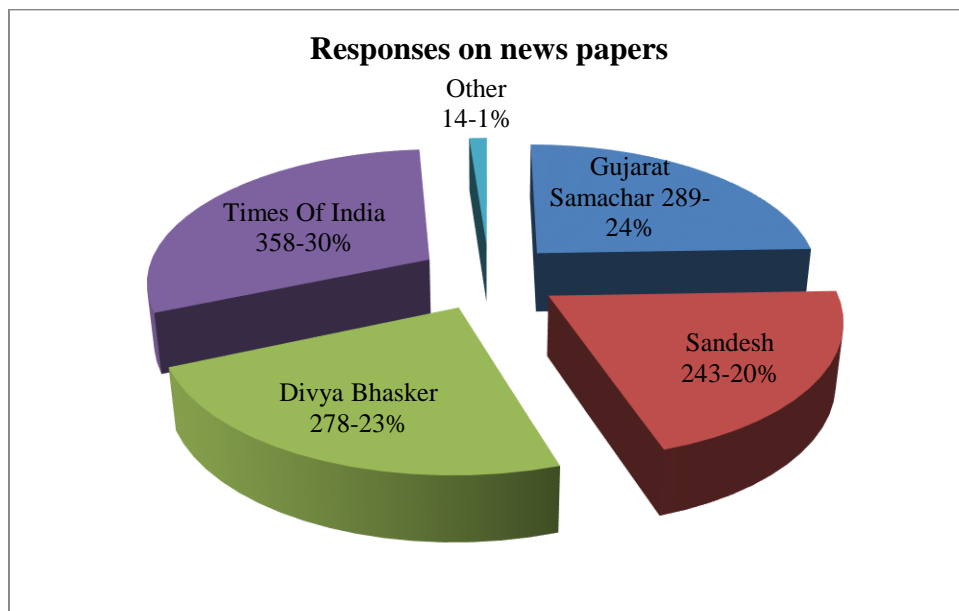
**Finding:**

Table 4.71 and graph clearly shows that out of 1100 respondents 1084(98.5%) of the respondents are reading newspapers. It indicates that maximum of the respondents are educated and know at least one language.



**Table 4.72- Frequency of reading newspapers by stake holders.**

Newspaper	Responses		Percent of Cases
	N	Percent	N
Gujarat Samachar	289	24.5%	26.7%
Sandesh	243	20.6%	22.4%
Divya Bhasker	278	23.5%	25.6%
Times Of India	358	30.3%	33.0%
Other	14	1.2%	1.3%
Total	1182	100.0%	109.0%



**Finding:**

Table 4.72 indicates the reading frequency of newspapers; out of 1084 respondents who are reading total 1182 newspapers. Out of which 33% people get information through times of India. And 26.7% respondents get information through Gujarat Samachar and 25.6% are get information through Divya Bhaskar, 22.4% respondents to get information from Sandesh and while only 1.3% of the readers get information from other newspapers.

**Table 4.73- Frequency of receiving information from SMC.**

	<b>Cases</b>					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Info(a)	1087	98.8%	13	1.2%	1100	100.0%

**Finding:**

Table 4.73 clearly shows that out of 1100 respondents only 1087(98.8%) of the respondents get information from any sources, listed below.

**Table 4.73 (a) - Frequency of receiving information from SMC.**

Source	Responses		Percent of Cases
	N	Percent	N
<b>Meetings</b>	150	11.50%	13.80%
<b>Pamphlets</b>	192	14.70%	17.70%
<b>Website</b>	352	27.00%	32.40%
<b>Newspapers</b>	442	33.90%	40.70%
<b>Posters</b>	75	5.80%	6.90%
<b>Radio</b>	91	7.00%	8.40%
<b>Total</b>	1302	100.00%	119.80%

**Finding:**

Table 4.73 (a) represents that people are getting information from different sources. From this table we can observe that out of 1087 respondents, most of the respondents are getting information from newspaper, 352 respondents get information from website, 192 respondents get information from pamphlets, 150 respondents get information from meetings held by SMC, and 91 respondents get information through radio and only 75 respondents getting information through Posters. This table indicates that most of the respondents get information through newspapers and SMC website.

**Table 4.74 – Frequency of views on newspapers reading habits on zone wise.  
Cross tabulation**

Zone		Newspaper					Total
		Gujarat Samachar	Sandesh	Divya Bhasker	Times Of India	Other	
<b>WZ</b>	Count	40	23	44	86	8	187
	% within Zone	21.40%	12.30%	23.50%	<b>46.00%</b>	4.30%	
<b>CZ</b>	Count	31	36	27	31	3	112
	% within Zone	27.70%	<b>32.10%</b>	24.10%	27.70%	2.70%	
<b>NZ</b>	Count	40	46	48	62	1	175
	% within Zone	22.90%	26.30%	27.40%	<b>35.40%</b>	0.60%	
<b>EZ</b>	Count	37	21	32	23	0	107
	% within Zone	<b>34.60%</b>	19.60%	29.90%	21.50%	0.00%	
<b>SWZ</b>	Count	36	37	40	68	1	152
	% within Zone	23.70%	24.30%	26.30%	<b>44.70%</b>	0.70%	
<b>SZ</b>	Count	77	48	57	38	0	213
	% within Zone	<b>36.20%</b>	22.50%	26.80%	17.80%	0.00%	
<b>SEZ</b>	Count	28	32	30	50	1	138
	% within Zone	20.30%	23.20%	21.70%	<b>36.20%</b>	0.70%	
<b>Total</b>	Count	289	243	278	358	14	1084
	% within Zone	26.66%	22.42%	25.65%	33.03%	1.29%	

**Interpretation:**

From table 4.74 it is observed that out of 1084 respondents, 187 respondents are from WZ, out of them 86 (46.0%) read Times of India which is the highest percentage, 112 respondents are from CZ and out of them 36(32.1%) read Sandesh, and 175 respondents are from NZ and out of them 62(35.4%) read Times of India, and 107 respondents are from EZ and out of them 37(34.6%) read gujarat Samchar, and 152 respondents are from SWZ and out of them 68(44.7%) read Times of India, and 213 respondents are from SZ and out of them 77(36.2%) read gujarat Samchar, and 138 respondents are from SEZ and out of them 50(36.2%) read Times of India.

**Finding:**

Total count of 1084 responded from all the 7 Zones of the stakeholders out of them 358 (33.03%) read Times of India which is the maximum source of getting information from SMC.

- **Public Meeting:**

The researcher asked the stakeholders regarding the frequency of attending meetings organized by SMC. And following table represents the median (average) frequency of attending meeting by stakeholders of different zones of Surat.

**Table 4.75- Frequency of public meetings attended by stakeholders.**

Zone	
<b>WZ</b>	Occasionally
<b>CZ</b>	Occasionally
<b>NZ</b>	Occasionally
<b>EZ</b>	Occasionally
<b>SWZ</b>	Occasionally
<b>SZ</b>	Occasionally
<b>SEZ</b>	Occasionally

Table 4.75 indicates that the average citizens of Surat city of each zone are attending meetings occasionally. But the researcher wanted to compare the frequency of attending meetings from each zone is significantly same or not. For that we constructed the hypothesis and applied,

**Kruskal Wallies test for significance.**

**Hypothesis**

H<sub>0</sub>: The frequency of attending meetings, organized by SMC, is significantly same in each zone.

Vs

H<sub>1</sub>: The frequency of attending meetings, organized by SMC, is significantly different for at least one zone.

**Table 4.76- Public meeting organized by SMC- Chi-Square analysis.**

<b>Do you attend public meetings organized by the SMC?</b>	
Chi-Square	21.818
df	6
Asymp. Sig.	.001

**Interpretation:**

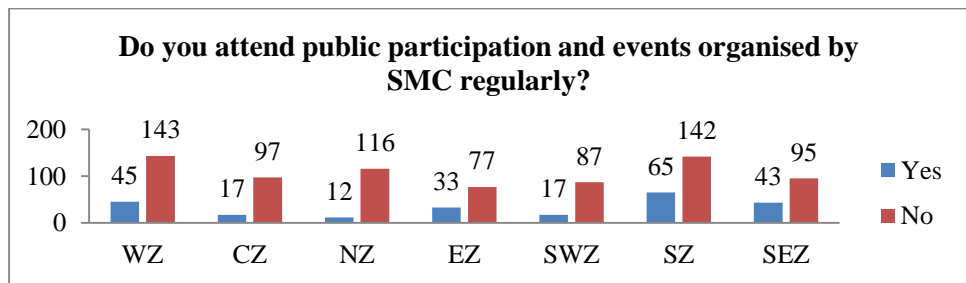
To check this hypothesis significantly, we applied Kruskal Wallies test statistic. Here we got chi-Square statistic is 21.818 and corresponding asymptotic significant (Asymp. Sig.) Value is 0.001, which is less than  $\alpha=0.05$ . And hence we can conclude that the frequency of attending meetings, organized by SMC, is significantly different for at least one zone.

**Finding:**

Table 4.75 and 4.76 indicates that maximum respondents from all the zones say that they are attending the public meeting organized by SMC occasionally.

**Table 4.77- Views on society meeting participation.  
Cross tabulation**

Do you attend events which include public participation organized by SMC regularly?					
			Yes	No	Total
Zone	WZ	Count	45	143	188
		% within Zone	23.9%	76.1%	100.0%
	CZ	Count	17	97	114
		% within Zone	14.9%	85.1%	100.0%
	NZ	Count	12	116	128
		% within Zone	9.4%	90.6%	100.0%
	EZ	Count	33	77	110
		% within Zone	30.0%	70.0%	100.0%
	SWZ	Count	17	87	104
		% within Zone	16.3%	83.7%	100.0%
	SZ	Count	65	142	207
		% within Zone	31.4%	68.6%	100.0%
	SEZ	Count	43	95	138
		% within Zone	31.2%	68.8%	100.0%
Total		Count	232	757	989
		% within Zone	23.5%	76.5%	100.0%



**Interpretation:**

From the above table 4.77 and bar chart we can observe that out of 989 respondents 188 are from WZ, out of them 143 (76.1% ) respondents say they never attended the public meetings organized by SMC, 114 respondents from CZ and out of them 97(85.1%) say no, and 128 respondents are from NZ and out of them 116 (90.6%) respondents say no, and 110 respondents are from EZ and out of them 77(70.0%) respondents say no, and 104 respondents are from SWZ and out of them 87(83.7%) respondents say no, , and 207 respondents are from SZ and out of them 142(68.6%) respondents say no, and 138 respondents are from SEZ and out of them 95(68.8%) respondents say they hardly attend meetings organized by SMC.

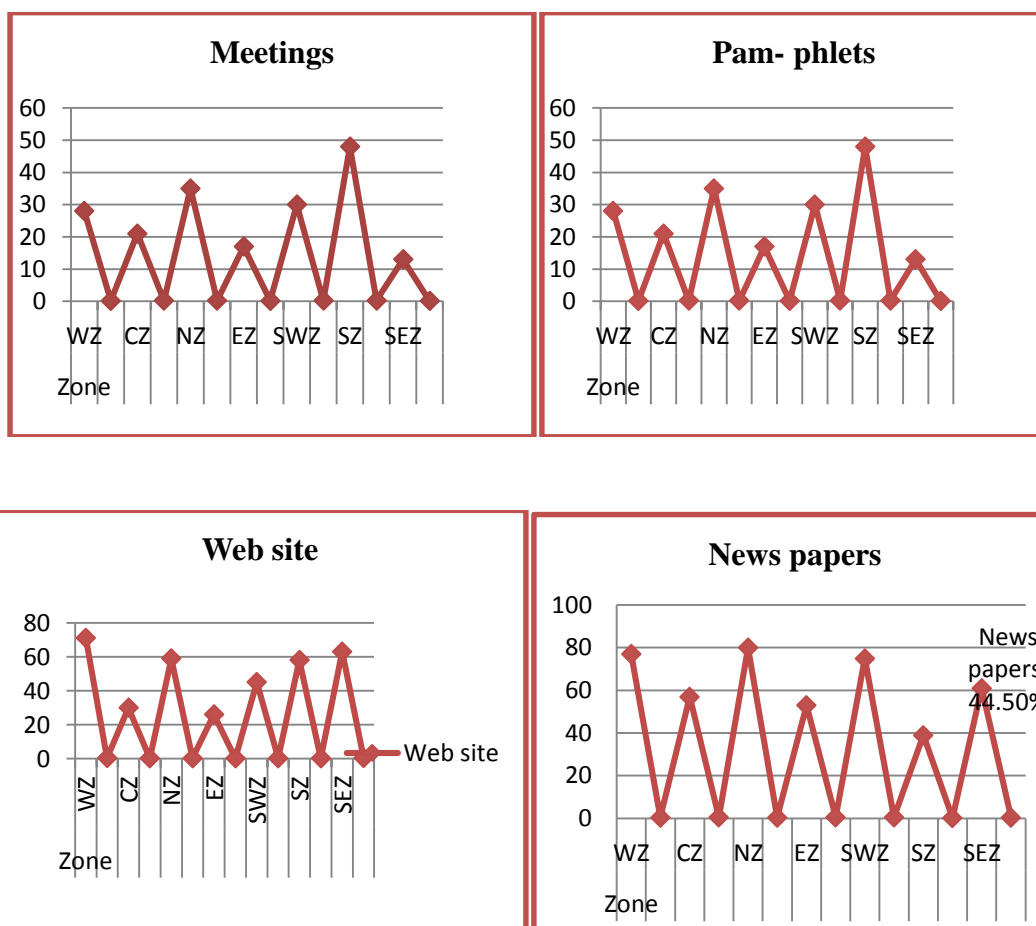
**Finding:**

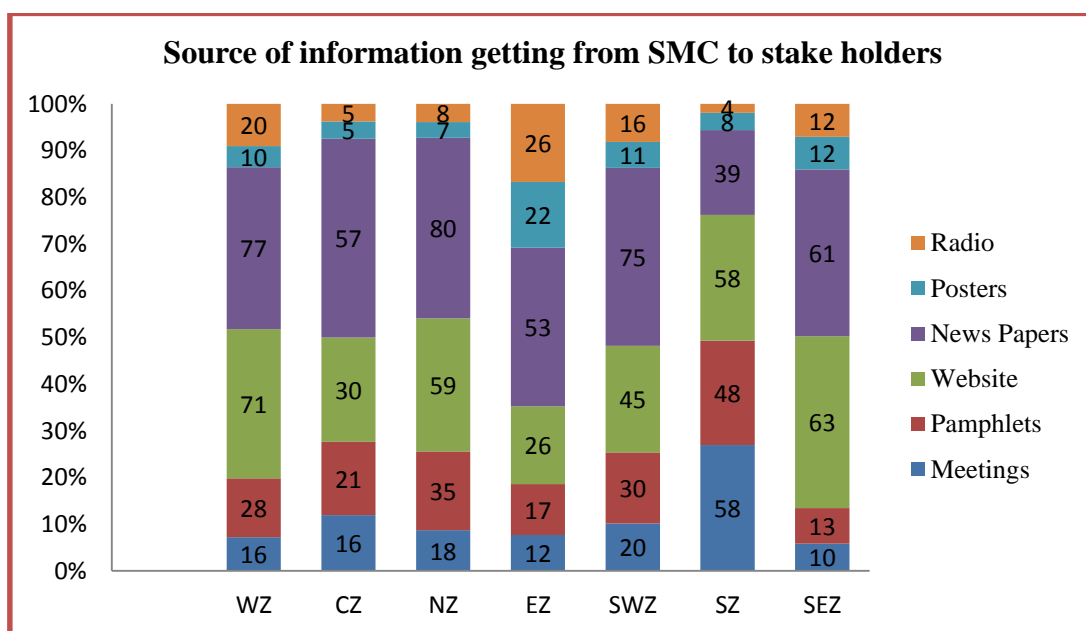
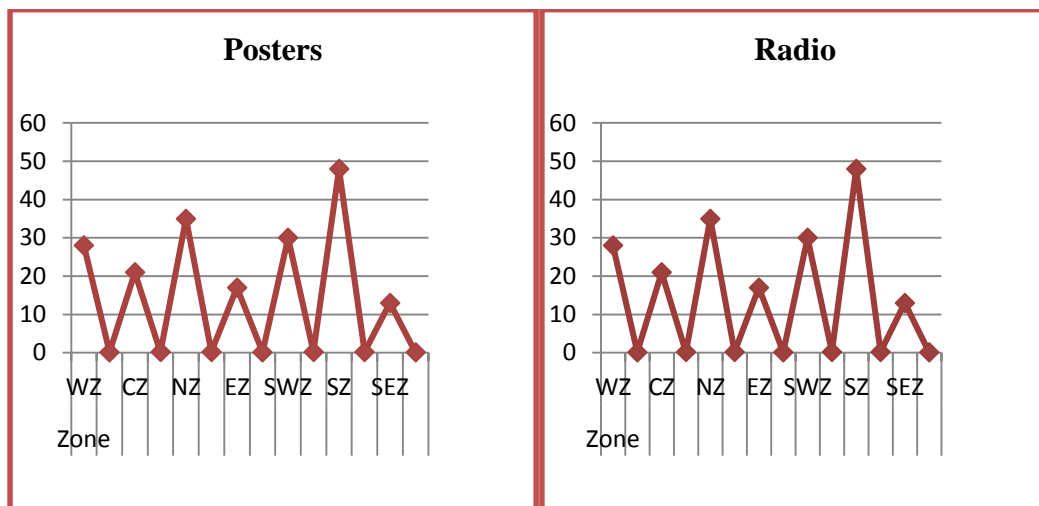
The result shows that out of total respondents 76.5% respondents strongly say that there is no necessarily to attend SMC organized meetings because they already getting required information through other media and channels.

**Table 4.78- Views on means of getting information from SMC.  
Cross tabulation**

		Source							
Zone	WZ	Count	Meetin gs	Pam- phlets	Web site	News papers	Posters	Radio	Total
		Count	16	28	71	77	10	20	188
		% within Zone	8.5%	14.9%	<b>37.8%</b>	<b>41.0%</b>	5.3%	10.6%	
	CZ	Count	16	21	30	57	5	5	114
		% within Zone	14.0%	18.4%	<b>26.3%</b>	<b>50.0%</b>	4.4%	4.4%	
	NZ	Count	18	35	59	80	7	8	174
		% within Zone	10.3%	20.1%	<b>33.9%</b>	<b>46.0%</b>	4.0%	4.6%	
	EZ	Count	12	17	26	53	22	26	114
		% within Zone	10.5%	14.9%	<b>22.8%</b>	<b>46.5%</b>	19.3%	22.8%	
	SWZ	Count	20	30	45	75	11	16	151
		% within Zone	13.2%	19.9%	<b>29.8%</b>	<b>49.7%</b>	7.3%	10.6%	
	SZ	Count	58	48	58	39	8	4	209
		% within Zone	<b>27.8%</b>	23.0%	<b>27.8%</b>	18.7%	3.8%	1.9%	
	SEZ	Count	10	13	63	61	12	12	137
		% within Zone	7.3%	9.5%	<b>46.0%</b>	<b>44.5%</b>	8.8%	8.8%	
Total		Count	150	192	352	442	75	91	1087

Percentages and totals are based on respondents.





**Finding:**

The above table 4.78 and graph indicates that the respondents at the opinion of getting information from the following source:

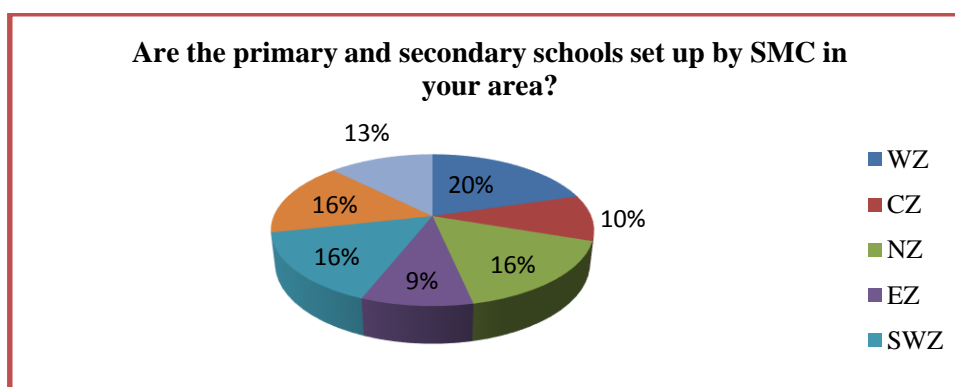
1. South zone from meetings, pamphlets and websites.
2. South zone from websites
3. Central zone from newspapers.
4. East zone from posters and radio.



### 4.3.9 Education

**Table 4.79- Frequency of views on compulsory education provided by SMC.**

Are the primary and secondary schools set up by SMC in your area?					
Zone	WZ		Yes	No	Total
		Count	163	25	188
		% within Zone	86.7%	13.3%	100.0%
	CZ	Count	78	36	114
		% within Zone	68.4%	31.6%	100.0%
	NZ	Count	131	47	178
		% within Zone	73.6%	26.4%	100.0%
	EZ	Count	75	39	114
		% within Zone	65.8%	34.2%	100.0%
	SWZ	Count	124	31	155
		% within Zone	80.0%	20.0%	100.0%
	SZ	Count	127	86	213
		% within Zone	59.6%	40.4%	100.0%
	SEZ	Count	100	38	138
		% within Zone	72.5%	27.5%	100.0%
<b>Total</b>		Count	798	302	1100
		% within Zone	72.5%	27.5%	100.0%



#### **Interpretation:**

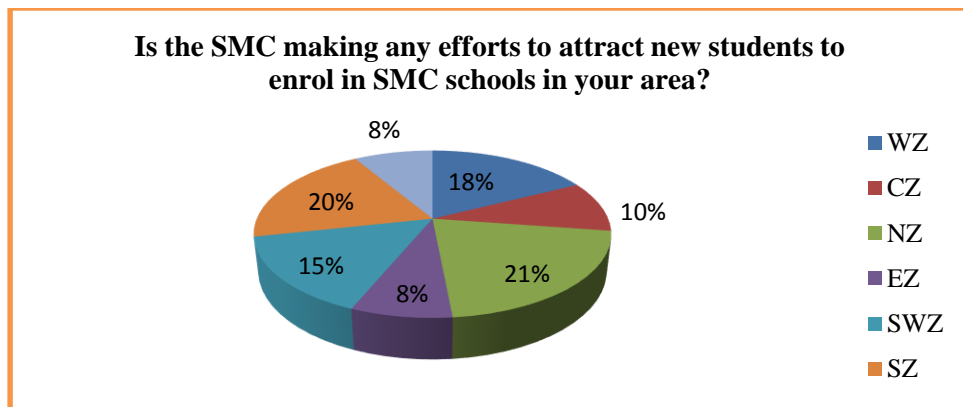
From table 4.79 and pie chart we can observe that out of 188 respondents from WZ, 163 (86.7%) say that primary and secondary schools are provided by SMC in their area, similarly 68.4% from CZ, 73.6% from NZ, 65.8% from EZ, 80% from SWZ, 59.6% from SZ and 72.5% from SEZ said yes.

#### **Finding:**

Table 4.79 shows most of the respondents are at the attitude that SMC provides with primary and secondary education in all the schools.

**Table 4.80- Views on schemes introduced by SMC to attract student.**

Is the SMC make any efforts to attract new students to enrol in SMC schools in your area?					
			Yes	No	Total
Zone	WZ	Count	111	77	188
		% within Zone	59.0%	41.0%	100.0%
	CZ	Count	62	52	114
		% within Zone	54.4%	45.6%	100.0%
	NZ	Count	134	44	178
		% within Zone	75.3%	24.7%	100.0%
	EZ	Count	49	65	114
		% within Zone	43.0%	57.0%	100.0%
	SWZ	Count	97	58	155
		% within Zone	62.6%	37.4%	100.0%
	SZ	Count	126	87	213
		% within Zone	59.2%	40.8%	100.0%
	SEZ	Count	54	84	138
		% within Zone	39.1%	60.9%	100.0%
Total		Count	633	467	1100
		% within Zone	57.5%	42.5%	100.0%



**Interpretation:**

From the above table 4.80 and pie chart we can observe that 75.3% of the respondents from NZ, 62.6% from SWZ, 59.2% from SZ, 59% from WZ, 54.4% from CZ, 43% from EZ, and only 39.1% from SEZ agreed that SMC is making efforts to attract students to enroll in SMC schools.

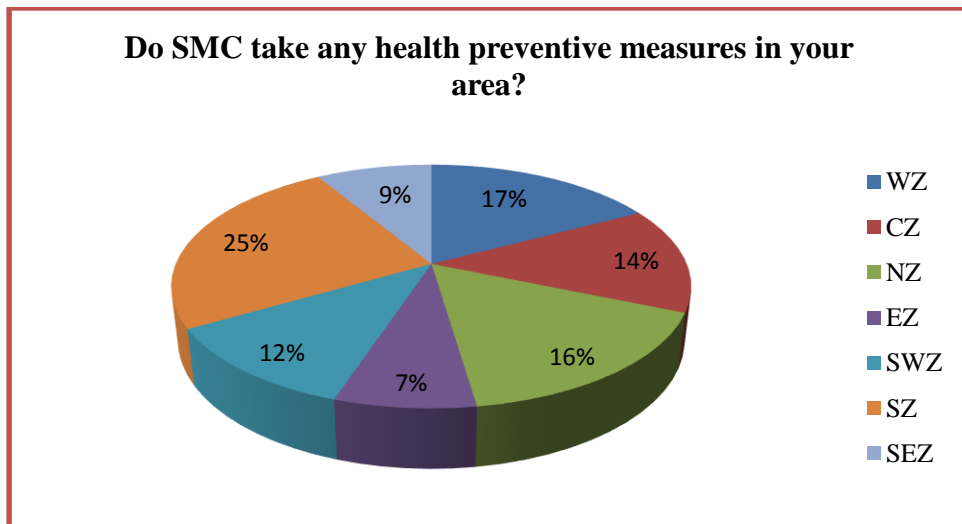
**Finding:**

Table 4.80 shows that out of total respondents of 1100 responded from all the 7 Zones, out them 57.5% are agreed that SMC is working hard to admit more students in its schools and rest i.e. 42.5% did not agree. It notes that SMC make every possible effort to satisfy students by introducing facilities like, sports and games, mid-day meal, free uniform and free transportation.

#### 4.3.10 Health

**Table 4.81- Views on health protective schemes taken by SMC.  
Cross tabulation**

Do SMC take any health preventive measures in your area?					
			Yes	No	Total
Zone	WZ	Count	100	84	184
		% within Zone	54.3%	45.7%	100.0%
	CZ	Count	82	32	114
		% within Zone	71.9%	28.1%	100.0%
	NZ	Count	95	83	178
		% within Zone	53.4%	46.6%	100.0%
	EZ	Count	43	64	107
		% within Zone	40.2%	59.8%	100.0%
	SWZ	Count	67	88	155
		% within Zone	43.2%	56.8%	100.0%
	SZ	Count	144	69	213
		% within Zone	67.6%	32.4%	100.0%
	SEZ	Count	50	88	138
		% within Zone	36.2%	63.8%	100.0%
Total		Count	581	508	1089
		% within Zone	53.4%	46.6%	100.0%



#### Interpretation:

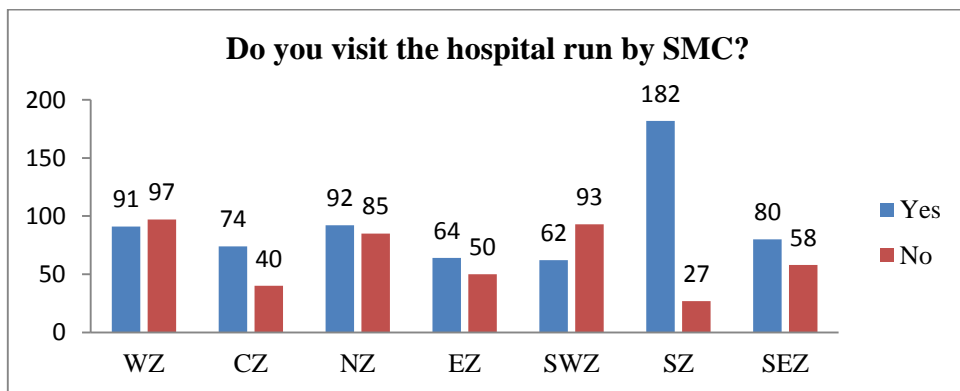
From the above table 4.81 and pie chart we can observe that 71.9% of the respondents from CZ, 67.6% from SZ, 54.32% from WZ, 53.4% from NZ, 43.2% from SWZ, 40.2% from EZ, and only 36.2% from SEZ are aware of the health preventive measures, taken by SMC.

#### Finding:

Table 4.81 indicates that out of total respondents of 1089 taken from all the 7 Zones 53.4% are at the opinion that SMC brings more awareness about health preventive steps in their area or the zone.

**Table 4.82- Frequency of opinion on stake holders visiting SMC hospitals.**

			Do you visit the hospital run by SMC?		
			Yes	No	Total
Zone	WZ	Count	91	97	188
		% within Zone	48.4%	51.6%	100.0%
	CZ	Count	74	40	114
		% within Zone	64.9%	35.1%	100.0%
	NZ	Count	92	85	177
		% within Zone	52.0%	48.0%	100.0%
	EZ	Count	64	50	114
		% within Zone	56.1%	43.9%	100.0%
	SWZ	Count	62	93	155
		% within Zone	40.0%	60.0%	100.0%
	SZ	Count	182	27	209
		% within Zone	87.1%	12.9%	100.0%
	SEZ	Count	80	58	138
		% within Zone	58.0%	42.0%	100.0%
Total		Count	645	450	1095
		% within Zone	58.9%	41.1%	100.0%



**Interpretation:**

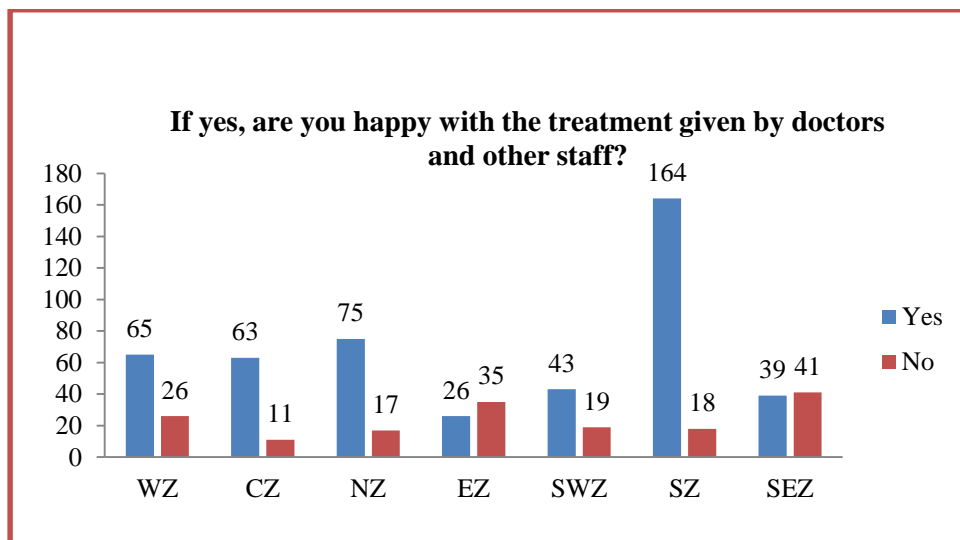
From the above table 4.82 and bar chart we can clearly observe that 87.1% of the respondents from SZ, 64.9% from CZ, 58% from SEZ, 56.1% from EZ, 52% from NZ, 48.4% from WZ, and only 40% from SWZ ever visited to the hospitals run by SMC.

**Finding:**

Table 4.82 indicates that out of total respondents of 1095 from the 7 Zones 58.9% of the respondent’s visit hospitals operated by SMC because they are happy with the services provided by them, and 41.1% of respondents did not visit the hospitals operated by SMC. The study shows that maximum of respondents visit hospitals operated by SMC which indicates that the hospital giving good medical care just like private hospitals.

**Table 4.83- Views on health care given by SMC doctors and staff.**

If yes, are you happy with the treatment given by doctors and other staff?					
			Yes	No	Total
Zone	WZ	Count	65	26	91
		% within Zone	71.4%	28.6%	100.0%
	CZ	Count	63	11	74
		% within Zone	85.1%	14.9%	100.0%
	NZ	Count	75	17	92
		% within Zone	81.5%	18.5%	100.0%
	EZ	Count	26	35	61
		% within Zone	42.6%	57.4%	100.0%
	SWZ	Count	43	19	62
		% within Zone	69.4%	30.6%	100.0%
	SZ	Count	164	18	182
		% within Zone	90.1%	9.9%	100.0%
	SEZ	Count	39	41	80
		% within Zone	48.8%	51.3%	100.0%
Total		Count	475	167	642
		% within Zone	74.0%	26.0%	100.0%

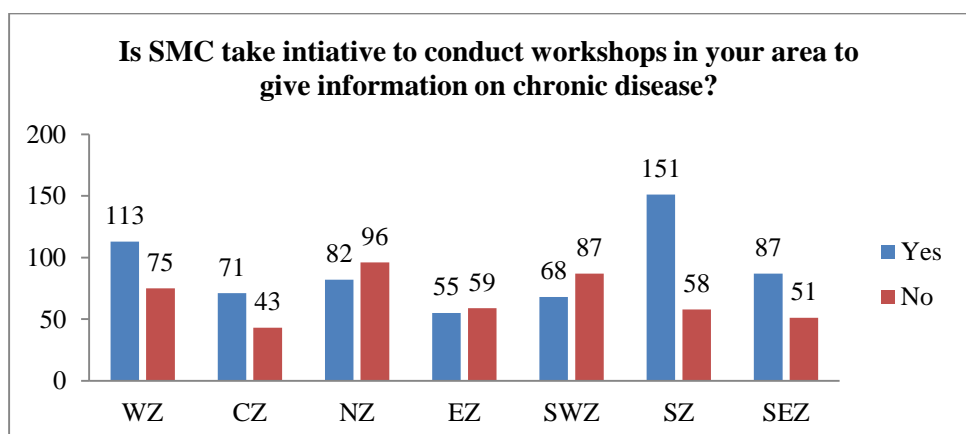


**Finding:**

The above table 4.83 indicates that out of total only 642 respondents visited hospitals run by SMC. The maximum respondents of 74% are content with the health check services and other care taken by the doctors and staff of SMC hospitals. The table shows that even the government hospital doctors and other staffs gives good medical care to stake holders.

**Table 4.84- Frequency of views on conducting forums and seminars on disease.  
Cross Tabulation**

Is SMC take initiative to conduct workshop in your area to give information on chronic disease?					
			Yes	No	Total
Zone	WZ	Count	113	75	188
		% within Zone	60.1%	39.9%	100.0%
	CZ	Count	71	43	114
		% within Zone	62.3%	37.7%	100.0%
	NZ	Count	82	96	178
		% within Zone	46.1%	53.9%	100.0%
	EZ	Count	55	59	114
		% within Zone	48.2%	51.8%	100.0%
	SWZ	Count	68	87	155
		% within Zone	43.9%	56.1%	100.0%
	SZ	Count	151	58	209
		% within Zone	72.2%	27.8%	100.0%
	SEZ	Count	87	51	138
		% within Zone	63.0%	37.0%	100.0%
Total		Count	627	469	1096
		% within Zone	57.2%	42.8%	100.0%



**Interpretation:**

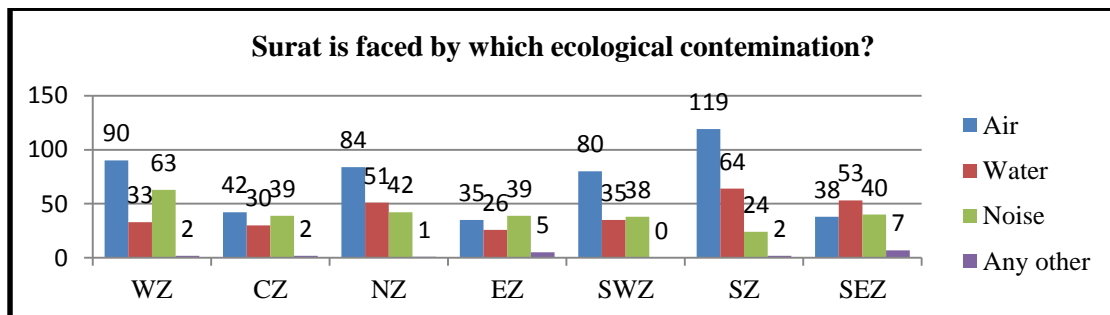
From the above table 4.84 and bar chart we can clearly observe that 72.2% of the respondents from SZ, 63% from SEZ, 62.3% from CZ, 60.1% from WZ, 48.2% from EZ, 46.1% from NZ, and only 43.9% from SWZ said that workshops are conducted by SMC to give protective information on chronic disease.

**Finding:**

Table 4.84 indicates that SMC organizes workshops and seminars to give significant information on chronic diseases and to take preventive measures by the stake holders.

**Table 4.85- Frequency of views on ecological pollution of Surat.  
Cross tabulation**

Surat is faced by which ecological contamination?						
Zone		Air	Water	Noise	Any other	Total
WZ	Count	90	33	63	2	188
	% within Zone	47.9%	17.6%	33.5%	1.1%	100.0%
CZ	Count	42	30	39	2	113
	% within Zone	37.2%	26.5%	34.5%	1.8%	100.0%
NZ	Count	84	51	42	1	178
	% within Zone	47.2%	28.7%	23.6%	.6%	100.0%
EZ	Count	35	26	39	5	105
	% within Zone	33.3%	24.8%	37.1%	4.8%	100.0%
SWZ	Count	80	35	38	0	153
	% within Zone	52.3%	22.9%	24.8%	.0%	100.0%
SZ	Count	119	64	24	2	209
	% within Zone	56.9%	30.6%	11.5%	1.0%	100.0%
SEZ	Count	38	53	40	7	138
	% within Zone	27.5%	38.4%	29.0%	5.1%	100.0%
Total	Count	488	292	285	19	1084
	% within Zone	45.0%	26.9%	26.3%	1.8%	100.0%



**Interpretation:**

From the above table 4.85 and bar chart it is observed that out of respondents of WZ 47.9% of people said air is polluted, 33.5% said noise pollution is there, and 17.6% said water is polluted. Similarly, in CZ 37.2% of people said air is polluted, 34.5% said noise pollution is there, and 26.5% said water is polluted and from SWZ 52.3% of people said air is polluted, 24.8% said noise pollution is there, and 22.9% said water is polluted. While in NZ 47.2% of people said air is polluted, 28.7% said water is polluted and 23.6% said noise pollution is there.

**Finding:**

The above table 4.85 indicates that among all the respondents 45% are at the opinion that Surat is faced by air pollution due to the industrial growth followed by water contamination and noise pollution. The table indicates that the respondents from all the zones are facing the pollution.

#### 4.3.11 General

Satisfaction level of respondents from different zones to the services of SMC

Here, we wanted to test the satisfaction level of residents on the following services provided by SMC. The rating scale of satisfaction level is Strongly Satisfied, Satisfied, Neutral, Dissatisfied, and strongly dissatisfied.

As data is measured on such scale we applied non-parametric test on the following hypothesis.

H<sub>0</sub>: The satisfaction level of residents, from each zone, on the following services provided by SMC is Neutral. ( $M=M_0$ )

Vs

H<sub>1</sub>: The satisfaction level of residents, from each zone, on the following services provided by SMC is satisfied/dissatisfied (more than Neutral/less than Neutral). ( $M>M_0 / M<M_0$ )

To test this hypothesis, we used Wilcoxon signed rank test. The table indicates the following result.

**Table-4.86- A-Wilcoxon signed rank test to ensure happiness level on facilities.**

General	WZ			CZ		
	Wil coxon	Z	p- value	Wil coxon	Z	p-value
Action cleanliness	183	-12.117(a)	0.0000	99	-8.922(a)	0.0000
Change in administration	183	-12.207(a)	0.0000	105	-9.206(a)	0.0000
PPP-Model	179	-12.12(a)	0.0000	99	-9.042(a)	0.0000
Garbage system	178	-12.247(a)	0.0000	99	-9.321(a)	0.0000
New fine system	176	-12.2(a)	0.0000	95	-9.016(a)	0.0000
Building plans	172	-12.333(a)	0.0000	87	-8.861(a)	0.0000
Waste collection	176	-12.13(a)	0.0000	107	-9.435(a)	0.0000
Parks and Playgrounds	37	2.898(b)	0.0019	33	-0.887	0.1875
SMC sports fields	32	3.716(b)	0.0001	26	0.528	0.2987
Fire safety	43	1.475	0.0701	16	3.601(b)	0.0002
Eradication of slums	175	-12.368(a)	0.0000	92	-8.981(a)	0.0000
Public safety	170	-12.08(a)	0.0000	101	-9.348(a)	0.0000
Appraisal of daily activities	171	-12.173(a)	0.0000	98	-9.354(a)	0.0000
Public library services	161	-11.758(a)	0.0000	105	-9.441(a)	0.0000
Emergency service -108	175	-12.044(a)	0.0000	101	-9.142(a)	0.0000
Smart city proposal	169	-11.838(a)	0.0000	109	-9.475(a)	0.0000
Slum free city scheme	169	-11.863(a)	0.0000	106	-9.435(a)	0.0000
Digital Gujarat plan	174	-11.984(a)	0.0000	105	-9.243(a)	0.0000
Swatch Bharat scheme	175	-12.011(a)	0.0000	105	-9.189(a)	0.0000
BRTS Performance	173	-11.916(a)	0.0000	101	-9.053(a)	0.0000
Ease of doing business	173	-11.957(a)	0.0000	104	-9.476(a)	0.0000



**Table-4.86-B- Wilcoxon signed rank test to check contentment level on facilities.**

General	NZ			EZ		
	Wil coxon	Z	p-value	Wil coxon	Z	p- value
<b>Clean drinking water</b>	164	-11.482(a)	0.0000	110	-9.612(a)	0.0000
<b>Action cleanliness</b>	167	-11.587(a)	0.0000	108	-9.366(a)	0.0000
<b>Change in administration</b>	157	-11.469(a)	0.0000	112	-9.497(a)	0.0000
<b>PPP-Model</b>	148	-11.131(a)	0.0000	104	-9.172(a)	0.0000
<b>Garbage system</b>	156	-11.415(a)	0.0000	110	-9.398(a)	0.0000
<b>New fine system</b>	156	-11.389(a)	0.0000	103	-9.213(a)	0.0000
<b>Building plans</b>	171	-11.784(a)	0.0000	109	-9.475(a)	0.0000
<b>Waste collection</b>	50	-1.507	0.0659	76	-8.075(a)	0.0000
<b>Municipality sports fields</b>	48	0.212	0.4161	53	-4.7(a)	0.0000
<b>Fire protection</b>	42	-0.057	0.4773	79	-7.979(a)	0.0000
<b>Traffic control</b>	146	-11.034(a)	0.0000	105	-9.369(a)	0.0000
<b>Civic protection</b>	149	-11.131(a)	0.0000	109	-9.463(a)	0.0000
<b>Maintain of community halls</b>	149	-11.158(a)	0.0000	98	-9.037(a)	0.0000
<b>Public library services</b>	145	-11.02(a)	0.0000	103	-9.323(a)	0.0000
<b>Emergency service -108</b>	143	-10.799(a)	0.0000	107	-9.467(a)	0.0000
<b>Smart city initiatives</b>	151	-11.103(a)	0.0000	109	-9.475(a)	0.0000
<b>Slum free city Initiatives</b>	151	-11.046(a)	0.0000	107	-9.42(a)	0.0000
<b>Digital Gujarat Initiative</b>	151	-11.064(a)	0.0000	111	-9.583(a)	0.0000
<b>Swach Bharat initiative</b>	145	-10.817(a)	0.0000	105	-9.31(a)	0.0000
<b>BRTS Performance</b>	144	-10.978(a)	0.0000	112	-9.483(a)	0.0000
<b>Ease of doing business</b>	138	-10.572(a)	0.0000	110	-9.499(a)	0.0000

**Table-4.86-C- Wilcoxon signed rank test to ensure contentment level on facilities.**

General	SWZ			SZ			SEZ		
	Wil coxon	Z	p- value	Wil coxon	Z	p- value	Wil coxon	Z	p-value
<b>Clean water</b>	151	-11.122(a)	0.0000	208	-12.912(a)	0.0000	134	-10.865(a)	0.0000
<b>Action cleanliness</b>	150	-10.976(a)	0.0000	208	-12.926(a)	0.0000	133	-10.46(a)	0.0000
<b>Change in administration</b>	150	-10.997(a)	0.0000	207	-12.927(a)	0.0000	137	-10.504(a)	0.0000
<b>PPP-Model</b>	146	-10.822(a)	0.0000	196	-12.736(a)	0.0000	129	-10.182(a)	0.0000
<b>Garbage system</b>	152	-11.061(a)	0.0000	198	-12.731(a)	0.0000	134	-10.392(a)	0.0000
<b>New fine system</b>	137	-10.561(a)	0.0000	185	-12.555(a)	0.0000	134	-10.408(a)	0.0000
<b>Building plans</b>	137	-10.484(a)	0.0000	190	-12.391(a)	0.0000	132	-10.646(a)	0.0000
<b>Waste collection</b>	53	-2.391(a)	0.0084	55	-0.016	0.4936	96	-9.309(a)	0.0000
<b>Municipality sports fields</b>	48	-1.87(a)	0.0307	52	-0.116	0.4538	56	-3.688(a)	0.0001
<b>Fire protection</b>	70	-5.148(a)	0.0000	69	-2.158(a)	0.0155	106	-9.862(a)	0.0000
<b>Traffic control</b>	147	-10.859(a)	0.0000	186	-12.323(a)	0.0000	127	-10.527(a)	0.0000
<b>Civic protection</b>	142	-10.678(a)	0.0000	190	-12.434(a)	0.0000	131	-10.663(a)	0.0000
<b>Maintain of community halls</b>	122	-9.955(a)	0.0000	169	-11.944(a)	0.0000	123	-10.367(a)	0.0000
<b>Public library services</b>	116	-9.684(a)	0.0000	160	-11.398(a)	0.0000	127	-10.527(a)	0.0000
<b>Emergency service -108</b>	140	-10.599(a)	0.0000	188	-12.344(a)	0.0000	126	-10.528(a)	0.0000
<b>Smart city initiatives</b>	129	-10.212(a)	0.0000	174	-11.881(a)	0.0000	130	-10.619(a)	0.0000
<b>Slum free city Initiatives</b>	131	-10.284(a)	0.0000	182	-12.231(a)	0.0000	127	-10.527(a)	0.0000
<b>Digital Gujarat Initiative</b>	126	-10.081(a)	0.0000	183	-12.143(a)	0.0000	131	-10.685(a)	0.0000
<b>Swach Bharat initiative</b>	126	-10.068(a)	0.0000	186	-12.28(a)	0.0000	126	-10.553(a)	0.0000
<b>BRTS Performance</b>	145	-10.803(a)	0.0000	196	-12.568(a)	0.0000	132	-10.292(a)	0.0000
<b>Ease of doing business</b>	142	-10.674(a)	0.0000	190	-12.402(a)	0.0000	130	-10.577(a)	0.0000

(a)-significantly satisfied

(b)-significantly dissatisfied

**Finding:**

Table-4.86-(A-C) gives us Wilcoxon signed rank test statistic and corresponding large sample approximation ( $Z$ ) and its p-value (or significant value). And as we know that if p-value is less than  $\alpha=0.05$ , we reject the null hypothesis, I.e. difference is significant. And if p-value is not less than  $\alpha=0.05$ , we do not reject null hypothesis and hence we can say that difference is insignificant.

Considering these things and sign of  $Z$  we categorized the significant differences in two types. Negative  $Z$  represents residents are significantly satisfied and positive  $Z$  represents residents are significantly dissatisfied. In this table (a) represents the residents are significantly satisfied and (b) represents residents are significantly dissatisfied.

- Respondents from **west zone** are very much unhappy with the parks and playgrounds, sports fields and neutral for fire safety while they are very much happy with rest of the services.
- Respondents from **central zone** are very much unhappy with Fire safety service and neutral with the parks and playgrounds; sports fields while they are very much happy with other services.
- Respondents from **north zone** are Neutral for parks and playgrounds, sports fields, fire safety while they are very much happy with rest of the services.
- Respondents of **south zone** are Neutral with parks and playgrounds, sports fields, while they are very much happy with the rest of the services.
- While respondents from **East zone**, south west zone and south east zone are very much happy with the service of SMC.

It shows that SMC provide good service to the stake holders.

### **Findings of the secondary data:**

The present 'clean and healthy' image of Surat is not the result of vigorous sanitation and public health actions only. If it were not supported by the integrated approach with appropriate administrative, managerial and financial strategies, the programme would not have been successful. The total administrative overhauling and cautious financial management helped this process achieve the targeted goals in the shortest possible time. Some of the major actions and strategies adopted by SMC.

#### **1. Operation Clean-Up**

- a. Administration revamping
- b. Public-Private-Partnership in solid waste Management
- c. Solid waste management monitoring system
- d. Enforcement of the new fine system.
- e. Slum improvement.

#### **2. Administration Restructuring**

- a. Delegation of powers to subordinates
- b. Authority and Accountability
- c. Collective decision making
- d. Regular Monitoring and examination
- e. Maintaining strict discipline and work culture
- f. Demolition of illegal construction

#### **3. Transformed work culture of SMC**

- a. Compulsory uniform and mandatory field duty in morning for each SMC officials.
- b. Sense of belonging and pride in public sector work created among SMC workers.
- c. Majority of staff is committed to their work, which is a quality typically not seen in other government departments.

#### **4. Exceptional Leadership**

- a. Strong leadership in both administrative and political areas.
- b. Personal commitment, will power and style of functioning was reported with the leadership of SMC.
- c. Daily review activity by senior officers has been established.
- d. Disciplinary enforcement in SMC – Repeated reinforcement to improve its professional's competence but also won it the respect of citizens.

## **5. Public Health Mapping**

- a. Quality of drinking water for every citizen
- b. Avoiding leakage in water pipe.
- c. Access to sanitation and drainage facilities to every home.
- d. Strengthening of health infrastructure.
- e. Revival of work ethics among health workers.
- f. Well planned disease monitoring system.

## **6. Strengthening SMC Income and Expenditure**

- a. Several measures were taken to streamline the municipal financial management.
- b. Validation of property tax structure.
- c. Valuation of properties at close intervals.
- d. Better enforcement and monitoring tax collection.
- e. Reduction of administrative expenses.
- f. Increased income on capital expenditure infrastructure projects.

## **7. Public-Private-Partnership (PPP-Model)**

The major areas chosen for Public-Private-Partnership:

- a. Re-development of streets
- b. River front development
- c. Indoor stadium development.
- d. Managing health care delivery system of the city.
- e. Evolved Partnership between private doctors and SMC to improve the health system in the city.

## **8. E-Governance Reforms**

SMC -IT Systems and applications improving operational efficiency and increasing ease of interaction with citizens.

Improving service delivery and operation efficiency:

- a. City civic centers.
- b. M-governance
- c. SMC helpline
- d. Public health engineering MIS system.

## Primary Data Presentation and Analysis –Employees of SMC:

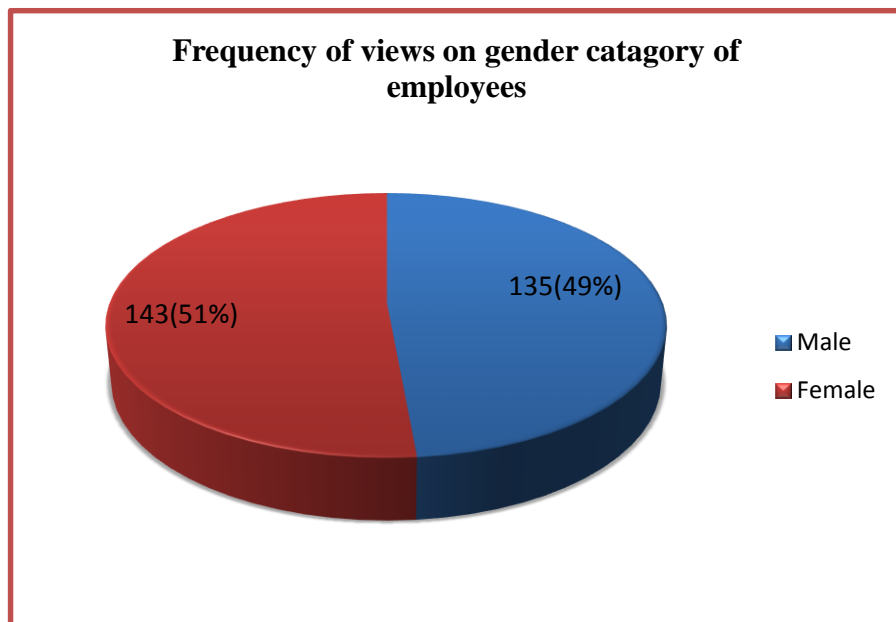
### 4.3.12 Demographic profile

#### Gender:

Gender always plays an important role at any working place. Here in our research we tried to collect information from both, male and female.

**Table 4.87- Frequency of views on gender category of Employees.**

Gender	Frequency	Percent
Male	135	48.21429
Female	143	51.07143
Total	278	99.28571



#### Finding:

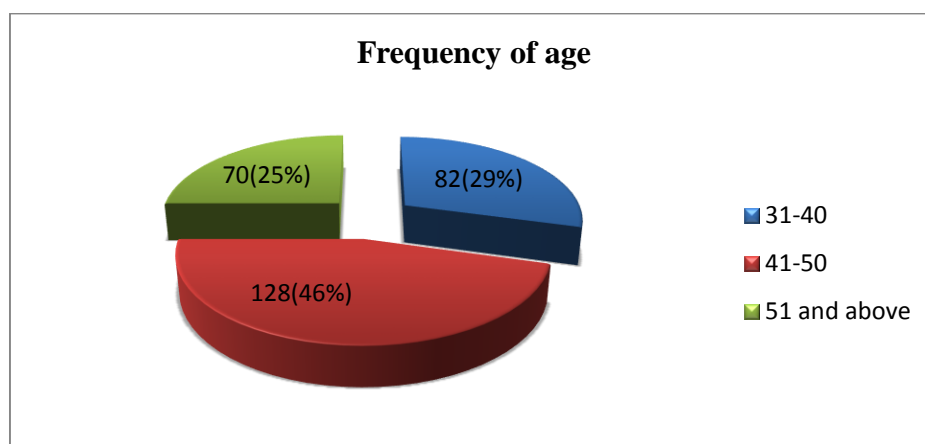
Table 4.87 and graph explains that total 278 employees, has been selected from various zones of Surat and various departments of SMC. The male employee is 135 (48.21%) and female employees are 143(51.07%).

**Age:**

To know the use and awareness to services provided by SMC in different age respondents the researcher has try to collect data from all age group of respondents which is shown in Table 4.88.

**Table 4.88- Frequency of Age**

Age	Frequency	Percent
<b>31-40</b>	82	29.28571
<b>41-50</b>	128	45.71429
<b>&gt;=51</b>	70	25
<b>Total</b>	280	100



**Finding:**

Table 4.88 and chart present number of employees belongs to different age group. We divided the age of employees in three categories. Highest 45.71% of employees are belonging to 41-50 age, 29.29% of employees belong to 31-40 years, and only 25% of employees are more than 51 in age.

#### 4.3.13 Departments

**Table 4.89- Views on worker's section of work.**

Dept.	Frequency	Percentage
<b>Sanitation</b>	30	10.71429
<b>Engineering</b>	30	10.71429
<b>Town planning</b>	30	10.71429
<b>Drainage</b>	30	10.71429
<b>Electric</b>	30	10.71429
<b>Water</b>	25	8.928571
<b>Health</b>	45	16.07143
<b>Education</b>	20	7.142857
<b>Tax</b>	12	4.285714
<b>Revenue</b>	18	6.428571
<b>Social welfare</b>	10	3.571429
<b>Total</b>	280	100



#### **Finding:**

From table 4.89 and graph it is observed that out of 280 respondents 30(10%) of employees are working in the sanitation department, 30(10%) of employees are working in the engineering department, 30(10%) of employees are working in the Town planning department, 30(10%) of employees are working in the drainage department, 30(10%) of employees are working in the electric department, 25(8%) of employees are working in the water department, 45(16%) of employees are working in the health department, 20(7%) of employees are working in the education department, 12(4%) of employees are working in the tax department, 18(6%) of employees are working in the revenue department, 10(3.5%) of employees are working in the social welfare department. The table indicates that maximum employees are from health department. The researcher involved all the departments of SMC to get the accurate feedback for the study.

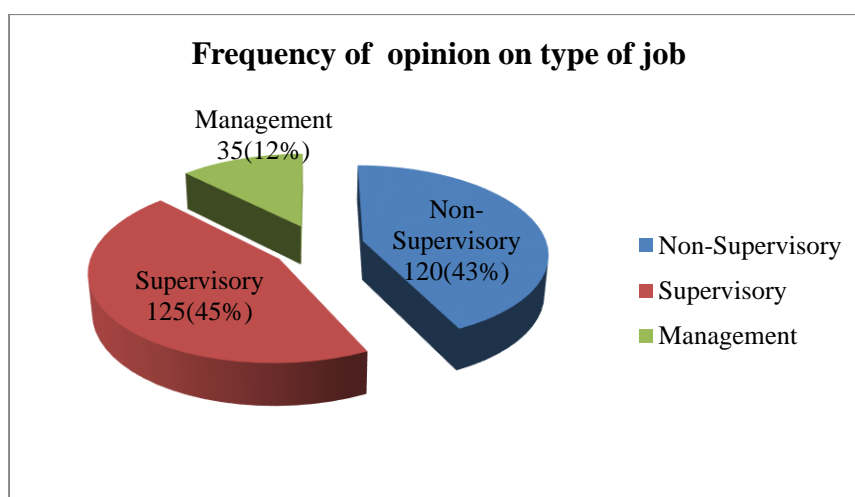


#### 4.3.14 Job Role

To satisfy the requirements of life one has to get good services from the organization/government/society. The perception of services varies from person to person as well as organization to organization. If anybody wants to get the opinion of all kind of people. The following table gives an idea about the occupation and job role of sample employee respondents.

**Table 4.90- Frequency of opinion on type of job.**

Job Role	Frequency	Percent
<b>Non-Supervisory</b>	120	42.86
<b>Supervisory</b>	125	44.64
<b>Management</b>	35	12.5
<b>Total</b>	280	100



#### **Finding:**

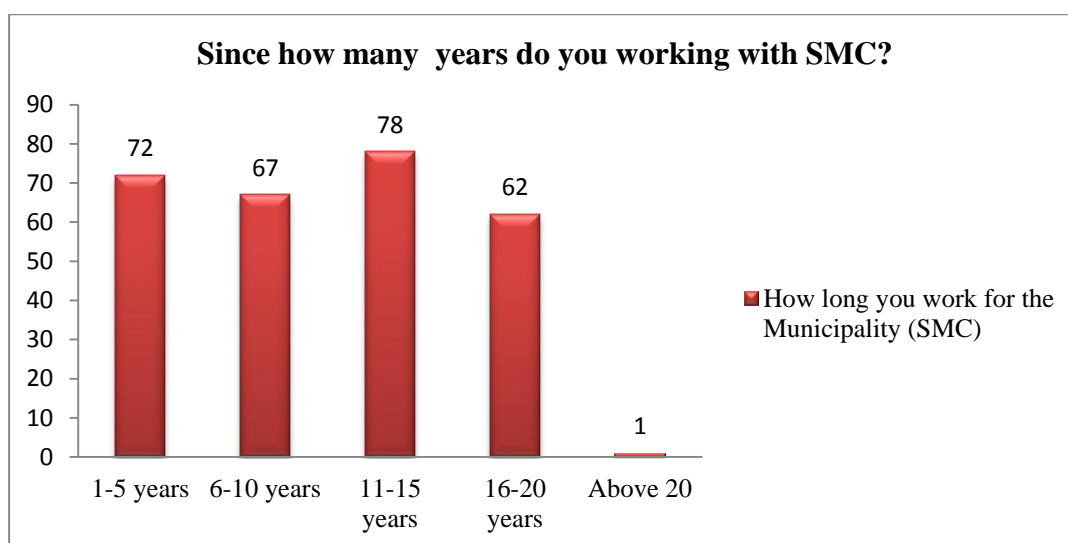
The researcher tried to cover the representation of entire employees. Among the total respondents 42.8% respondents are from non-supervisory role, 44.6% of respondents are from supervisory role and 12.5% of respondents are from management role. The researcher tried to cover all categories of employee in his research. The above table and graph shows maximum respondents are from supervisory role and minimum respondents are from management category.

**Experience:**

Experience at the given workplace is also important to have smooth functioning of the company/organization. For that we have taken the versatile respondents with respect to experience.

**Table 4.91- Views on total years working with SMC.**

Since how many years you are working with SMC?	Frequency	Percent
1-5 years	72	25.71429
6-10 years	67	23.92857
11-15 years	78	27.85714
16-20 years	62	22.14286
Above 20	1	0.357143
<b>Total</b>	<b>280</b>	<b>100</b>



**Finding:**

Table 4.91 and graph represents that, out of 280 respondents 72 (25.7%) of the respondents are working with SMC from 1-5 years, 67 (23.9%) of the respondents are working with SMC from 6-10 years, 78 (27.8%) of the respondents are working with SMC from 11-15 years, 62 (22.1%) of respondents are working with SMC from 16-20 years and 1 respondent is working from more than 20 years.

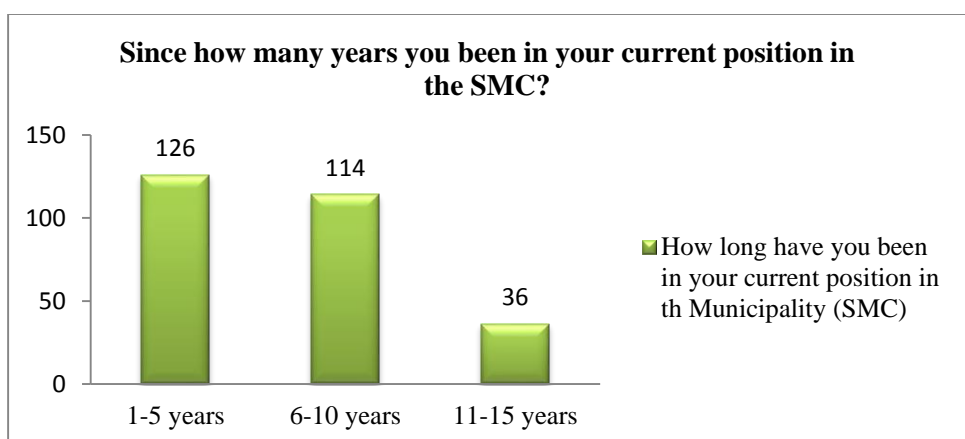
The above study indicates most of the respondents are worked with SMC between 1-20 years.

**Promotion:**

In every working place promotion at career is important. Every employee works more ethically or more enthusiastically if they are supposed to get the promotion. For that we asked employees since how many years you are working on this current position.

**Table 4.92- Frequency of views on advancement on job.**

Since how many years you been in your current position in the SMC?	Frequency	Percent
<b>1-5 years</b>	126	45
<b>6-10 years</b>	114	40.71
<b>11-15 years</b>	36	12.86
<b>Total</b>	276	98.57
<b>System Missing</b>	4	1.43
<b>Main Total</b>	280	100

**Finding:**

From table 4.92 and graph it is observed that out of 280 respondents

1. 126(45%) respondents are working in the SMC in the same position between 1-5 years,
2. 114 (40%) of respondents are working with the SMC in the same position between 6-10 years,
3. 36(12.8%) of respondents are working with the SMC in the same position between 11-15 years.
4. The above study observes that promotions take place in all the SMC departments at regular intervals. The maximum respondents stay in the same position between 1-5 years.

### 4.3.15 Personal work experiences

Here, we wanted to test the agreement level of SMC employees on the following personal work experience at SMC. The rating scale of agreement level is strongly agreeing, somewhat agree, neither agree, nor disagree, Somewhat Disagree, and strongly disagree. As data is measured on such scale we find median (Table 4.93) and applied non-parametric test on the following hypothesis.

**Table 4.93-Median of Personal work experience of SMC workers.**

Zone	WZ	CZ	NZ	EZ	SWZ	SZ	SEZ
<b>B1</b>	Strongly Agree	Strongly Agree	Somewhat Agree	Somewhat Agree	Somewhat Agree	Strongly Agree	Somewhat Agree
<b>B2</b>	Somewhat Agree	Somewhat Agree	Somewhat Agree	Somewhat Agree	Somewhat Agree	Strongly Agree	Somewhat Agree
<b>B3</b>	Strongly Agree	Strongly Agree	Somewhat Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
<b>B4</b>	Strongly Agree	Somewhat Agree	Strongly Agree	Strongly Agree	Somewhat Agree	Strongly Agree	Strongly Agree
<b>B5</b>	Somewhat Agree	Somewhat Agree	Strongly Agree	Somewhat Agree	Strongly Agree	Somewhat Agree	Somewhat Agree
<b>B6</b>	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Somewhat Agree	Somewhat Agree	Strongly Agree
<b>B7</b>	Strongly Agree	Strongly Agree	Strongly Agree	Somewhat Agree	Somewhat Agree	Strongly Agree	Strongly Agree
<b>B8</b>	Somewhat Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Somewhat Agree	Strongly Agree
<b>B9</b>	Somewhat Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree
<b>B10</b>	Strongly Agree	Somewhat Agree	Strongly Agree	Strongly Agree	Strongly Agree	Strongly Agree	Somewhat Agree
<b>B11</b>	Somewhat Agree	Somewhat Agree	Somewhat Agree	Strongly Agree	Strongly Agree	Somewhat Agree	Somewhat Agree

$H_0$ : The SMC employees, from each zone, are neither agree nor disagree, on the following personal work experience, at SMC. ( $M=M_0$ )

$V_s$

$H_1$ : The SMC employees, from each zone, are very much agreed, on the following personal work experience, at SMC. ( $M>M_0$ )

To test this hypothesis, we used Wilcoxon signed rank test. And get the following result.

**Table 4.94-A- Job profile of SMC workers of each zone.**

	WZ			CZ			NZ		
	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value
<b>B1</b>	35	-5.324	0.0000	35	-5.324	0.0000	37	-5.479	0.0000
<b>B2</b>	38	-5.548	0.0000	40	-5.69	0.0000	40	-5.697	0.0000
<b>B3</b>	39	-5.614	0.0000	39	-5.614	0.0000	40	-5.69	0.0000
<b>B4</b>	40	-5.686	0.0000	40	-5.697	0.0000	40	-5.684	0.0000
<b>B5</b>	37	-5.479	0.0000	38	-5.548	0.0000	40	-5.697	0.0000
<b>B6</b>	38	-5.542	0.0000	35	-5.324	0.0000	38	-5.542	0.0000
<b>B7</b>	27	-4.73	0.0000	33	-5.246	0.0000	32	-5.098	0.0000
<b>B8</b>	40	-5.686	0.0000	40	-5.684	0.0000	40	-5.684	0.0000
<b>B9</b>	40	-5.686	0.0000	40	-5.686	0.0000	40	-5.686	0.0000
<b>B10</b>	40	-5.684	0.0000	40	-5.686	0.0000	40	-5.686	0.0000
<b>B11</b>	40	-5.686	0.0000	40	-5.69	0.0000	40	-5.686	0.0000

**Table 4.94-B- Job profile of SMC workers of each zone.**

	EZ			SWZ			SZ		
	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value
<b>B1</b>	35	-5.321	0.0000	36	-5.397	0.0000	34	-5.261	0.0000
<b>B2</b>	40	-5.719	0.0000	40	-5.697	0.0000	40	-5.686	0.0000
<b>B3</b>	34	-5.261	0.0000	36	-5.402	0.0000	37	-5.469	0.0000
<b>B4</b>	40	-5.684	0.0000	40	-5.69	0.0000	40	-5.69	0.0000
<b>B5</b>	39	-5.617	0.0000	39	-5.617	0.0000	37	-5.473	0.0000
<b>B6</b>	40	-5.684	0.0000	40	-5.686	0.0000	39	-5.617	0.0000
<b>B7</b>	40	-5.69	0.0000	40	-5.686	0.0000	40	-5.684	0.0000
<b>B8</b>	40	-5.686	0.0000	40	-5.686	0.0000	40	-5.686	0.0000
<b>B9</b>	40	-5.686	0.0000	40	-5.684	0.0000	40	-5.684	0.0000
<b>B10</b>	40	-5.686	0.0000	40	-5.686	0.0000	40	-5.684	0.0000
<b>B11</b>	40	-5.684	0.0000	40	-5.684	0.0000	40	-5.69	0.0000

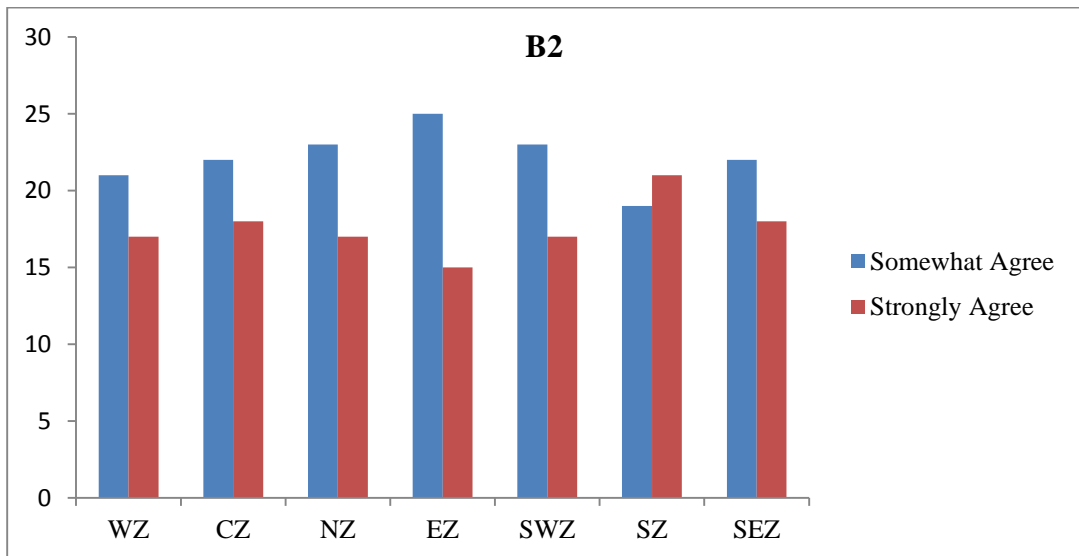
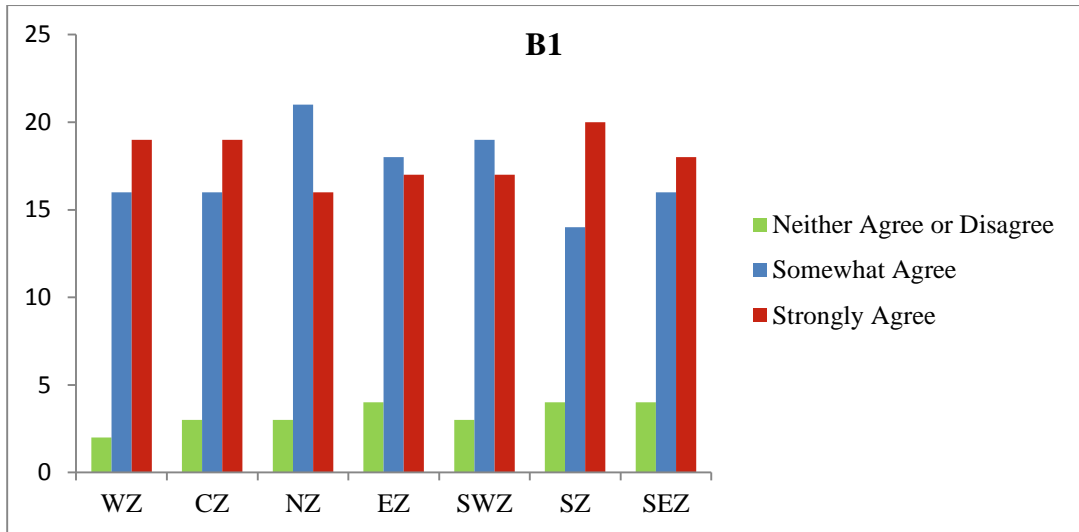
**Table 4.94-C- Job profile of SMC workers of each zone.**

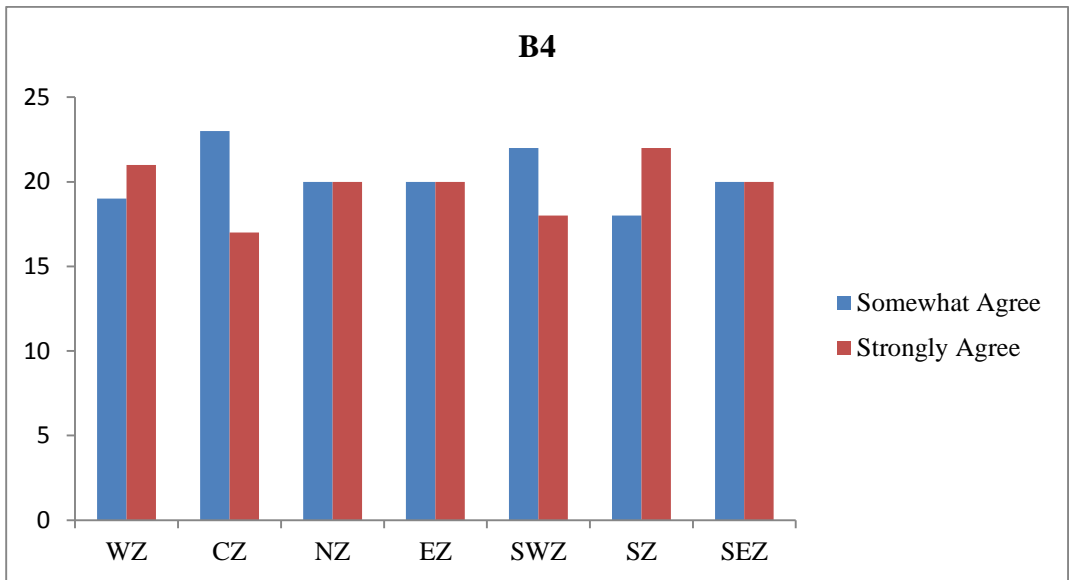
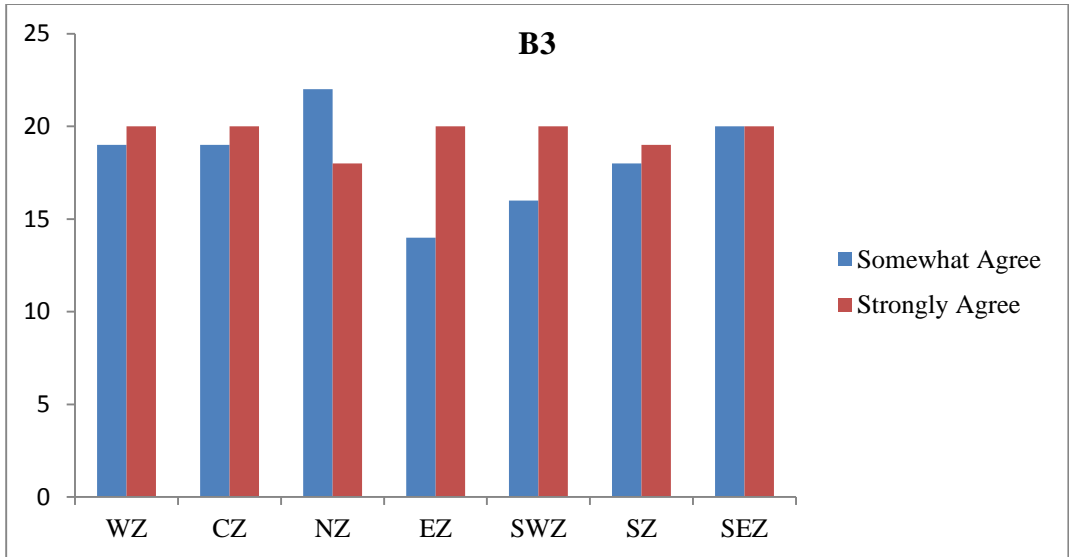
<b>SEZ</b>			
	Wilcoxon	Z	p-value
<b>B1</b>	34	-5.247	0.0000
<b>B2</b>	40	-5.69	0.0000
<b>B3</b>	40	-5.684	0.0000
<b>B4</b>	40	-5.684	0.0000
<b>B5</b>	38	-5.543	0.0000
<b>B6</b>	37	-5.469	0.0000
<b>B7</b>	29	-4.893	0.0000
<b>B8</b>	40	-5.684	0.0000
<b>B9</b>	40	-5.684	0.0000
<b>B10</b>	40	-5.686	0.0000
<b>B11</b>	40	-5.686	0.0000

**Finding:**

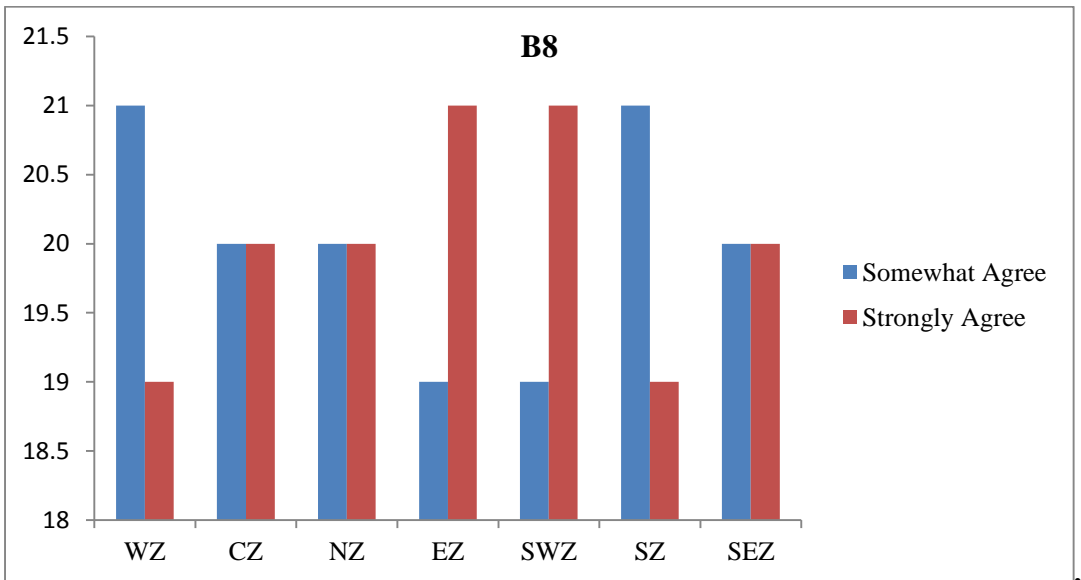
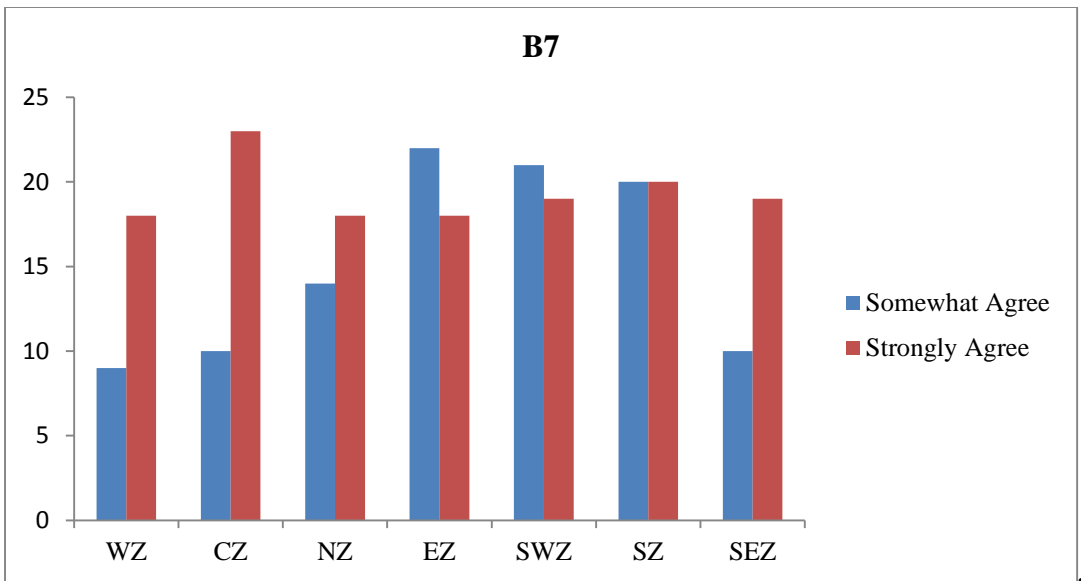
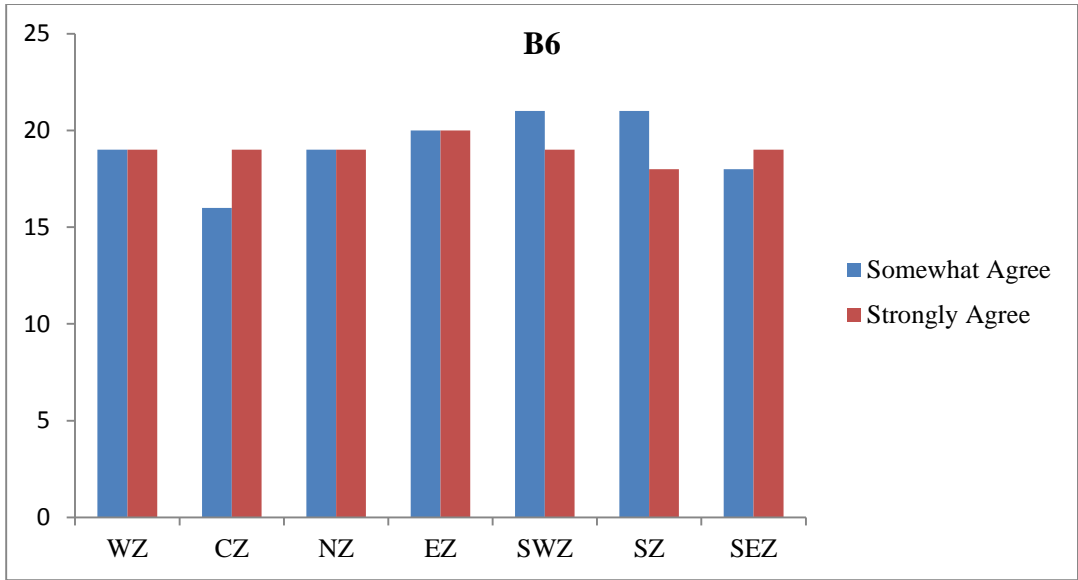
From tables 4.94 (A) (B) and (C) we can observe the values of test statistic and corresponding p-value. Here each and every p-values are 0.000, which is less than  $\alpha=0.05$ . Therefore, we reject null hypothesis.

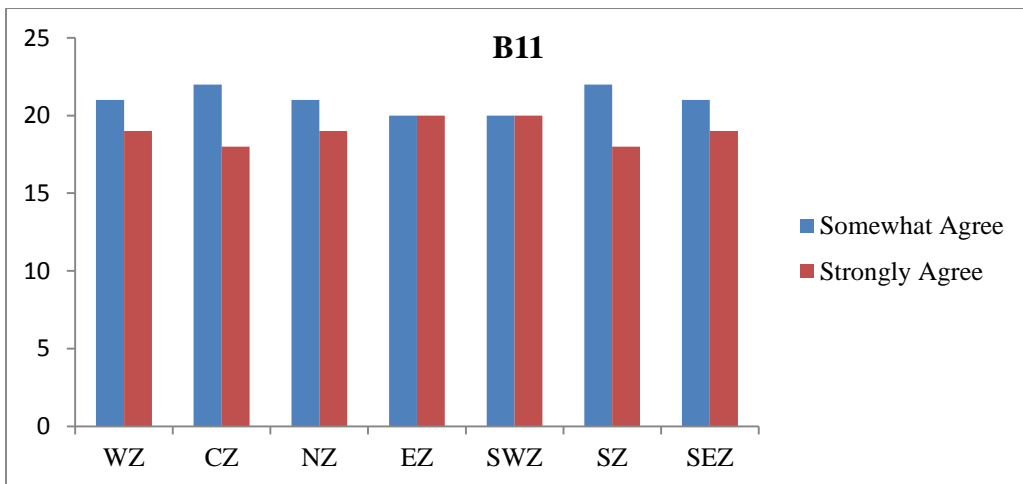
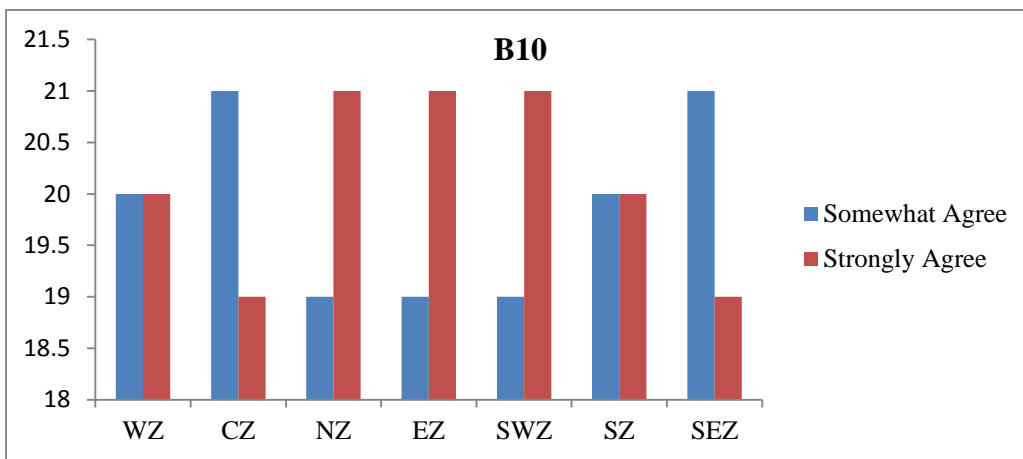
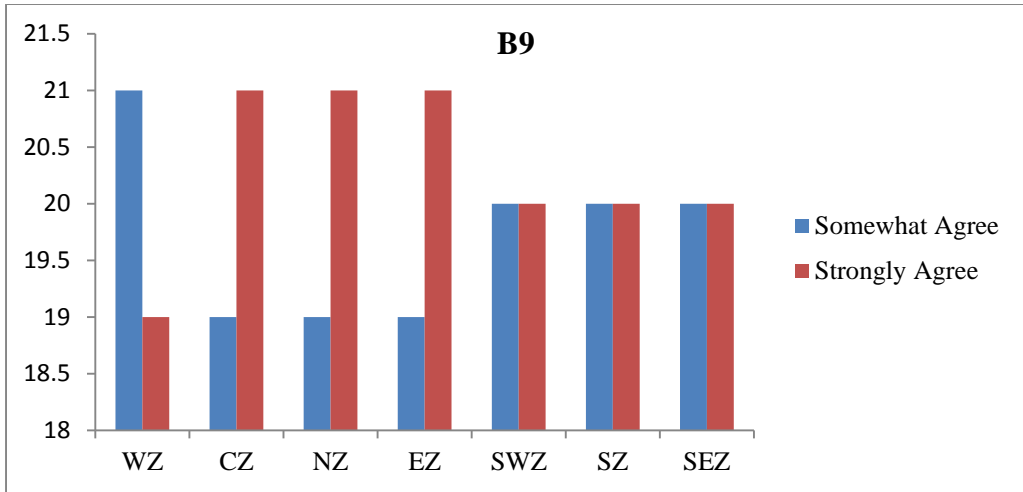
The following Bar charts are making this statements clear to understand the satisfaction level of workers in each zone.











**Finding:**

The above tables 4.94 A& B and charts we can say that employees from each zone are significantly agreed on every statement of job profile experience.

#### 4.3.16 Implementing of the Policies

Here, we wanted to test the agreement level of SMC employees on the following Services provided by SMC. The rating scale of service is very good, good; don't know, bad, and very bad. As data is measured on such scale we find median (4.95- Table) and applied non-parametric test on the following hypothesis.

**Table 4.95- Medians of facilities render by SMC**

	<b>In Each Zone</b>
<b>Health</b>	Good
<b>Sanitation</b>	Good
<b>Education</b>	Good
<b>Fire</b>	Good
<b>Community Service</b>	Good
<b>Infrastructure</b>	Good
<b>New start</b>	Good
<b>Environment</b>	Good
<b>Social</b>	Good
<b>Political</b>	Good
<b>Property Taxes</b>	Good
<b>Drinking Water</b>	Good

#### **Hypothesis:**

H<sub>0</sub>: The SMC employees, from each zone, rate as don't know, on the following services provided by SMC ( $M=M_0$ )

**Vs**

H<sub>1</sub>: The SMC employees, from each zone, rate as Good, on the following services provided by SMC. ( $M>M_0$ )

To test this hypothesis, we used Wilcoxon signed rank test. And get the following result.

**Table 4.96(a) Facilities render by SMC Wilcoxon signed rank test statistic**

	WZ			CZ			NZ		
	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value
<b>Health</b>	35	-5.331	0.000	33	-5.179	0.000	36	-5.41	0.000
<b>Cleanliness</b>	35	-5.321	0.000	32	-5.092	0.000	36	-5.41	0.000
<b>Education</b>	34	-5.247	0.000	36	-5.395	0.000	37	-5.479	0.000
<b>Fire</b>	35	-5.324	0.000	36	-5.402	0.000	36	-5.402	0.000
<b>Social service</b>	32	-5.121	0.000	38	-5.542	0.000	37	-5.473	0.000
<b>Infrastructure</b>	34	-5.252	0.000	34	-5.261	0.000	36	-5.395	0.000
<b>New start</b>	35	-5.341	0.000	35	-5.324	0.000	35	-5.355	0.000
<b>Environment</b>	36	-5.397	0.000	36	-5.41	0.000	34	-5.252	0.000
<b>Community</b>	34	-5.252	0.000	35	-5.321	0.000	34	-5.252	0.000
<b>Political</b>	32	-5.092	0.000	33	-5.172	0.000	38	-5.548	0.000
<b>Property Taxes</b>	33	-5.172	0.000	38	-5.555	0.000	36	-5.402	0.000
<b>Dirking Water</b>	30	-4.93	0.000	33	-5.169	0.000	33	-5.169	0.000

**Table 4.96 (b) Facilities render by SMC Wilcoxon signed rank test statistic**

	EZ			SWZ			SZ		
	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value
<b>Health</b>	35	-5.321	0.000	36	-5.395	0.000	35	-5.331	0.000
<b>Cleanliness</b>	33	-5.172	0.000	35	-5.324	0.000	35	-5.321	0.000
<b>Education</b>	36	-5.397	0.000	37	-5.488	0.000	35	-5.324	0.000
<b>Fire</b>	35	-5.324	0.000	33	-5.172	0.000	35	-5.331	0.000
<b>Social service</b>	37	-5.469	0.000	36	-5.421	0.000	37	-5.469	0.000
<b>Infrastructure</b>	34	-5.247	0.000	36	-5.397	0.000	34	-5.261	0.000
<b>New start</b>	36	-5.402	0.000	34	-5.289	0.000	36	-5.402	0.000
<b>Environment</b>	37	-5.473	0.000	34	-5.247	0.000	37	-5.469	0.000
<b>Community</b>	36	-5.402	0.000	33	-5.169	0.000	35	-5.321	0.000
<b>Political</b>	34	-5.252	0.000	37	-5.469	0.000	34	-5.247	0.000
<b>Property Taxes</b>	38	-5.555	0.000	35	-5.321	0.000	35	-5.321	0.000
<b>Drinking Water</b>	33	-5.169	0.000	31	-5.011	0.000	32	-5.09	0.000

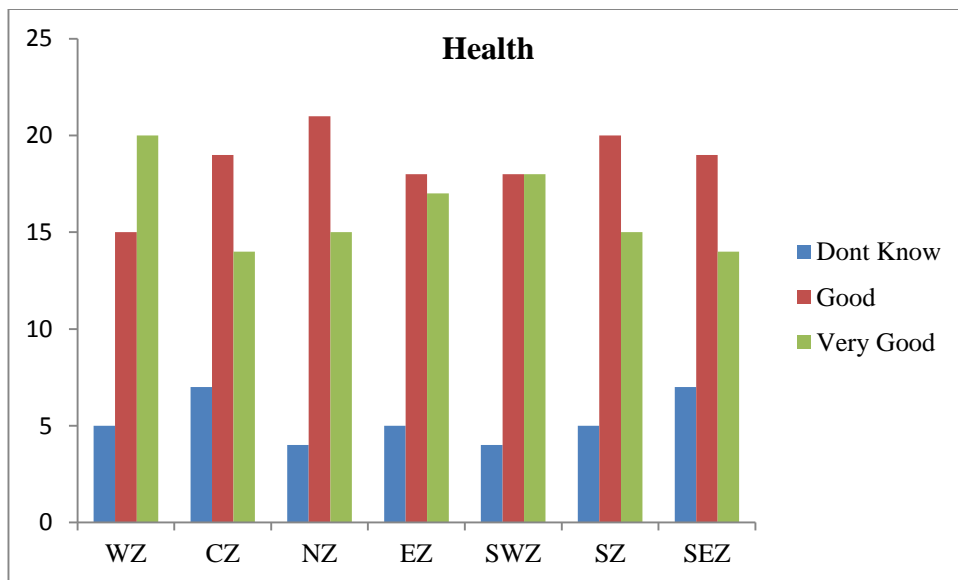
**Finding:**

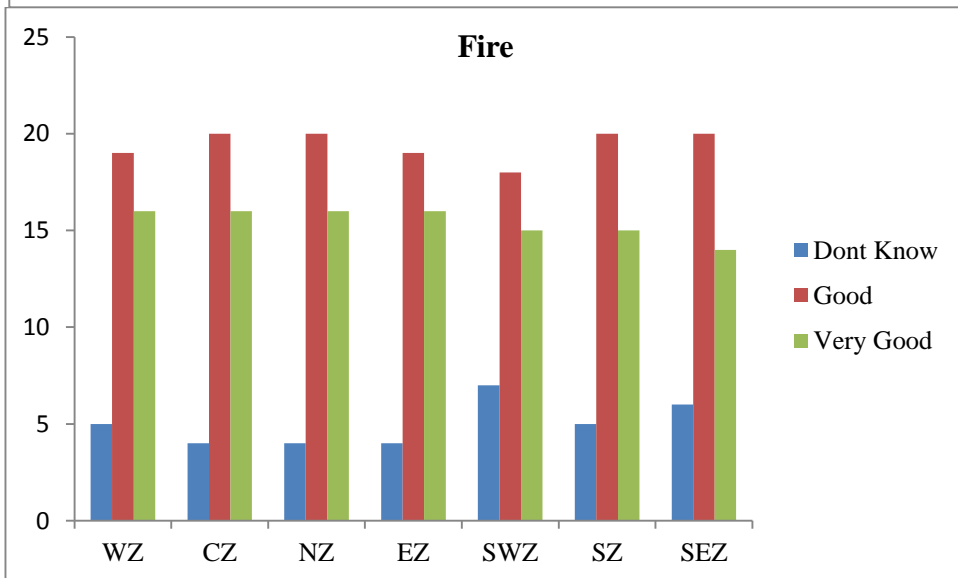
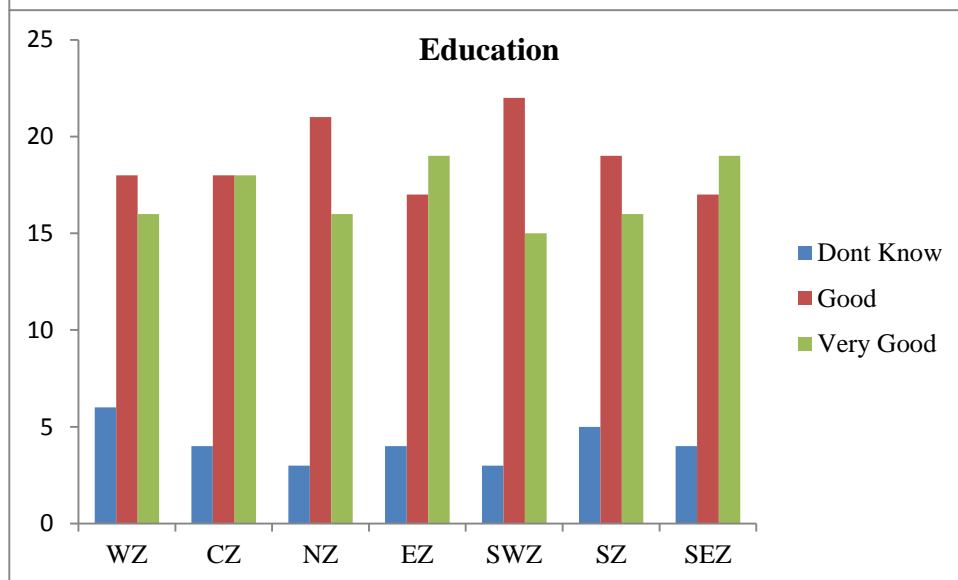
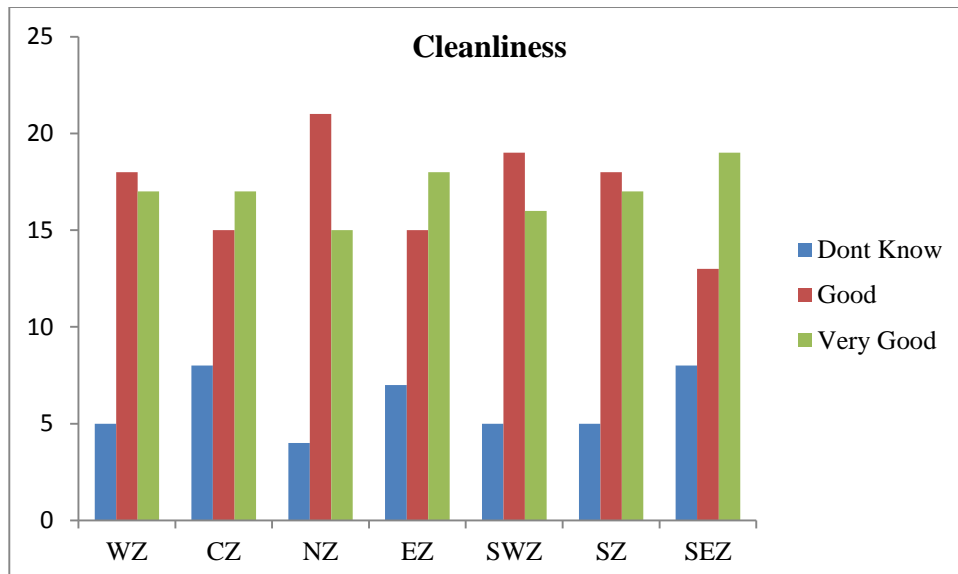
From tables 4.96 (a) and (b) we can observe the values of test statistic and corresponding p-value. Here each and every p-values are 0.000, which is less than  $\alpha=0.05$ . Therefore we reject null hypothesis.

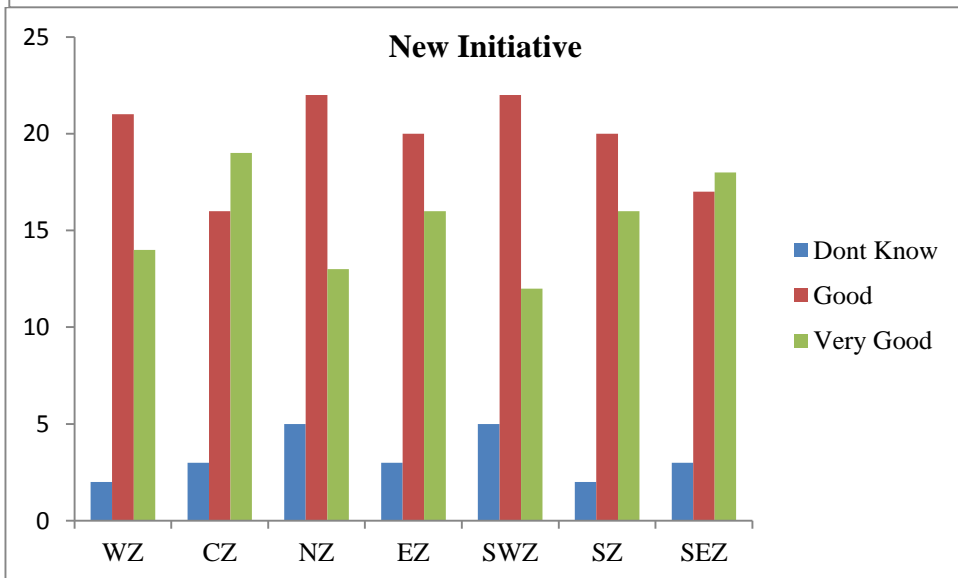
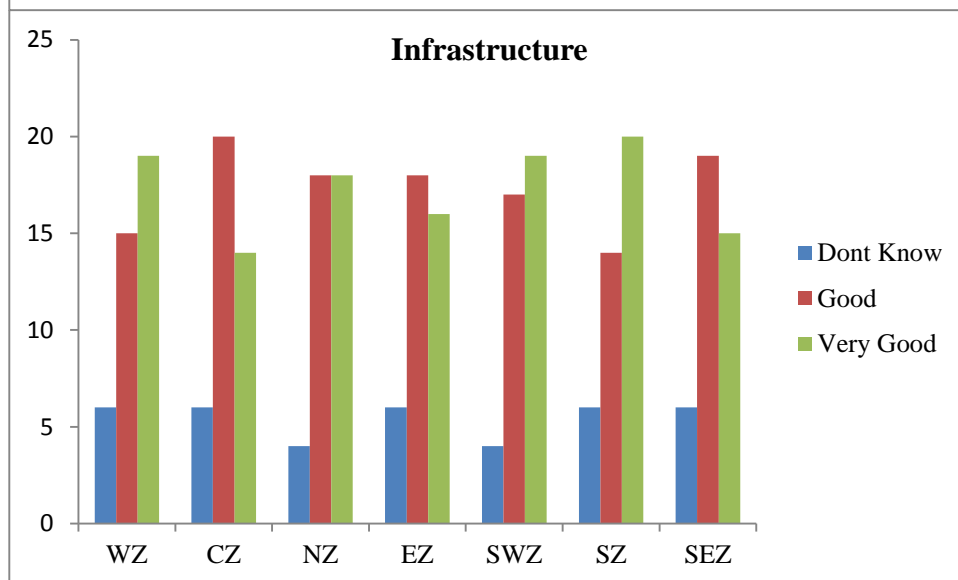
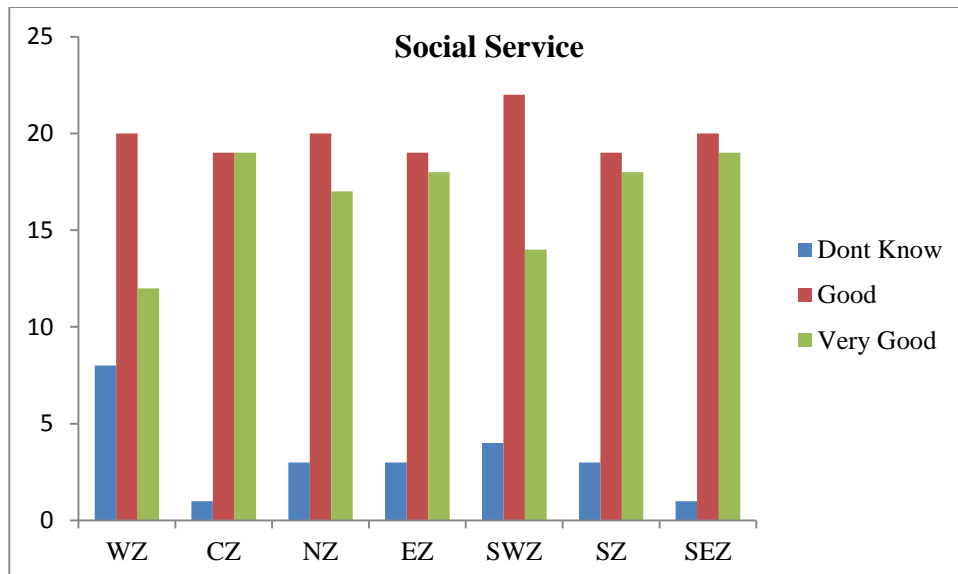
**Table 4.96(c) Facilities render by SMC Wilcoxon signed rank test statistic.**

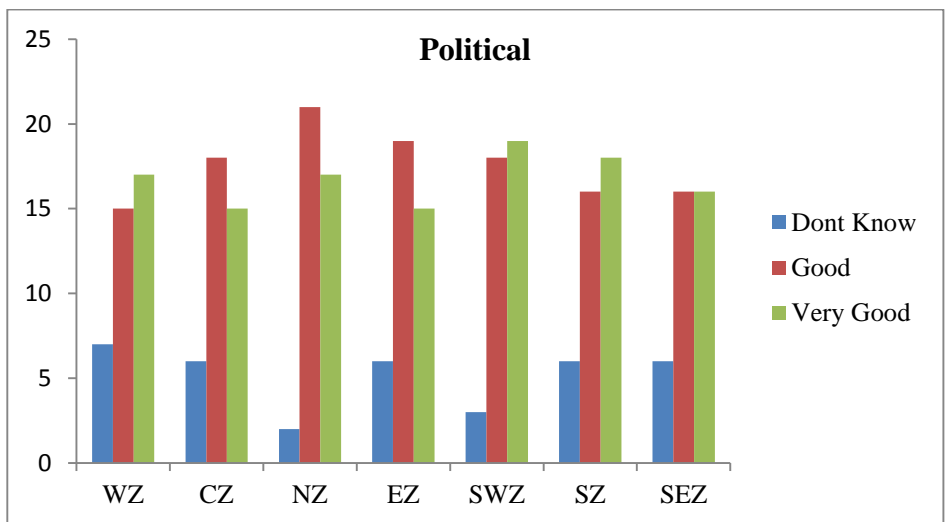
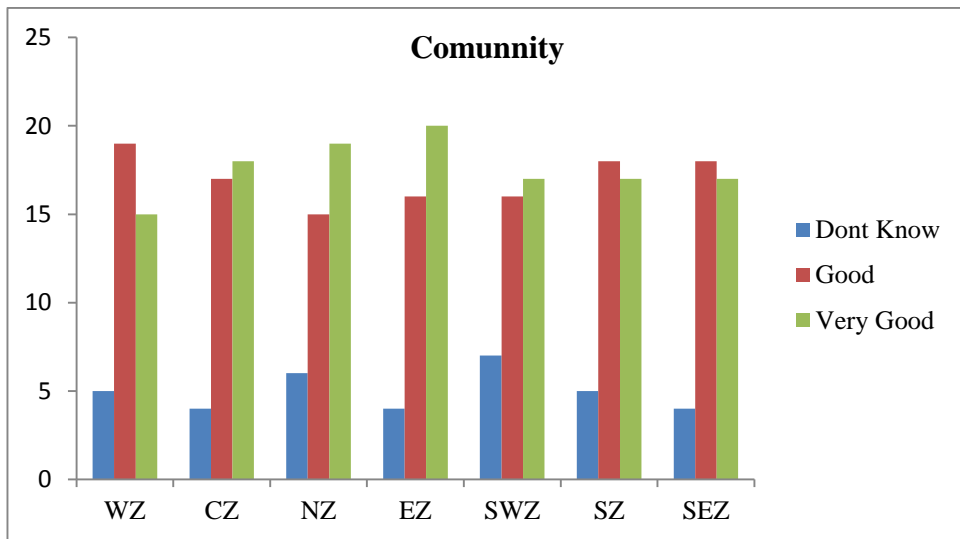
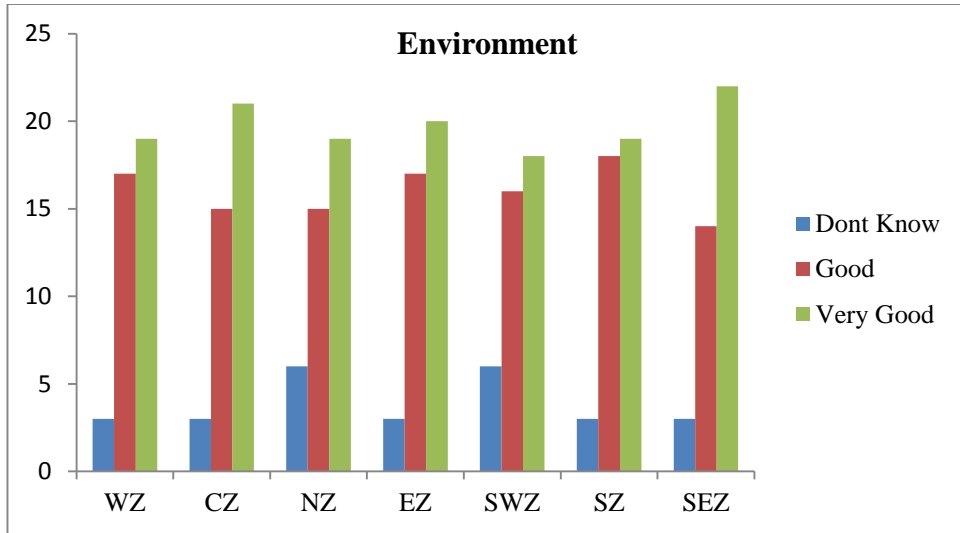
<b>SEZ</b>			
	Wilcoxon	Z	p-value
<b>Health</b>	33	-5.179	0.000
<b>Cleanliness</b>	32	-5.107	0.000
<b>Education</b>	36	-5.397	0.000
<b>Fire</b>	34	-5.261	0.000
<b>Social Service</b>	39	-5.614	0.000
<b>Infrastructure</b>	34	-5.252	0.000
<b>New start</b>	35	-5.321	0.000
<b>Environment</b>	36	-5.421	0.000
<b>Community</b>	35	-5.321	0.000
<b>Political</b>	32	-5.09	0.000
<b>Property Taxes</b>	37	-5.488	0.000
<b>Drinking Water</b>	32	-5.092	0.000

The following Bar charts are making the above statements clear to understand.

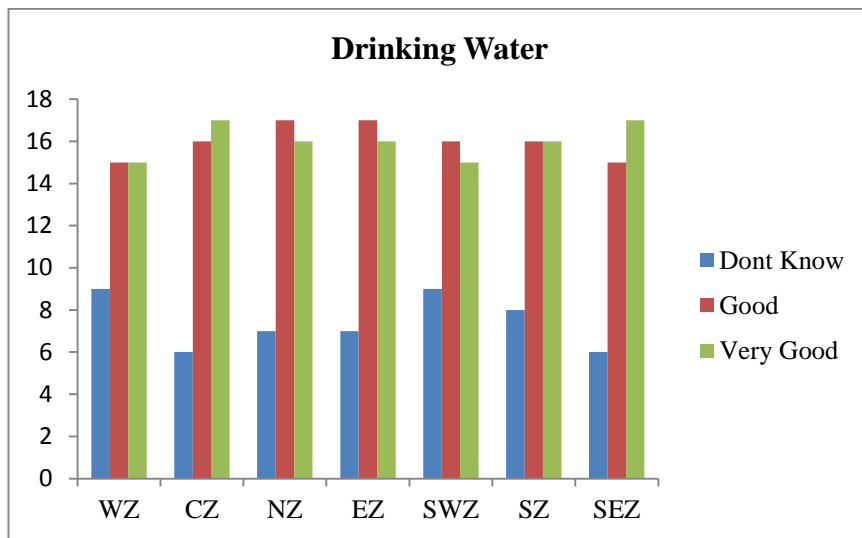












**Finding:**

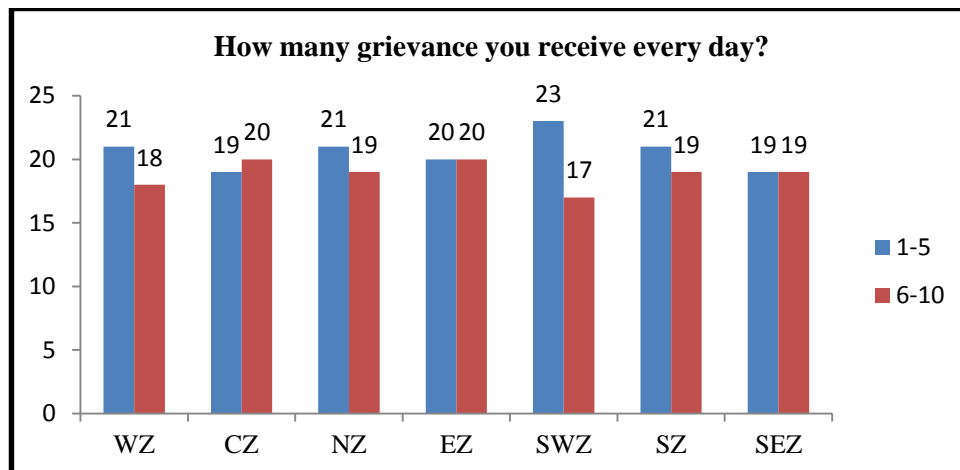
The above tables 4.96 A, B and C and the bar charts indicate that all the services provided by SMC are well monitored and supervised.

### 4.3.17 Feedback Mechanism

To know the feedback mechanism of the SMC the researcher asked the several questions mentioned below.

**Table 4.97- Opinion on grievance frequency.**

How many complaints you receive every day?					
Zone			1-5	6-10	Total
Zone	WZ	Count	21	18	39
		% within Zone	53.8%	46.2%	100.0%
	CZ	Count	19	20	39
		% within Zone	48.7%	51.3%	100.0%
	NZ	Count	21	19	40
		% within Zone	52.5%	47.5%	100.0%
	EZ	Count	20	20	40
		% within Zone	50.0%	50.0%	100.0%
	SWZ	Count	23	17	40
		% within Zone	57.5%	42.5%	100.0%
	SZ	Count	21	19	40
		% within Zone	52.5%	47.5%	100.0%
	SEZ	Count	19	19	38
		% within Zone	50.0%	50.0%	100.0%
Total		Count	144	132	276
		% within Zone	52.2%	47.8%	100.0%

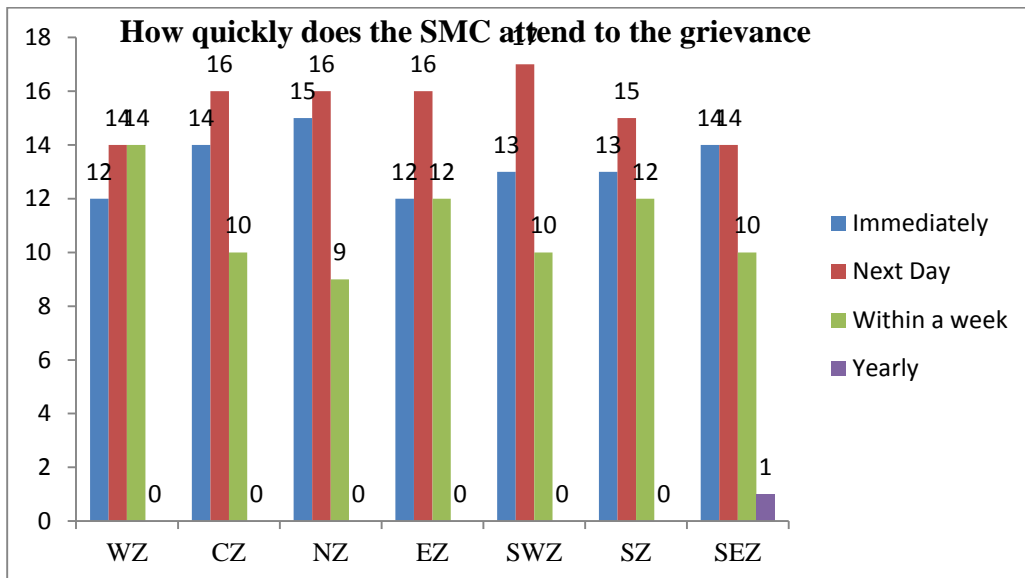


#### Finding:

Table 4.97 indicates the number of complaint received per day in each zone. And it is observed that most of the respondents say that they are receiving 1-5 complains. In central zone received the maximum complaints.

**Table 4.98- Frequency of views on time taken to attend the grievance.**

How quickly does the SMC attend to the grievance?							
			Immediately	Next Day	Within a week	Yearly	Total
Zone	WZ	Count	12	14	14	0	40
		% within Zone	30.0%	35.0%	35.0%	.0%	100.0%
	CZ	Count	14	16	10	0	40
		% within Zone	35.0%	40.0%	25.0%	.0%	100.0%
	NZ	Count	15	16	9	0	40
		% within Zone	37.5%	40.0%	22.5%	.0%	100.0%
	EZ	Count	12	16	12	0	40
		% within Zone	30.0%	40.0%	30.0%	.0%	100.0%
	SWZ	Count	13	17	10	0	40
		% within Zone	32.5%	42.5%	25.0%	.0%	100.0%
	SZ	Count	13	15	12	0	40
		% within Zone	32.5%	37.5%	30.0%	.0%	100.0%
	SEZ	Count	14	14	10	1	39
		% within Zone	35.9%	35.9%	25.6%	2.6%	100.0%
Total		Count	93	108	77	1	279
		% within Zone	33.3%	38.7%	27.6%	.4%	100.0%

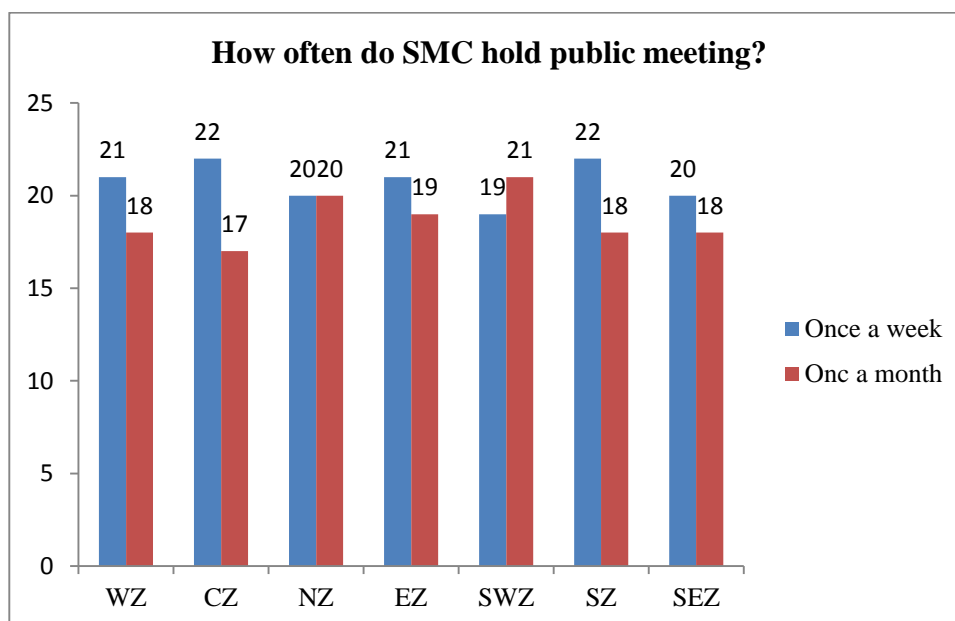


**Finding:**

Table 4.98 indicates the response in attending complaint in each zone by SMC. And it is found that most of the grievances are solved following day and 33.3% of employees say that grievances are solved immediately.

**Table 4.99- Frequency of views on organizing community meetings.**

How often do SMC hold public meeting?					
			Once a week	Once a month	Total
Zone	WZ	Count	21	18	39
		% within Zone	53.8%	46.2%	100.0%
	CZ	Count	22	17	39
		% within Zone	56.4%	43.6%	100.0%
	NZ	Count	20	20	40
		% within Zone	50.0%	50.0%	100.0%
	EZ	Count	21	19	40
		% within Zone	52.5%	47.5%	100.0%
	SWZ	Count	19	21	40
		% within Zone	47.5%	52.5%	100.0%
	SZ	Count	22	18	40
		% within Zone	55.0%	45.0%	100.0%
	SEZ	Count	20	18	38
		% within Zone	52.6%	47.4%	100.0%
Total		Count	145	131	276
		% within Zone	52.5%	47.5%	100.0%

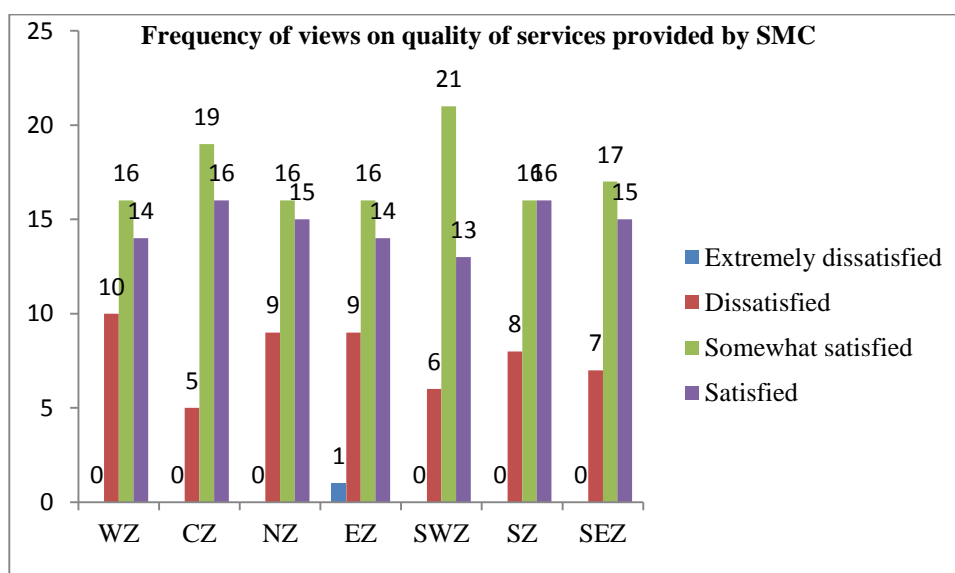


**Finding:**

The above table 4.99 indicates that majority of the respondents say that SMC conduct meetings once a week and the rest say that SMC conduct meetings once a month.

**Table 4.100- Frequency of views on quality facilities render by SMC.**

<b>Are the stake holders happy with the services provided by SMC?</b>						
<b>Zone</b>		Extremely dissatisfied	Dissatisfied	Somewhat satisfied	Satisfied	Total
<b>WZ</b>	Count	0	10	16	14	40
	% within Zone	0	25	40	35	100
<b>CZ</b>	Count	0	5	19	15	40
	% within Zone	0	12.5	47.5	37.5	100
<b>NZ</b>	Count	0	9	16	15	40
	% within Zone	0	22.5	40	37.5	100
<b>EZ</b>	Count	1	9	16	14	40
	% within Zone	2.5	22.5	40	35	100
<b>SWZ</b>	Count	0	6	21	13	40
	% within Zone	0	15	52.5	32.5	100
<b>SZ</b>	Count	0	8	16	16	40
	% within Zone	0	20	40	40	100
<b>SEZ</b>	Count	0	7	17	15	39
	% within Zone	0	17.94872	43.58974	38.46154	100
<b>Total</b>	Count	1	54	121	102	279
	% within Zone	0.358423	19.35484	43.36918	36.55914	100



**Finding:**

Table 4.100 indicates the opinion of employees about satisfaction of stake holders on quality of services rendered by SMC. It is found that in Surat most of the employees said that citizens are kind of satisfied, and (36.55%) said that citizens are satisfied, and around 19.7% said those citizens are dissatisfied with the quality of services rendered by SMC.

To check the satisfaction of citizens with the services provided by SMC according to opinion of employees is significant or not, we used Wilcoxon test statistic as below.

**Hypothesis:**

**H<sub>0</sub>: The opinion of SMC employees, from each zone, on satisfaction of citizens is neither agree nor disagree. (M=M<sub>0</sub>)**

**Vs**

**H<sub>1</sub>: The opinion of SMC employees, from each zone, on satisfaction of citizens is strongly agreed. (M>M<sub>0</sub>)**

**Table 4.100-(a) Frequency of views on quality facilities provided by SMC.**

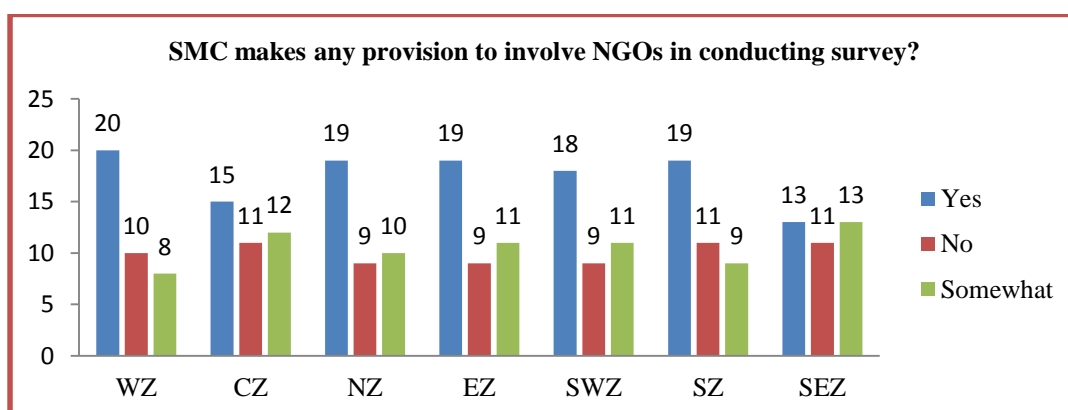
	WZ			CZ			NZ				
	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value	Wilcoxon	Z	p-value		
<b>Are the stake holders happy with the services provided by SMC?</b>	30	-4.932	0.000	35	-5.313	0.000	31	-	0.000		
								5.011			
		EZ			SWZ						
		Wilcoxon	Z	p-value	Wilcoxon	Z	p-value				
		30	-4.833	0.000	34	-5.273	0.000				
			SZ			SEZ					
		Wilcoxon	Z	p-value	Wilcoxon	Z	p-value				
		32	-5.09	0.000	32	-5.092	0.000				

**Finding:**

From the above table 4.100 (a) it is clearly indicating that employees’ opinion on satisfaction of employees is significantly satisfied. Therefore, the services provided by SMC to the citizens of Surat are significantly satisfied as an employee’s opinion.

**Table 4.101- Views on provision of involvement of NGOs in survey.  
Cross tabulation**

SMC makes any provision to involve NGOs in conducting survey?						
			Yes	No	Somewhat	Total
Zone	WZ	Count	20	10	8	38
		% within Zone	52.6%	26.3%	21.1%	100.0%
	CZ	Count	15	11	12	38
		% within Zone	39.5%	28.9%	31.6%	100.0%
	NZ	Count	19	9	10	38
		% within Zone	50.0%	23.7%	26.3%	100.0%
	EZ	Count	19	9	11	39
		% within Zone	48.7%	23.1%	28.2%	100.0%
	SWZ	Count	18	9	11	38
		% within Zone	47.4%	23.7%	28.9%	100.0%
	SZ	Count	19	11	9	39
		% within Zone	48.7%	28.2%	23.1%	100.0%
	SEZ	Count	13	11	13	37
		% within Zone	35.1%	29.7%	35.1%	100.0%
Total		Count	123	70	74	267
		% within Zone	46.1%	26.2%	27.7%	100.0%



**Interpretation:**

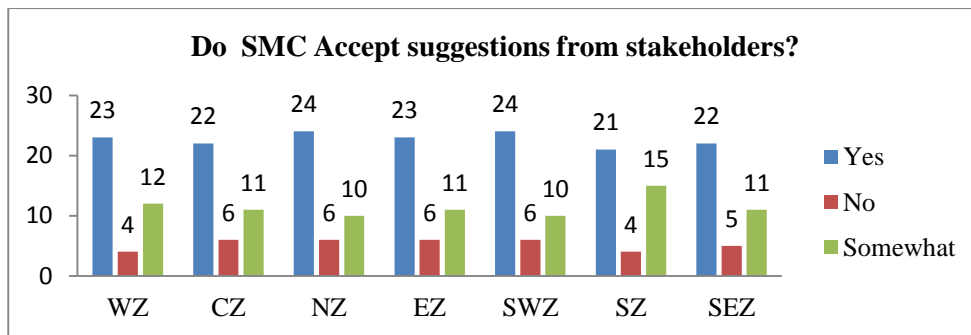
From the above table 4.101 and bar chart it is to be observed that 52.6% employees from WZ, 50% from NZ, 48.7% from EZ, 48.7% from SZ, 47.4% from SWZ, 39.5% from CZ, and 35.1% from SEZ overall survey indicates that SMC involves NGO in conducting survey.

**Finding:**

Table 4.101 indicates that in all 7 Zones 46.1% respondents are at the opinion that SMC involve NGOs in conducting surveys for city betterment of the citizens.

**Table 4.102- Frequency of views on accepting suggestions.**

Do SMC accept suggestions from stakeholders?						
			Yes	No	Somewhat	Total
Zone	WZ	Count	23	4	12	39
		% within Zone	59.0%	10.3%	30.8%	100.0%
	CZ	Count	22	6	11	39
		% within Zone	56.4%	15.4%	28.2%	100.0%
	NZ	Count	24	6	10	40
		% within Zone	60.0%	15.0%	25.0%	100.0%
	EZ	Count	23	6	11	40
		% within Zone	57.5%	15.0%	27.5%	100.0%
	SWZ	Count	24	6	10	40
		% within Zone	60.0%	15.0%	25.0%	100.0%
	SZ	Count	21	4	15	40
		% within Zone	52.5%	10.0%	37.5%	100.0%
	SEZ	Count	22	5	11	38
		% within Zone	57.9%	13.2%	28.9%	100.0%
Total		Count	159	37	80	276
		% within Zone	57.6%	13.4%	29.0%	100.0%



**Interpretation:**

From the above table 4.102 and bar chart we can observe that 60% from NZ, 60% from NZ, 59. % from WZ, 57.9% from SEZ, 56.4% from CZ, 52.5% from SZ said that SMC accept suggestions from stakeholders. While 37.5% from SZ, 30.8% from WZ, 28.9% from SEZ, 28.2% from CZ, 27.5% from EZ, 25% from NZ, and 25% from SWZ are somewhat accept suggestions from stakeholders.

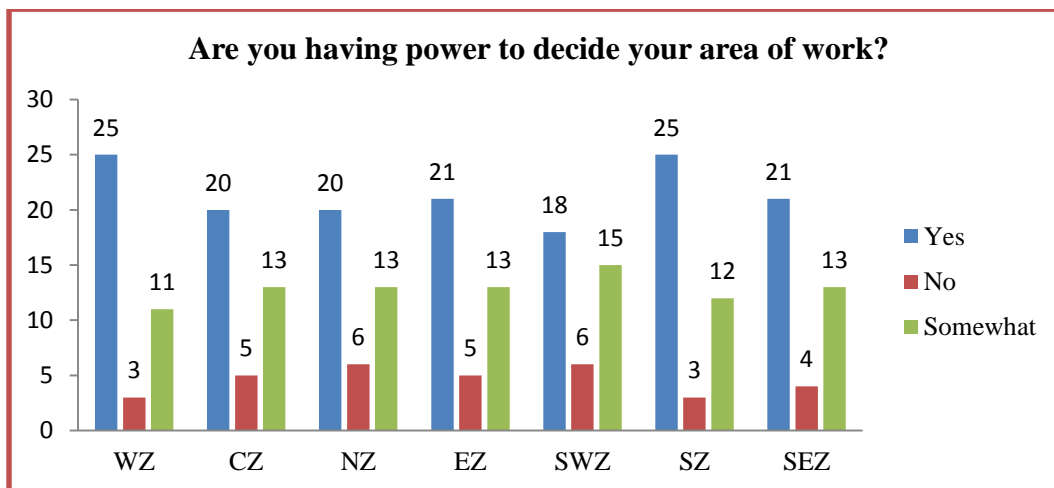
**Finding:**

Table 4.102 indicates that SMC involve and accept suggestions from the citizens. Among all the Zones, North Zone and South East Zone has highest satisfaction level and South Zone has the lowest satisfaction level. Over all they say that the SMC accept suggestion from the stake holders. The above study shows that most of the respondents satisfied with the SMC towards accepting suggestion for improvement.



**Table 4.103-Frequency of opinion on allocation of powers.  
Cross tabulation**

Are you having power to decide your area of work?						
			Yes	No	Somewhat	Total
Zone	WZ	Count	25	3	11	39
		% within Zone	64.1%	7.7%	28.2%	100.0%
	CZ	Count	20	5	13	38
		% within Zone	52.6%	13.2%	34.2%	100.0%
	NZ	Count	20	6	13	39
		% within Zone	51.3%	15.4%	33.3%	100.0%
	EZ	Count	21	5	13	39
		% within Zone	53.8%	12.8%	33.3%	100.0%
	SWZ	Count	18	6	15	39
		% within Zone	46.2%	15.4%	38.5%	100.0%
	SZ	Count	25	3	12	40
		% within Zone	62.5%	7.5%	30.0%	100.0%
	SEZ	Count	21	4	13	38
		% within Zone	55.3%	10.5%	34.2%	100.0%
Total		Count	150	32	90	272
		% within Zone	55.1%	11.8%	33.1%	100.0%

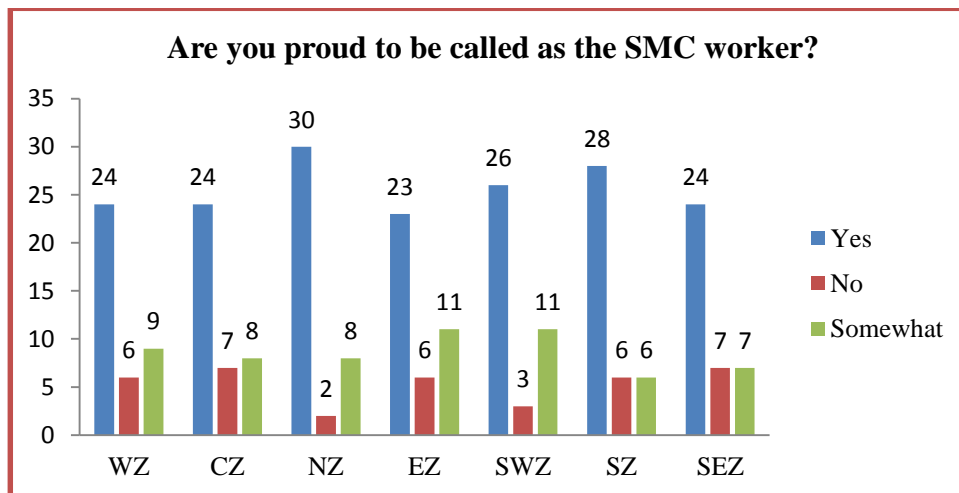


**Finding:**

From table 4.103 and bar chart it is observed that 64.1% employees from WZ, 62.5% from SZ, 55.3% from SEZ, 53.8% EZ, 52.6% from CZ, 51.3% from NZ and 46.2% from SWZ indicated that they have full authority and power to take decision on work place. While 38.5% from SWZ, 34.2% from CZ, 34.2% from SEZ, 33.3% from NZ, 33.3% NZ, 30% from SZ and only 28.2% from WZ said that they are not involved in the decision making.

**Table 4.104- Views on sense of proud to be a worker of SMC.  
Cross tabulation**

Are you proud to be called as the SMC worker?						
			Yes	No	Somewhat	Total
Zone	WZ	Count	24	6	9	39
		% within Zone	61.5%	15.4%	23.1%	100.0%
	CZ	Count	24	7	8	39
		% within Zone	61.5%	17.9%	20.5%	100.0%
	NZ	Count	30	2	8	40
		% within Zone	75.0%	5.0%	20.0%	100.0%
	EZ	Count	23	6	11	40
		% within Zone	57.5%	15.0%	27.5%	100.0%
	SWZ	Count	26	3	11	40
		% within Zone	65.0%	7.5%	27.5%	100.0%
	SZ	Count	28	6	6	40
		% within Zone	70.0%	15.0%	15.0%	100.0%
SEZ	Count	24	7	7	38	
	% within Zone	63.2%	18.4%	18.4%	100.0%	
Total		Count	179	37	60	276
		% within Zone	64.9%	13.4%	21.7%	100.0%

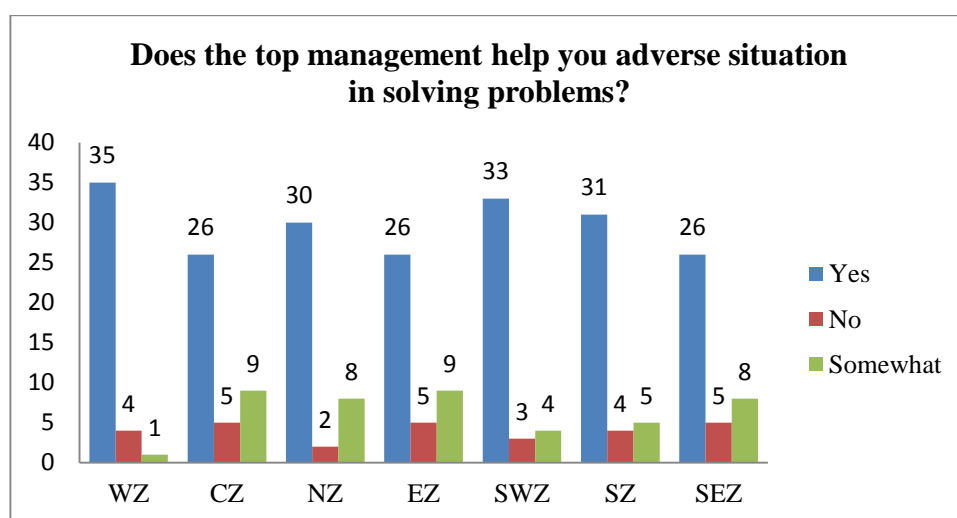


**Finding:**

Table 4.104 and bar chart shows that out of 276 employee respondents 179 (64.9%) say that they are very much proud to be an employee of SMC and proud to work in the corporate work culture.

**Table 4.105 –Views on involvement of management in difficult position.  
Cross tabulation**

Does the top management help you in adverse situations in solving problems?						
			Yes	No	Somewhat	Total
Zone	WZ	Count	35	4	1	40
		% within Zone	87.5%	10.0%	2.5%	100.0%
	CZ	Count	26	5	9	40
		% within Zone	65.0%	12.5%	22.5%	100.0%
	NZ	Count	30	2	8	40
		% within Zone	75.0%	5.0%	20.0%	100.0%
	EZ	Count	26	5	9	40
		% within Zone	65.0%	12.5%	22.5%	100.0%
	SWZ	Count	33	3	4	40
		% within Zone	82.5%	7.5%	10.0%	100.0%
	SZ	Count	31	4	5	40
		% within Zone	77.5%	10.0%	12.5%	100.0%
	SEZ	Count	26	5	8	39
		% within Zone	66.7%	12.8%	20.5%	100.0%
Total		Count	207	28	44	279
		% within Zone	74.2%	10.0%	15.8%	100.0%



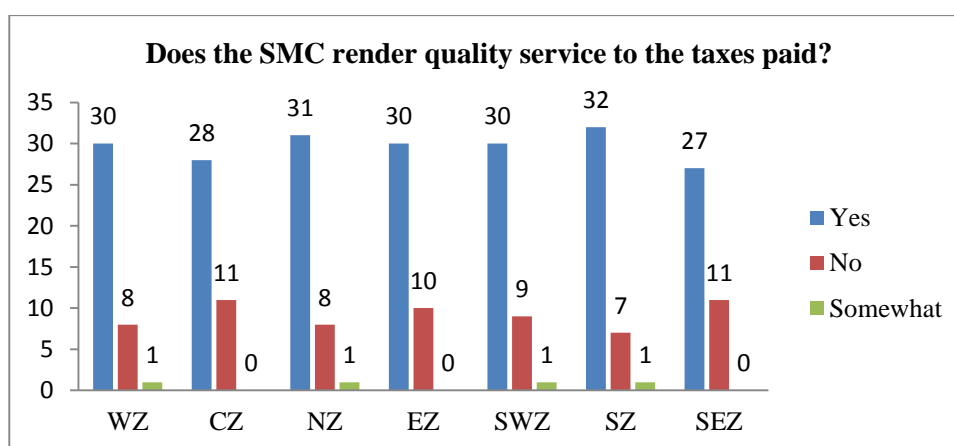
**Finding:**

From table 4.105 and bar chart it is observed that most of the employees are very much satisfied and say even in the time of emergency and difficult times the top management of SMC help the employee to handle the situation carefully.

#### 4.3.18 Increase the Satisfaction level of stake holders.

**Table 4.106- -Frequency of views on facilities render by SMC.  
Cross tabulation**

		Does the SMC render quality service to the taxes paid?				
			Yes	No	Somewhat	Total
Zone	WZ	Count	30	8	1	39
		% within Zone	76.9%	20.5%	2.6%	100.0%
	CZ	Count	28	11	0	39
		% within Zone	71.8%	28.2%	.0%	100.0%
	NZ	Count	31	8	1	40
		% within Zone	77.5%	20.0%	2.5%	100.0%
	EZ	Count	30	10	0	40
		% within Zone	75.0%	25.0%	.0%	100.0%
	SWZ	Count	30	9	1	40
		% within Zone	75.0%	22.5%	2.5%	100.0%
	SZ	Count	32	7	1	40
		% within Zone	80.0%	17.5%	2.5%	100.0%
	SEZ	Count	27	11	0	38
		% within Zone	71.1%	28.9%	.0%	100.0%
Total		Count	208	64	4	276
		% within Zone	75.4%	23.2%	1.4%	100.0%

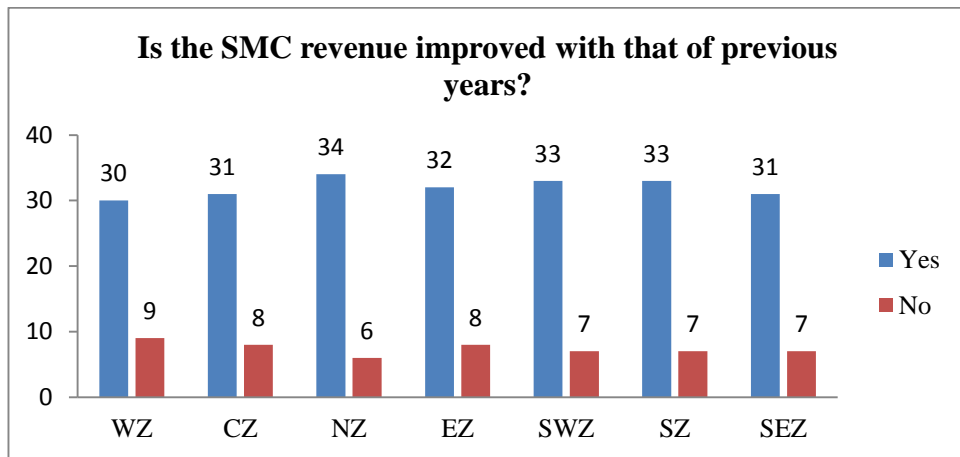


#### **Finding:**

From the above table 4.106 and bar chart it is observed that out of 276 employee respondents' 208 (75.4%) respondents say that SMC is not only work with service motive but also render services to every stakeholder as per the tax paid. Almost all the zones employees indicated that SMC render quality service to the citizens. Only 64 (23.2%) say they are not giving quality service to the paid taxes by the stake holders. From the above table and graph we can view that most of the employees say that the services render to the stake holders are as per the paid taxes.

**Table 4.107- Frequency of views on improved finances of SMC.  
Cross tabulation**

Is the SMC revenue improved with that of previous years?					
			Yes	No	Total
Zone	WZ	Count	30	9	39
		% within Zone	76.9%	23.1%	100.0%
	CZ	Count	31	8	39
		% within Zone	79.5%	20.5%	100.0%
	NZ	Count	34	6	40
		% within Zone	85.0%	15.0%	100.0%
	EZ	Count	32	8	40
		% within Zone	80.0%	20.0%	100.0%
	SWZ	Count	33	7	40
		% within Zone	82.5%	17.5%	100.0%
	SZ	Count	33	7	40
		% within Zone	82.5%	17.5%	100.0%
	SEZ	Count	31	7	38
		% within Zone	81.6%	18.4%	100.0%
Total		Count	224	52	276
		% within Zone	81.2%	18.8%	100.0%

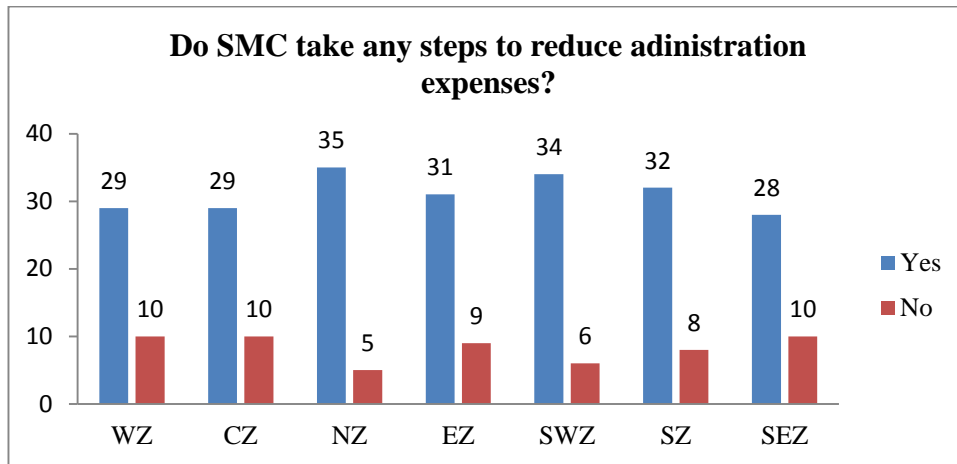


**Finding:**

From the above table 4.107 and bar chart it is observed that out of 276 employee respondents 224 (81.2%) say that SMC revenue is increased over the years. Many employees indicate that even the financial status of the SMC is good and sound and the fiancées has increased in last few years. Only 52 (18.8%) say that SMC revenue is not increased over the years. From the above table and graph it indicates that most of the employees satisfied about the collection of revenue from all the zones which add to the services to the stake holders.

**Table 4.108- Frequency of views on administrative expenditure of SMC.  
Cross tabulation**

Do SMC take any steps to reduce administration expenses?					
			Yes	No	Total
Zone	WZ	Count	29	10	39
		% within Zone	74.4%	25.6%	100.0%
	CZ	Count	29	10	39
		% within Zone	74.4%	25.6%	100.0%
	NZ	Count	35	5	40
		% within Zone	87.5%	12.5%	100.0%
	EZ	Count	31	9	40
		% within Zone	77.5%	22.5%	100.0%
	SWZ	Count	34	6	40
		% within Zone	85.0%	15.0%	100.0%
	SZ	Count	32	8	40
		% within Zone	80.0%	20.0%	100.0%
	SEZ	Count	28	10	38
		% within Zone	73.7%	26.3%	100.0%
Total		Count	218	58	276
		% within Zone	79.0%	21.0%	100.0%

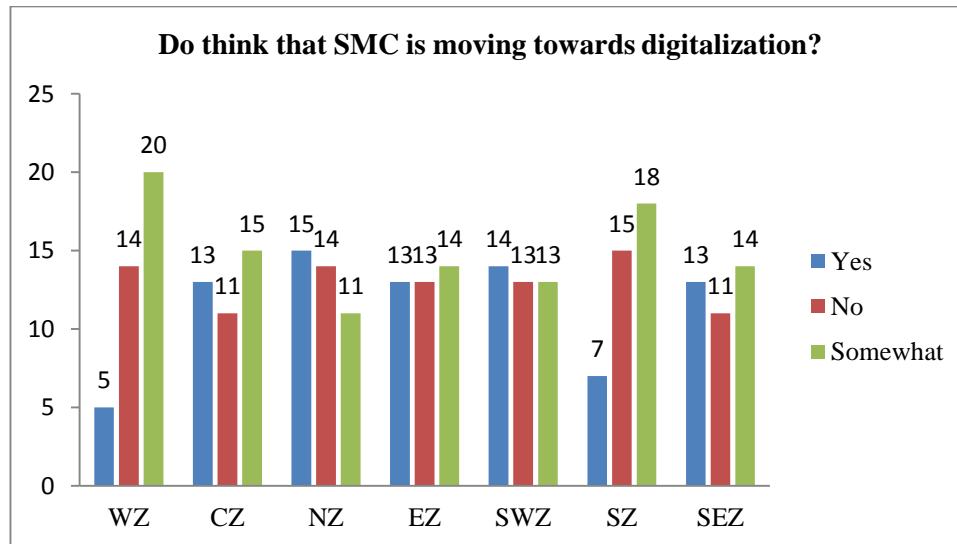


**Finding;**

From table 4.108 and bar chart it is observed that out of 276 employee respondents 218 (79%) say SMC is very careful in spending its expenses. All the administrative expenses are reduced by taking necessary steps so that the saved income can be spent in other areas. Only 58 (21%) respondents say that SMC is spending more on administrative expenses. From the above table and graph it is observing that most of the employees at the opinion that SMC is carefully spending the administrative expenses so that it can spend on other services to the stake holders to increase the quality of life.

**Table 4.109-Frequency of views on digitalization of facilities.  
Cross tabulation**

Do you think that SMC is moving towards digitalization?			Somewhat	No	Yes	Total
Zone	WZ	Count	5	14	20	39
		% within Zone	12.8%	35.9%	51.3%	100.0%
	CZ	Count	13	11	15	39
		% within Zone	33.3%	28.2%	38.5%	100.0%
	NZ	Count	15	14	11	40
		% within Zone	37.5%	35.0%	27.5%	100.0%
	EZ	Count	13	13	14	40
		% within Zone	32.5%	32.5%	35.0%	100.0%
	SWZ	Count	14	13	13	40
		% within Zone	35.0%	32.5%	32.5%	100.0%
	SZ	Count	7	15	18	40
		% within Zone	17.5%	37.5%	45.0%	100.0%
	SEZ	Count	13	11	14	38
		% within Zone	34.2%	28.9%	36.8%	100.0%
Total		Count	80	91	105	276
		% within Zone	29.0%	33.0%	38.0%	100.0%

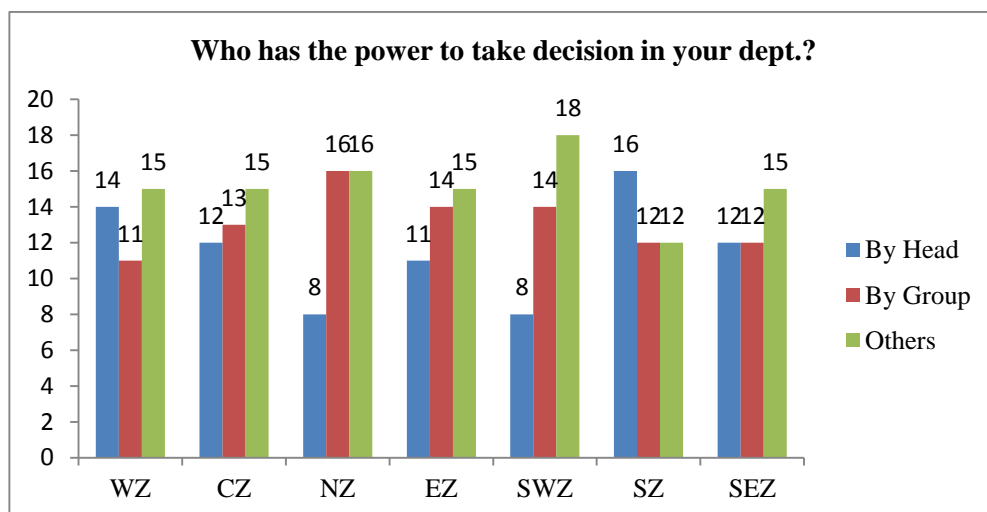


**Finding:**

From the above table 4.109 and bar chart it is observed that out of 276 employees' 105. Only 38% respondents are at the opinion of saying that SMC is not trying to digitalization its services. From the above table and graph we can observe that most of the employees say that SMC is digitalization of its services so that the stake holders can have easy access to contact with SMC for grievance.

**Table 4.110-Frequency of views on line of authority.  
Cross tabulation**

Who has the power to take decision in your dept.?						
			The Head	The Group	Others	Total
Zone	WZ	Count	14	11	15	40
		% within Zone	35.0%	27.5%	37.5%	100.0%
	CZ	Count	12	13	15	40
		% within Zone	30.0%	32.5%	37.5%	100.0%
	NZ	Count	8	16	16	40
		% within Zone	20.0%	40.0%	40.0%	100.0%
	EZ	Count	11	14	15	40
		% within Zone	27.5%	35.0%	37.5%	100.0%
	SWZ	Count	8	14	18	40
		% within Zone	20.0%	35.0%	45.0%	100.0%
	SZ	Count	16	12	12	40
		% within Zone	40.0%	30.0%	30.0%	100.0%
	SEZ	Count	12	12	15	39
		% within Zone	30.8%	30.8%	38.5%	100.0%
Total		Count	81	92	106	279
		% within Zone	29.0%	33.0%	38.0%	100.0%



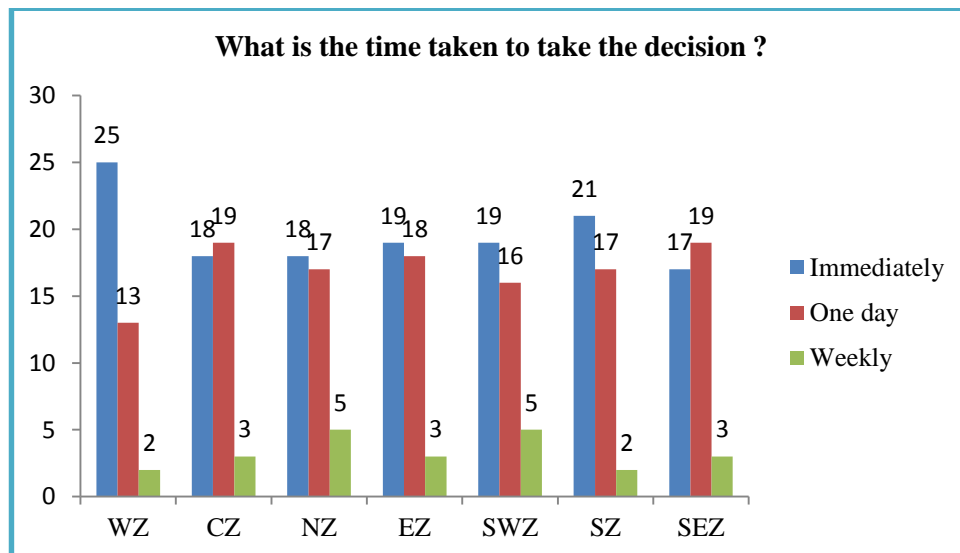
**Finding:**

The above table 4.110 and the graph represent that delegation of decisions making is spread across all the levels of management, workers and NGOs in each zone. Many employees responded that decision taken in all the levels of the management. Only if needed, they include the others in decision making. The table indicates that SMC involves all levels of management, workers and NGOs in decision making process.



**Table 4.111- Views on time taken for decision making.  
Cross tabulation**

What is the time taken to take the decision?						
Zone	WZ		Immediately	One day	Weekly	Total
		Count	25	13	2	40
		% within Zone	62.5%	32.5%	5.0%	100.0%
	CZ	Count	18	19	3	40
		% within Zone	45.0%	47.5%	7.5%	100.0%
	NZ	Count	18	17	5	40
		% within Zone	45.0%	42.5%	12.5%	100.0%
	EZ	Count	19	18	3	40
		% within Zone	47.5%	45.0%	7.5%	100.0%
	SWZ	Count	19	16	5	40
		% within Zone	47.5%	40.0%	12.5%	100.0%
	SZ	Count	21	17	2	40
		% within Zone	52.5%	42.5%	5.0%	100.0%
	SEZ	Count	17	19	3	39
		% within Zone	43.6%	48.7%	7.7%	100.0%
Total		Count	137	119	23	279
		% within Zone	49.1%	42.7%	8.2%	100.0%

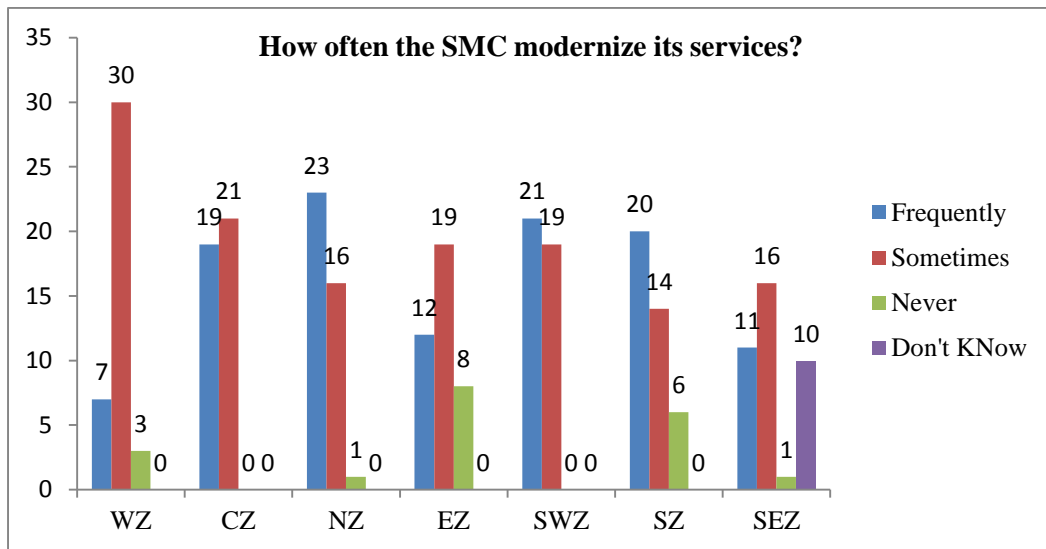


**Finding:**

The above table 4.111 indicates that the time frame for decision making in each zone. And the above study observes that in Surat 49.1% of the employees are at the view that decisions are taken immediately, and 42.7% of the employees are at the opinion that decisions are taken in same day, and other 8.2% of the employees said the decision is taken within a week. The above table indicates that the respondents from all the zones said the decisions are taken promptly and as per the need.

**Table 4.112- Frequency of views on renovation of the city.  
Cross tabulation**

How often the SMC modernize its services?							
Zone	WZ		Frequently	Sometimes	Never	Don't Know	Total
		Count	7	30	3	0	40
		% within Zone	17.5%	75.0%	7.5%	.0%	100.0%
	CZ	Count	19	21	0	0	40
		% within Zone	47.5%	52.5%	.0%	.0%	100.0%
	NZ	Count	23	16	1	0	40
		% within Zone	57.5%	40.0%	2.5%	.0%	100.0%
	EZ	Count	12	19	8	0	39
		% within Zone	30.8%	48.7%	20.5%	.0%	100.0%
	SWZ	Count	21	19	0	0	40
		% within Zone	52.5%	47.5%	.0%	.0%	100.0%
	SZ	Count	20	14	6	0	40
		% within Zone	50.0%	35.0%	15.0%	.0%	100.0%
	SEZ	Count	11	16	1	10	38
		% within Zone	28.9%	42.1%	2.6%	26.3%	100.0%
<b>Total</b>		Count	113	135	19	10	277
		% within Zone	40.8%	48.7%	6.9%	3.6%	100.0%



**Finding:**

The above table 4.112 represents the frequency of views from the SMC employee respondents on upgrading of the city. The table indicates that NZ has 57.5%, SWZ 52.5%, SZ 50% of employees are at the opinion that SMC is regularly modernized the city. While 75% from WZ, 52.2% from CZ are at the view that SMC is upgrading the city as per the requirement.

Ho: opinion is not different with respect to employees from different zones.

Vs

H1: opinion is significantly different with respect to employees from different zones.

Here, considering characteristics of data it is applied chi square test of association between attributes and Kruskal Wallies test. And the results are as follows:

**Table 4.113- Chi square and Kruskal Wallies test on decision making.**

	Chi square	df	p-value
<b>Who has the power to take decision in your Dept.?</b>	6.953(a)	12	0.861
<b>What is the time taken to take the decision?</b>	4.472(b)	6	0.6131
<b>How often the SMC modernize its services?</b>	28.124(b)*	6	0.0001

(a)-Chi square test

(b)- Kruskal Wallies test

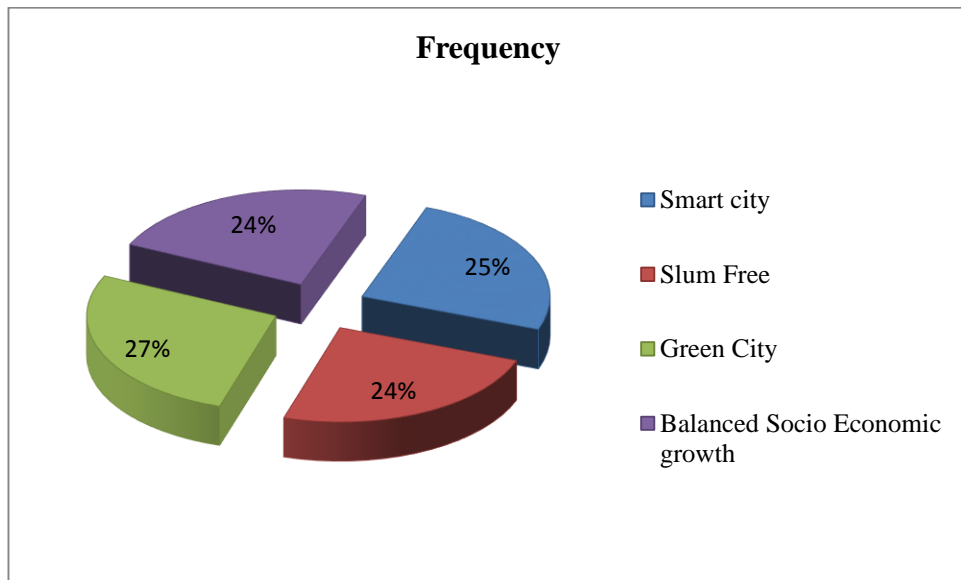
**Finding:**

1. The tables 4.110 to 4.113 conclude that in each zone on an average decision is taken by group. And which is insignificant (p-value>0.05) also.
2. In WZ and SZ, most of the decisions are taken immediately, while in rest of the zones it takes almost one day. But this difference is statistically insignificant (as p-value>0.05).
3. 55% of employees who are responded say that SMC modernize its facilities and services sometimes while 45% say that SMC modernize at regularly and frequently, and this difference is statistically significant (p-value<0.05).

#### 4.3.19 Processes adopted by SMC in achieving their goals.

Table 4.114-Frequency of views on SMC dream to make Surat.

	Frequency	Percent
<b>Elegant city</b>	183	65.35714
<b>Poverty Free city</b>	176	62.85714
<b>Green City</b>	198	70.71429
<b>Balanced Socio Economic growth</b>	172	61.42857



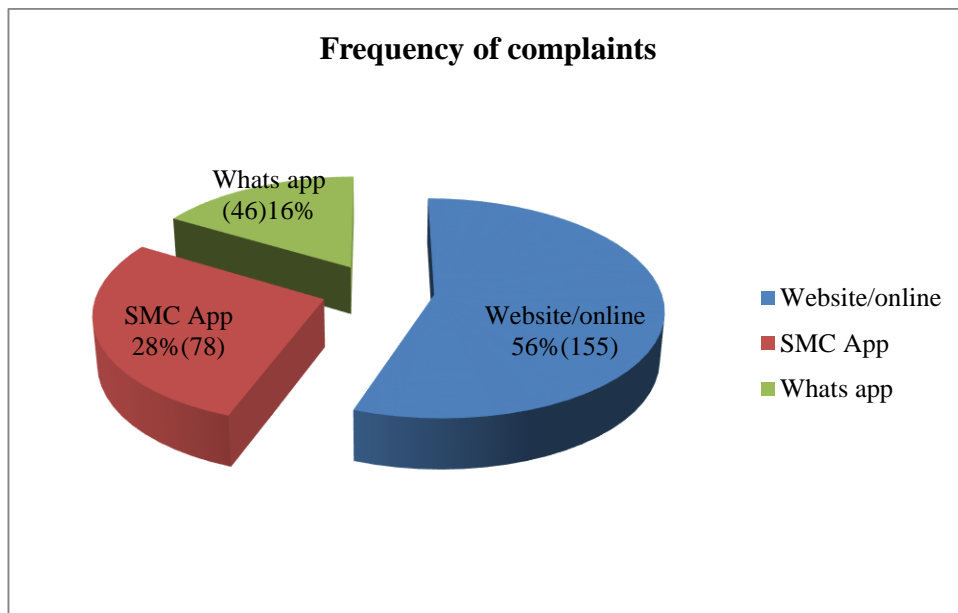
#### Finding:

1. From the above table 4.114 it is observing that 183(65.35%) respondents are at the opinion that Surat mission is to become smart city.
2. 176 (62.85%) respondents are at the opinion that Surat mission is to be a slum free city.
3. 198 (70.71%) respondents are at the opinion that Surat mission is to be a green city.
4. 172(61.42%) are at the opinion that Surat mission is to be a fair socio fiscal development city.

**B) What means do SMC provide to citizens to give complains?  
(Tick the correct)**

**Table 4.115- Frequency of views on medium of information.**

Complains received on	Frequency	Percent
Website/online	155	55.35714
SMC App	78	27.85714
Whats app	46	16.42857
	279	



**Finding:**

From the above table 4.115 and bar chart it is observed that most of the respondents are at the opinion that SMC receive complains through website and online and remaining say that complains are received through Whats app from stake holders. The above table and the graph indicate that most of the stake holder's use online facility to give complains and SMC online system is well maintained.

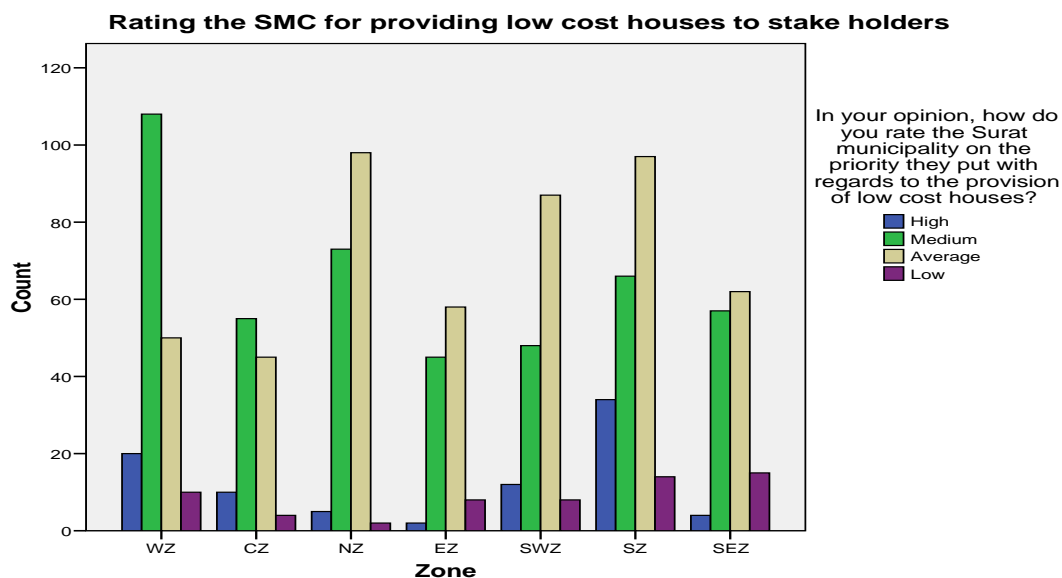
#### 4.4 Summary of data presentation and Analysis-Hypothesis

**Table 4.116- Hypothesis Testing of S1-S3**

Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S1	There is no significant difference in rating the SMC for provision houses with low cost to stake holders in different Zones.		X	4.30
S2	There is no significant difference in permission and compelling on building plans and land use by SMC in different Zones.		X	4.32
S3	There is no significant difference in the removal of waste from residence by SMC in different zones		X	4.34

#### Hypothesis Testing of S1

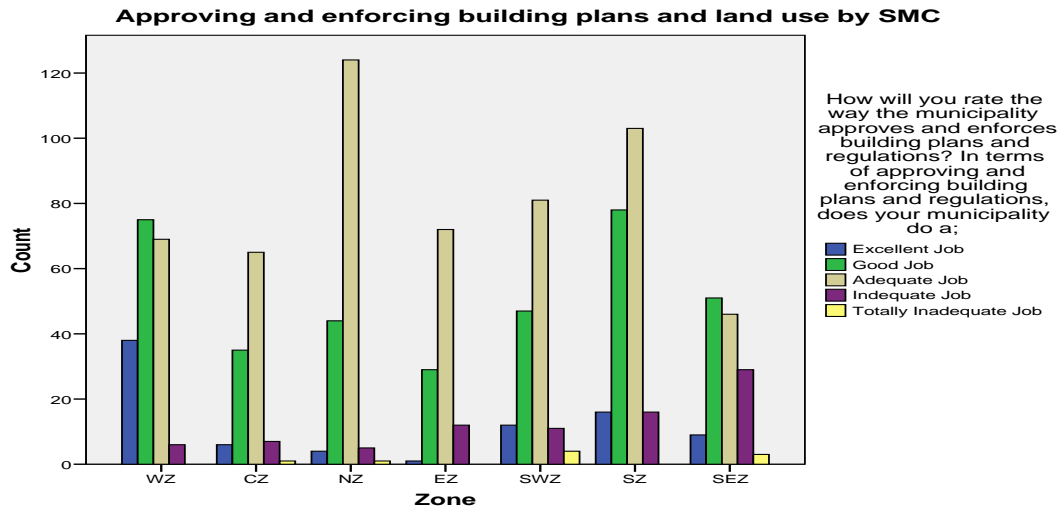
H<sub>0</sub>: There is no significant difference in rating the SMC for provision of houses with low cost to stake holders in different Zones.



There is significant evidence regarding the opinion regarding the SMC on the priority of provision of houses with low cost in different zones. In addition, the maximum respondents from WZ has medium while NZ has average response for providing houses with low cost to stake holders.

### Hypothesis Testing of S2

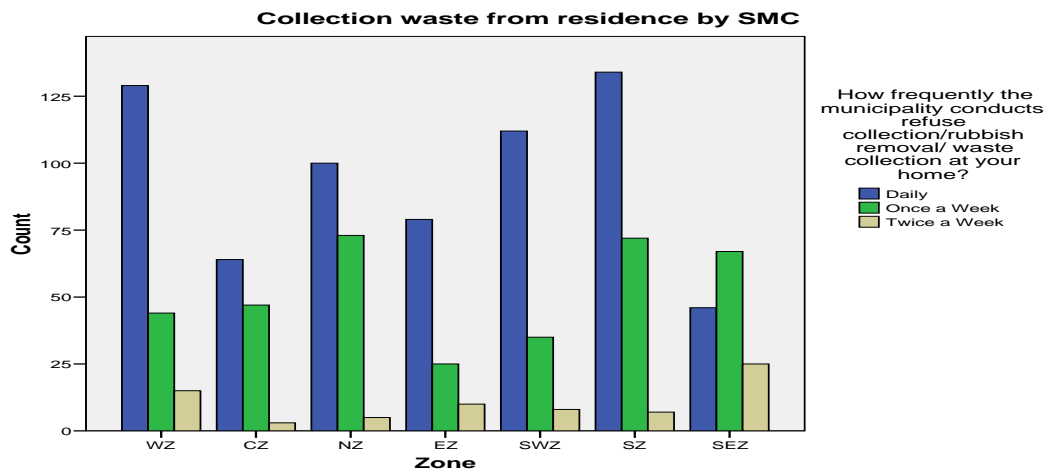
**H<sub>0</sub>:** There is no significant difference in permissions and compelling on building plans and land use by SMC in different Zones.



There is significant evidence regarding the opinion for rating the approval and enforcing on building plans and land use by SMC in different Zones. In addition, we can say that maximum respondents from has NZ say SMC has Adequate Job for approving and enforcing on building plans and land uses.

### Hypothesis Testing of S3

**H<sub>0</sub>:** There is no significant difference in the removal of waste from homes by SMC in different zones.



There is significant evidence that, the removing waste from the houses by SMC in different zones. Maximum zones response that, waste from residence has collected daily by SMC.

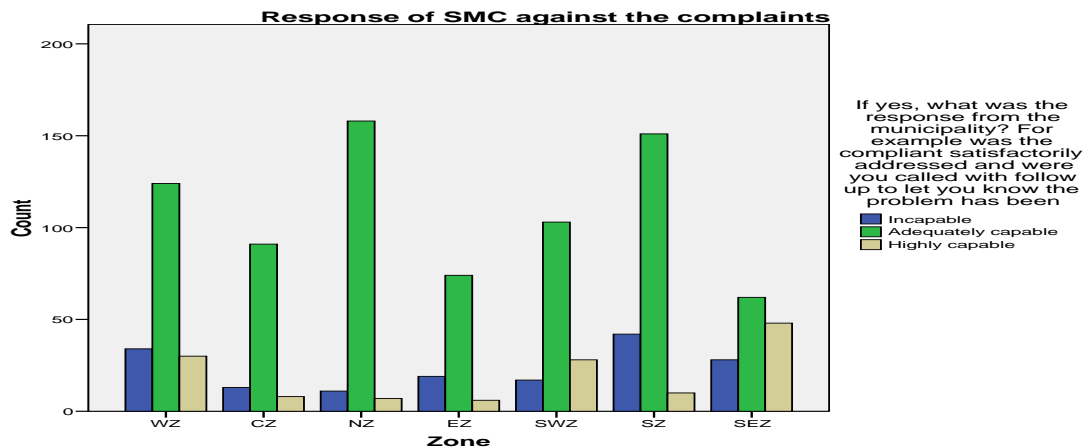
**Table 4.117- Hypothesis Testing of S4-S14**

Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S4	There is no significant difference in the response from the municipality regarding complaints.		X	4.41
S5	There is no significant difference in rating the ability of the workers to deal with their problems in different zones.		X	4.41
S6	There is no significant difference in rating the ability of the staff of fire department in different zones.		X	4.43-A
S7	There is no significant difference in the response from the municipality regarding business facilities complaints in different zones.		X	4.56A
S8	There is no significant difference in rating the ability of the staff to deal with their problem in different zones.		X	4.56A
S9	There is no significant difference in the rating of SMC services received by stakeholders from different zones.		X	4.61
S10	There is no significant difference in the influence of political government on performance of SMC in different zones.		X	4.62-A
S11	There is no significant difference in the views that municipality has developed in the last 5 years in different zones.		X	4.66
S12	There is no significant difference in the statements which is described the familiarity of the SMC in different zones.		X	4.66
S13	There is no significant difference in the rating the Municipality's medium of contact with the residents in different zones.		X	4.66
S14	The frequency of attending meetings, organized by SMC, is significantly same in each zone.		X	4.76



### Hypothesis Testing of S4

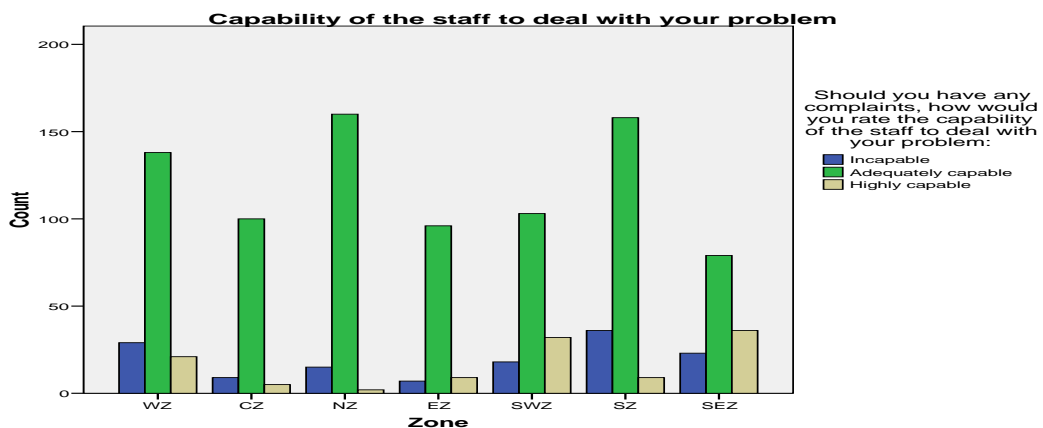
**H<sub>0</sub>:** There is no significant difference in the response from the municipality regarding complaints.



There is an important difference when it comes to the response of SMC about the complaints in various zones. All the zones are satisfied and respond that the SMC is capable regarding community service.

### Hypothesis Testing of S5

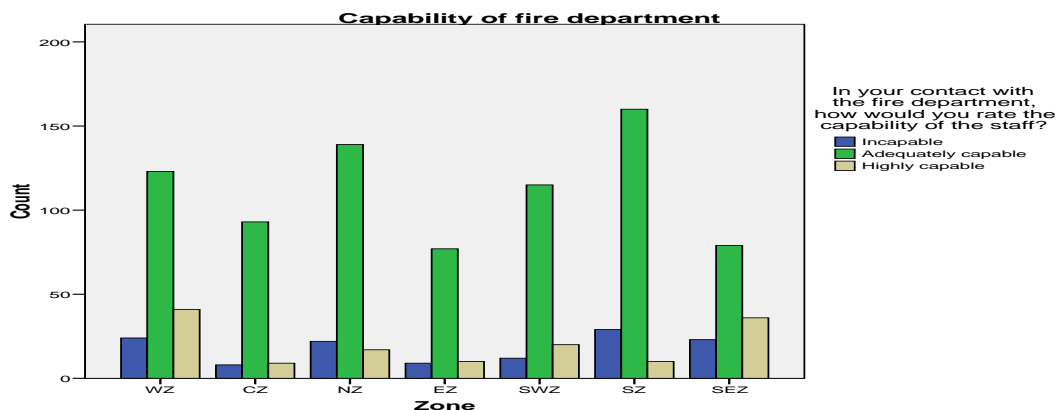
**H<sub>0</sub>:** There is no significant difference in rating the ability of the staff to deal with the problems in different zones. The department is quick and responsible in terms of attending to the complaints.



There is significant evidence that SMC has adequately able staff to deal with their problems in different zone. Maximum from North and South Zone respond that, SMC has adequately capable staff to deal with their problems in different zone.

### Hypothesis Testing of S6

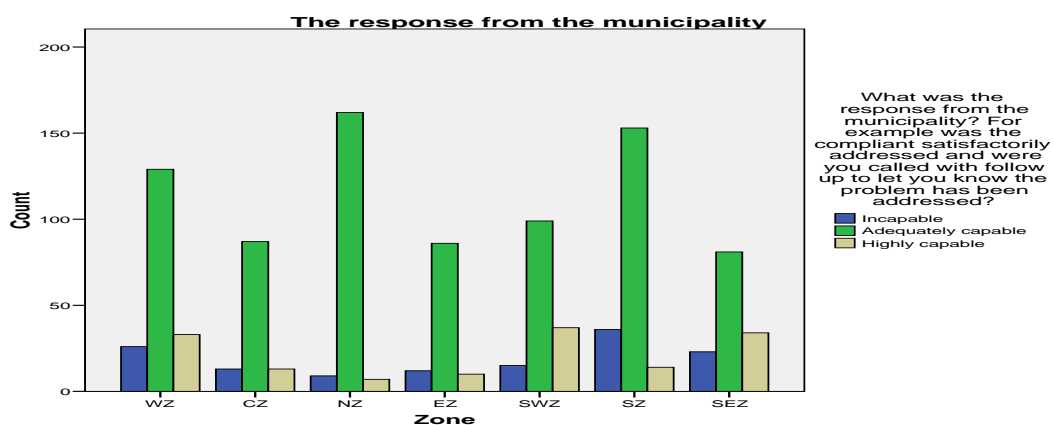
H<sub>0</sub>: There is no significant difference in rating the ability of the staff of fire department in different zones.



The fire department is known to significantly to handle emergency. Respondents from all the zones say that the fire department does well in dealing with any emergency. Respondents from the south zone were a lot more satisfied about the fire department working.

### Hypothesis Testing of S7

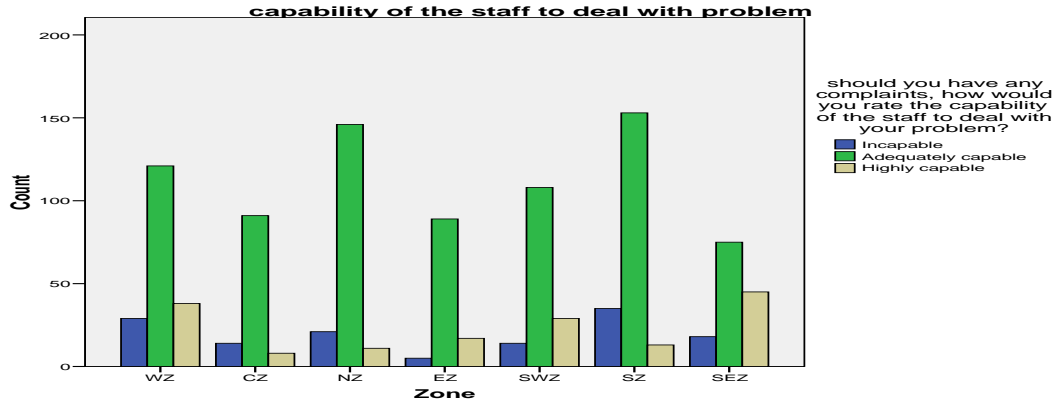
H<sub>0</sub>: There is no significant difference in the response from the municipality regarding business facilities complaints in different zones.



There is an important difference in the response regarding the complaints about business facilities. In addition, most of the respondents are at the opinion that SMC is equips with capable staff that are skillful in handling the problems.

### Hypothesis Testing of S8

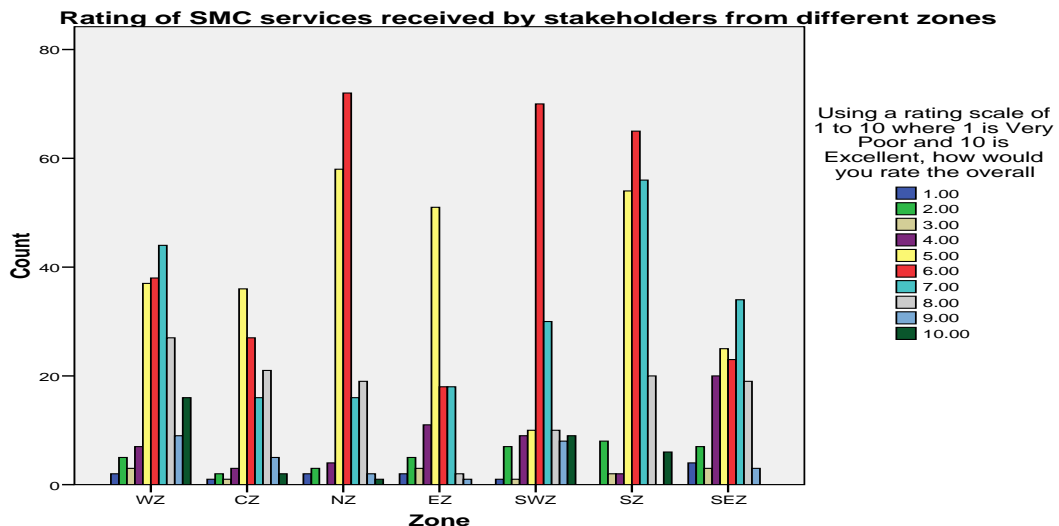
**H<sub>0</sub>:** There is no significant difference in rating of the ability of the staff to deal with their problem in different zones.



There is important evidence in the reply on the ability of the staff to deal with their problem is adequate. Respondents from SZ say that, the staff of SMC is adequately able to deal with their problem of trading services.

### Hypothesis Testing of S9

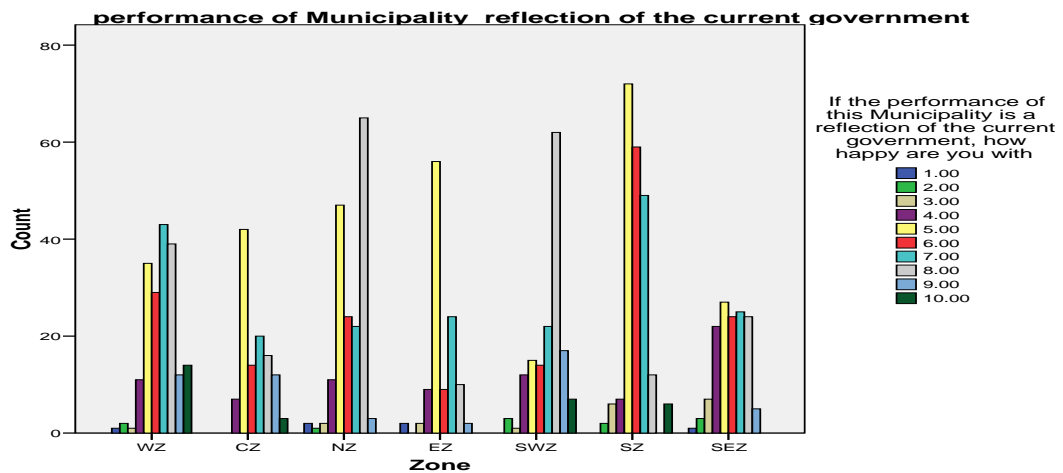
**H<sub>0</sub>:** There is no major difference in the rating of SMC services received by citizens from different zones.



There is significant evidence in the rating of SMC services received by stakeholders from different zones. Six out of 10 is maximum rate in NZ, SWZ and SZ given by stakeholders to SMC services.

### Hypothesis Testing of S10

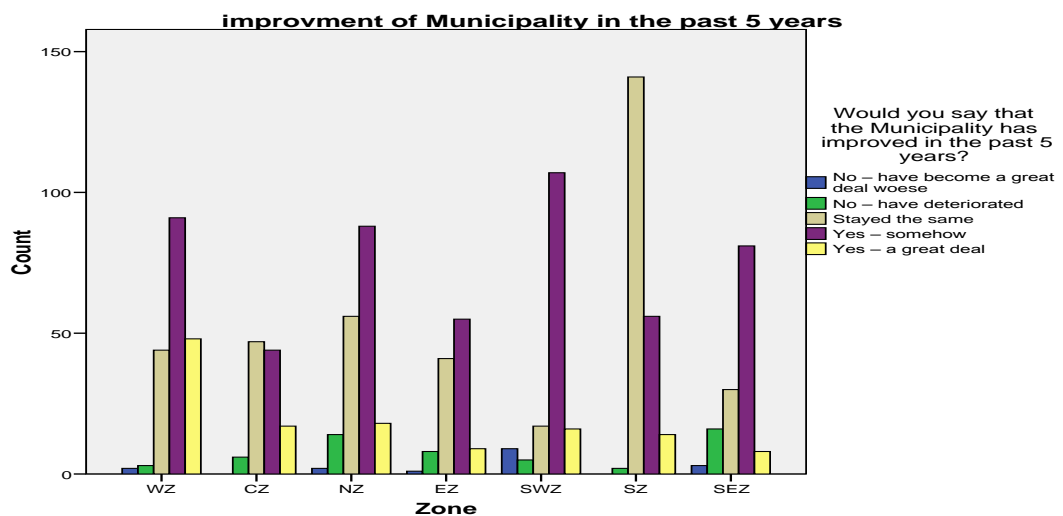
**H<sub>0</sub>:** There is no significant difference in the influence of political support on performance of SMC in different zones.



There is a contrast in the rating of SMC services about the indication of the present government from different zones. Eight out of 10 is maximum rate in NZ, and SWZ given by stakeholders to SMC services regarding indication of the present government.

### Hypothesis Testing of S11

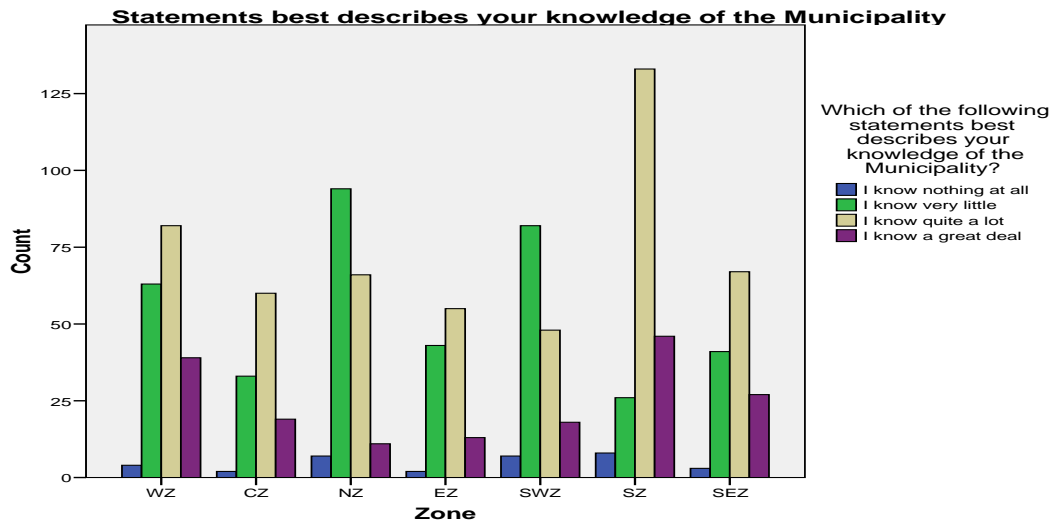
**H<sub>0</sub>:** There is no significant difference in the views on development of SMC in last 5 years in different zones.



There is a significant difference in the views on SMC developed in last 5 years. Excluding SZ all zone think that SMC has improved in the past 5 years.

### Hypothesis Testing of S12

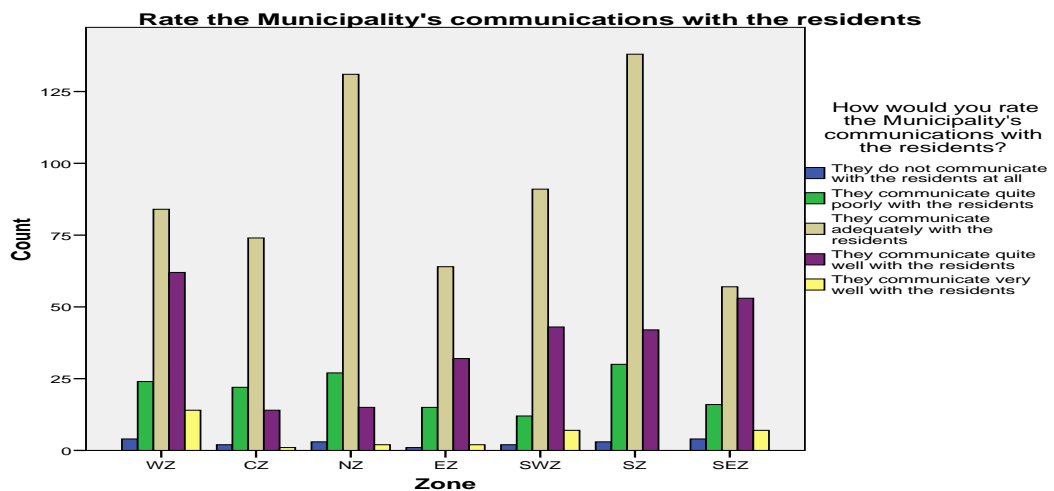
H<sub>0</sub>: There is no significant difference in the statements which is described the familiarity of the SMC in different zones.



There is significant evidence in the view that all zones have the acquaintance of the SMC services. From WZ, CZ, EZ, SZ and SEZ respondent say that they know quite a lot about the SMC.

### Hypothesis Testing of S13

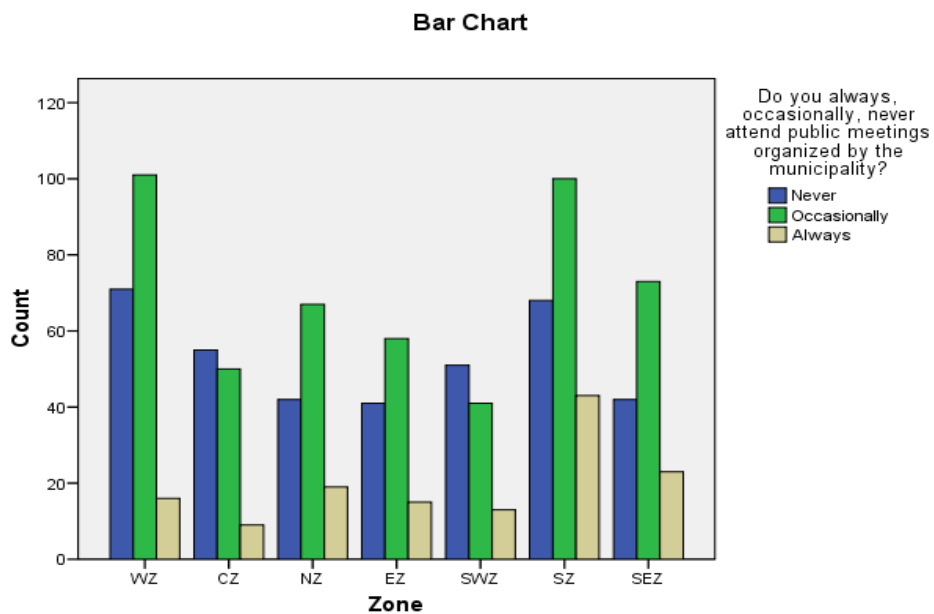
H<sub>0</sub>: There is no significant difference in the rating the SMC contact with the stake holders in different zones.



There is a significant difference in the opinion that the SMC contact with the stake holders. Maximum from all zones reply that SMC be in touch sufficiently.

### Hypothesis Testing S14

H<sub>0</sub>: The frequency of attending meetings, organized by SMC, is significantly same in each zone.



Above graph is clearly represents that most of the people get information from SMC through different media due to which many stake holders do not attend meetings conducted by SMC except in few zones.

Hence above hypothesis S14 is rejected.

**Table 4.118- Hypothesis Testing of S15-S35**

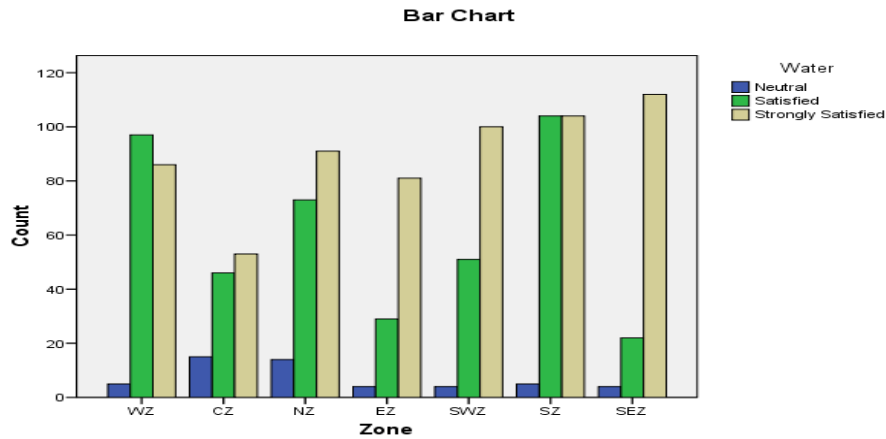
Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S15a-S15g	The satisfaction level of residents, from each zone, on the action on cleanliness by SMC is Neutral.		X	4.86-A
S16a-S16g	The satisfaction level of residents, from each zone, on the change in administrative structure by SMC is Neutral.		X	4.86-A
S17a-S17g	The satisfaction level of residents, from each zone, on modification of work culture by SMC is Neutral.		X	4.86-A
S18a-S18g	The satisfaction level of residents, from each zone, on involvement of public-private-partnership by SMC is Neutral.		X	4.86-A
S19a-S19g	The satisfaction level of residents, from each zone, on checking on the garbage management system of SMC is Neutral.		X	4.86-A
S20a-S20g	The satisfaction level of residents, from each zone, on compelling on new fine system by SMC is Neutral.		X	4.86-A
S21a-S21g	The satisfaction level of residents, from each zone, on the eradication of slums by SMC is Neutral.		X	4.86-A
S22a	The satisfaction level of residents, from WZ, on the delegation of powers to subordinates by SMC is Neutral.		X	4.86-A
S22b-S22c	The satisfaction level of residents, from CZ and NZ, on the delegation of powers to subordinates by SMC is Neutral.	√		4.86-A
S22d-S22e	The satisfaction level of residents, from EZ and SWZ, on delegation of powers to subordinates SMC is Neutral.		X	4.86-A
S22f	The satisfaction level of residents, from SZ, on delegation of powers to subordinates by SMC is Neutral.	√		4.86-A
S22g	The satisfaction level of residents, from SEZ, on delegation of powers to subordinates by SMC is Neutral.		X	4.86-A
S23a-S23b	The satisfaction level of residents, from WZ and CZ, on destruction of illegal construction by SMC is Neutral.		X	4.86-A
S23c	The satisfaction level of residents, from NZ, on the destruction of illegal construction by SMC is Neutral.	√		4.86-A
S23d-S23f	The satisfaction level of residents, from EZ and SWZ, on destruction of illegal construction by SMC is Neutral.		X	4.86-A
S23f-S23g	The satisfaction level of residents, from SZ and SEZ, on destruction of illegal construction by SMC is Neutral.	√		4.86-A

S24a	The satisfaction level of residents, from WZ, on the positive and responsive urban governess by SMC is Neutral.	√		4.86-A
S24b	The satisfaction level of residents, from CZ, on the positive and responsive urban governess by SMC is Neutral.		X	4.86-A
S24c	The satisfaction level of residents, from NZ, on the positive and responsive urban governess by SMC is Neutral.	√		4.86-A
S24d-S24g	The satisfaction level of residents, from EZ, SWZ, SZ, and SEZ, on the positive and responsive urban governess by SMC is Neutral.		X	4.86-A
S25a-S25g	The satisfaction level of residents, from each zone, on the schedule for disposal of grievances by SMC is Neutral.		X	4.86-A
S26a-S26g	The satisfaction level of residents, from each zone, on the schedule for disposal of grievances by SMC is Neutral.		X	4.86-A
S27a-S27g	The satisfaction level of residents, from each zone, on the community health practices programmes by SMC is Neutral.		X	4.86-A
S28a-S28g	The satisfaction level of residents, from each zone, on the well-organized financial management by SMC is Neutral.		X	4.86-A
S29a-S29g	The satisfaction level of residents, from each zone, on the accountability disaster management provided by SMC is Neutral.		X	4.86-A
S30a-S30g	The satisfaction level of residents, from each zone, on the smart city initiatives facility provided by SMC is Neutral.		X	4.86-A
S31a-S31g	The satisfaction level of residents, from each zone, on the slum free city initiatives facility provided by SMC is Neutral.		X	4.86-A
S32a-S32g	The satisfaction level of residents, from each zone, on the digital Gujarat initiatives facility provided by SMC is Neutral.		X	4.86-A
S33a-S33g	The satisfaction level of residents, from each zone, on the Swatch Bharat initiatives facility provided by SMC is Neutral.		X	4.86-A
S34a-S34g	The satisfaction level of residents, from each zone, on the BRTS performance facility provided by SMC is Neutral.		X	4.86-A
S35a-S35g	The satisfaction level of residents, from each zone, on the Ease of doing business facility provided by SMC is Neutral.		X	4.86-A



### Hypothesis Testing S15

Ho: The satisfaction level of residents, from each zone, on the action on cleanliness provided by SMC is Neutral.

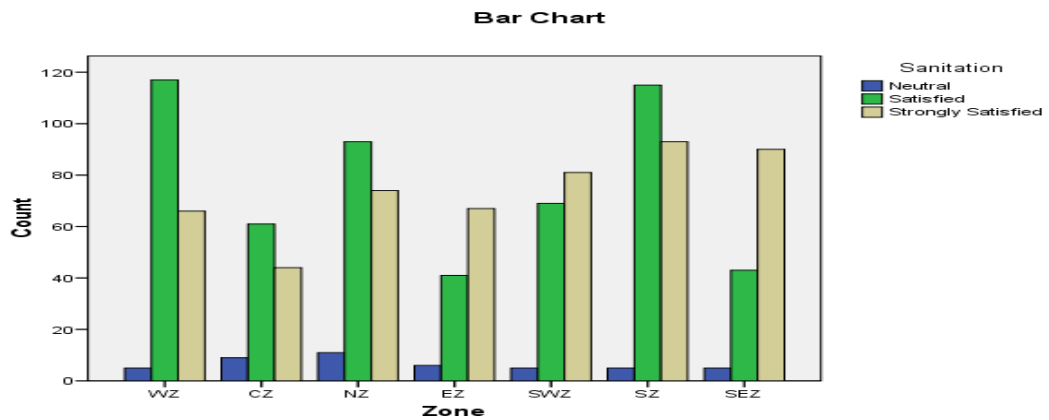


Above chart represents the opinion of stake holders from each zone on action on cleanliness. Clearly in each zone, stake holders are satisfied with the action on cleanliness provided by SMC.

Hence above hypothesis S15 is rejected for each zone.

### Hypothesis Testing S16

Ho: The satisfaction level of residents, from each zone, on the change in administrative structure provided by SMC is Neutral.

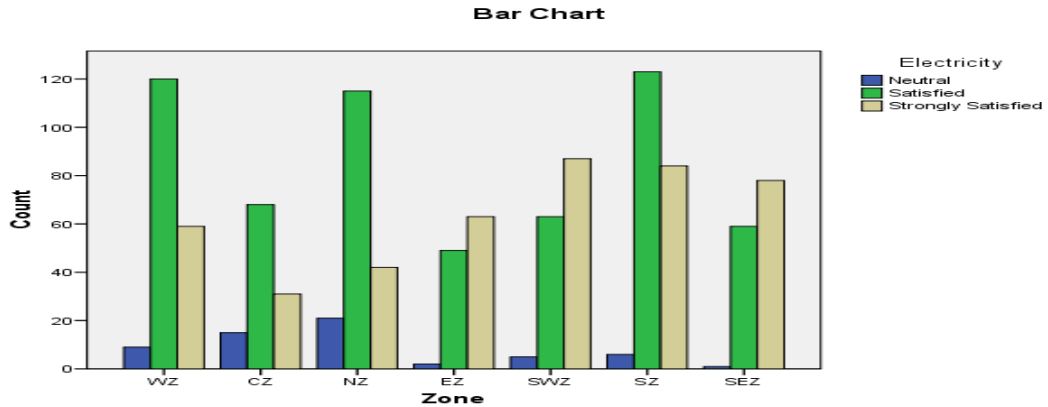


Above chart represents the opinion of stake holders from each zone on change in administrative structure. Clearly in each zone, stake holders are satisfied with the change in administrative structure provided by SMC.

Hence above hypothesis S16 is rejected for each zone.

### Hypothesis Testing S17

Ho: The satisfaction level of residents, from each zone, on modification of work culture by SMC is Neutral.

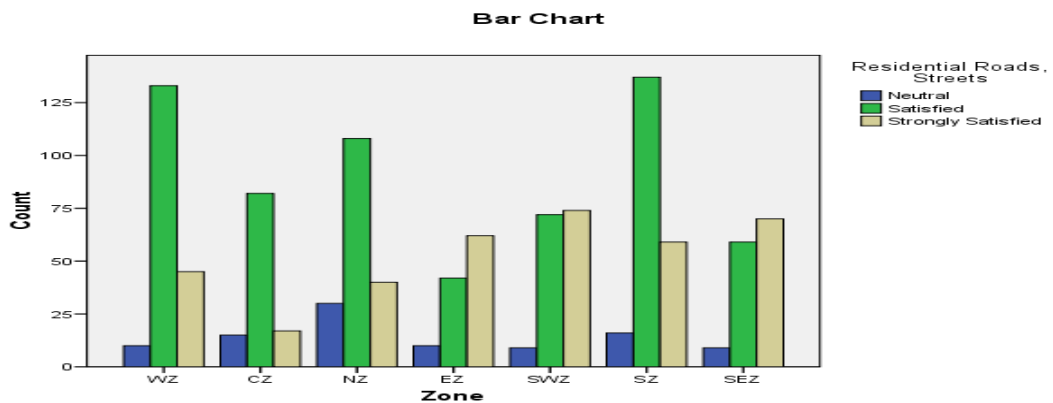


Above chart represents the opinion of stake holders from each zone on modification of work culture. Clearly in each zone, stake holders are satisfied with the modification of work culture by SMC.

Hence above hypothesis S17 is rejected for each zone.

### Hypothesis Testing S18

Ho: The satisfaction level of residents, from each zone, on involvement of public-private-partnership by SMC is Neutral.

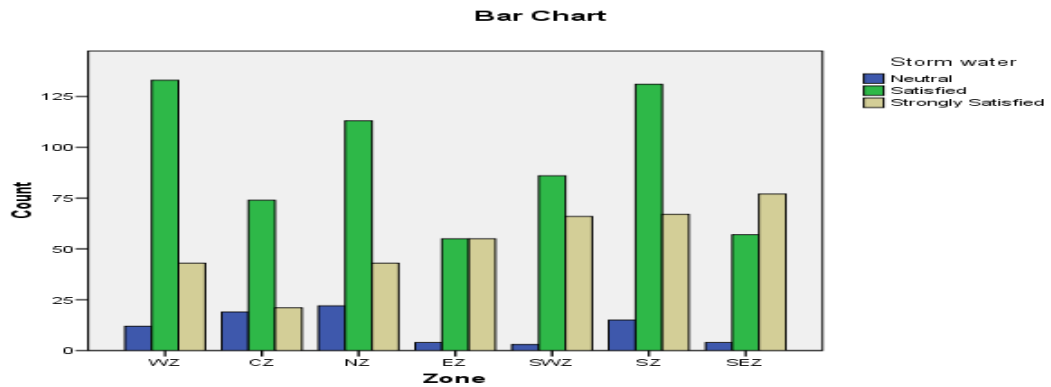


Above chart represents the opinion of stake holders from each zone on involvement of public-private-partnership. Clearly in each zone, stake holders are satisfied with the involvement of public-private-partnership by SMC.

Hence above hypothesis S18 is rejected for each zone.

### Hypothesis Testing S19

Ho: The satisfaction level of residents, from each zone, on the checking on the garbage management system by SMC is Neutral.

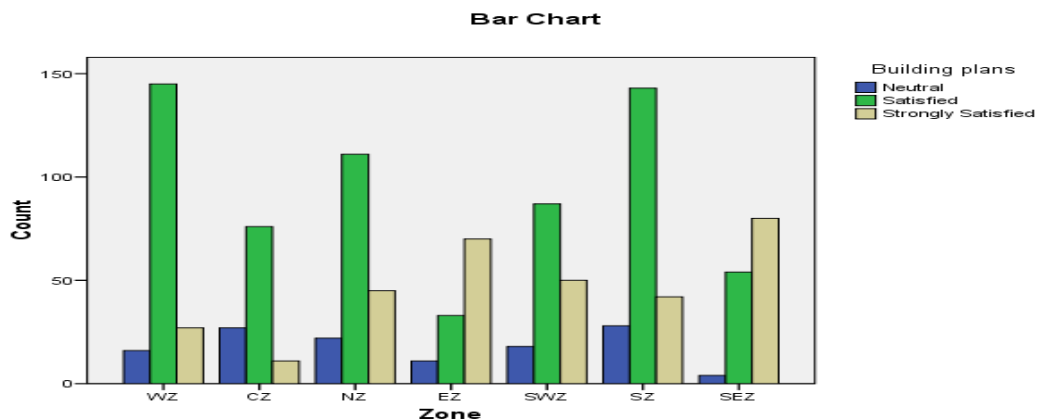


Above chart represents the opinion of stake holders from each zone on checking on the garbage management system. Clearly in each zone, stake holders are satisfied with checking on the garbage management system by SMC.

Hence above hypothesis S19 is rejected for each zone.

### Hypothesis Testing S20

Ho: The satisfaction level of residents, from each zone, on the Building plans provided by SMC is Neutral.

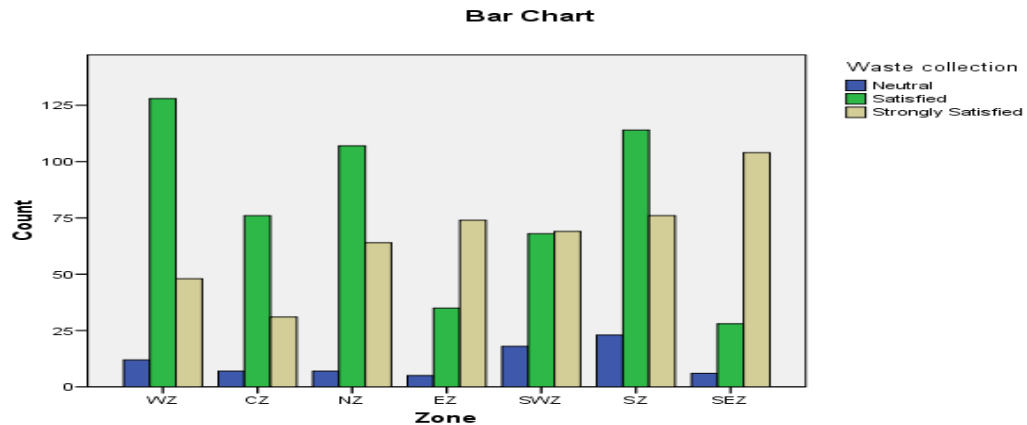


Above graph represents the opinion of stake holders from each zone on building plans facility. Clearly in each zone, stake holders are satisfied with the services provided by SMC on approving building plans.

Hence above hypothesis S20 is rejected for each zone.

## Hypothesis Testing S21

Ho: The satisfaction level of residents, from each zone, on the waste removal facility provided by SMC is Neutral.

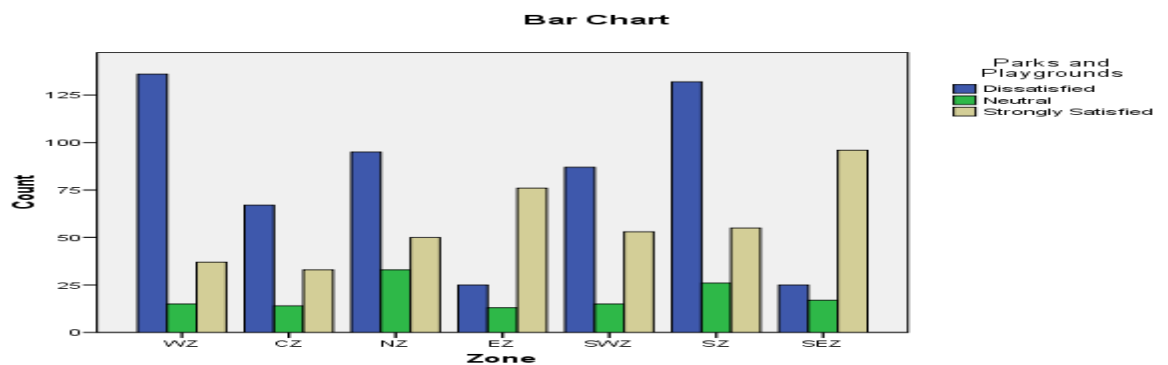


Above chart represents the opinion of stake holders from each zone on waste collection facility. Clearly in each zone, stake holders are satisfied with the waste collection facility provided by SMC.

Hence above hypothesis S21 is rejected for each zone.

## Hypothesis Testing S22

Ho: The satisfaction level of residents, from each zone, on the parks and playgrounds provided by SMC is Neutral.

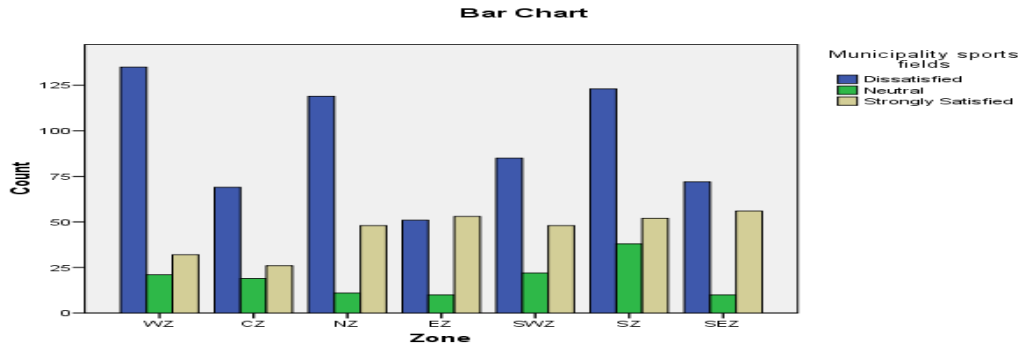


Above chart represents the opinion of stake holders from each zone on parks and playground facility. Clearly in WZ, EZ, NZ, SWZ, and SZ many stake holders are dissatisfied with this facility, and stake holders from EZ and SEZ are satisfied with facility of parks and play grounds provided by SMC.

Hence above hypothesis S22 is rejected for WZ, SWZ, EZ and SEZ while accepted for CZ, NZ, and SZ.

### Hypothesis Testing S23

Ho: The satisfaction level of residents, from each zone, on SMC play grounds provided by SMC is Neutral.

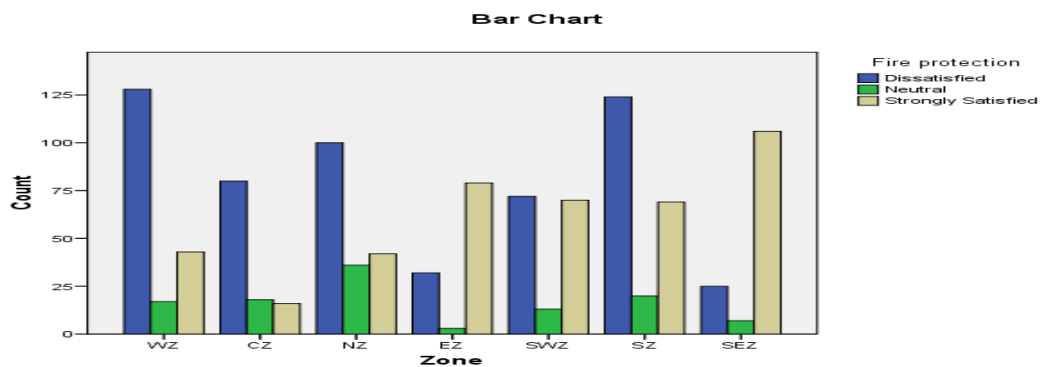


Above chart represents the opinion of stake holders from each zone on SMC play grounds facility. Clearly in WZ, CZ, NZ, SWZ, and SZ many stake holders are dissatisfied with this facility of SMC playground provided by SMC.

Hence above hypothesis S23 is rejected for WZ, SWZ, EZ and SEZ while accepted for CZ, NZ, and SZ.

### Hypothesis Testing S24

Ho: The satisfaction level of residents, from each zone, on the fire safety provided by SMC is Neutral.

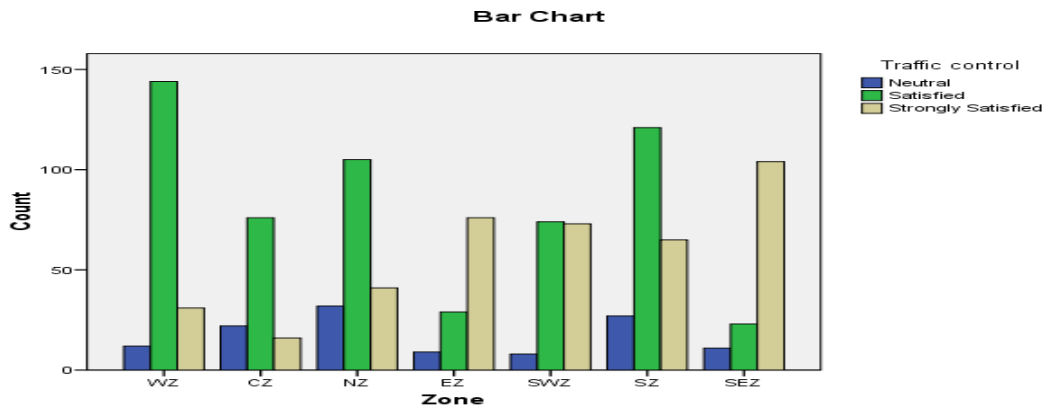


Above chart represents the opinion of stake holders from each zone on fire protection facility. Clearly in WZ, CZ, NZ, and SZ many stake holders are dissatisfied with this facility of fire protection provided by SMC.

Hence above hypothesis S24 is rejected for WZ, CZ, SWZ, EZ and SEZ while accepted for WZ and NZ.

### Hypothesis Testing S25

Ho: The satisfaction level of residents, from each zone, on the traffic control provided by SMC is Neutral.

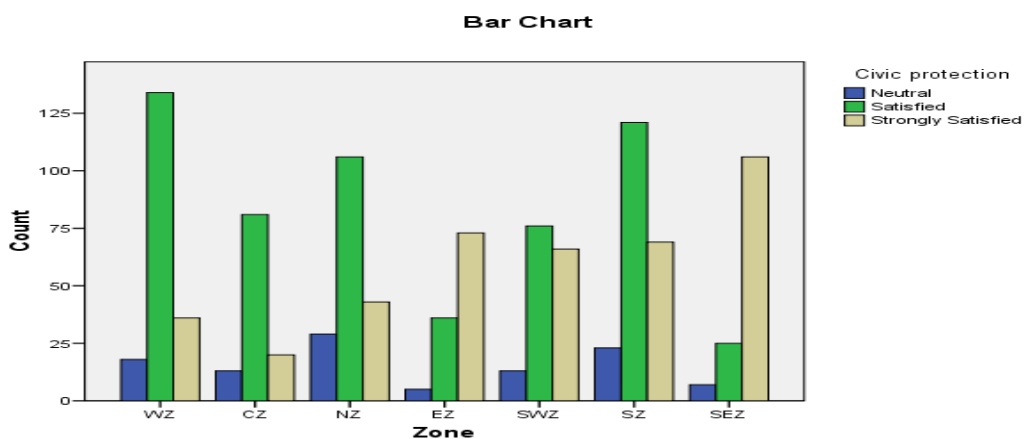


Above chart represents the opinion of stake holders from each zone on traffic control facility. Clearly in each zone, stake holders are satisfied with the traffic control facility provided by SMC.

Hence above hypothesis S25 is rejected for each zone.

### Hypothesis Testing S26

Ho: The satisfaction level of residents, from each zone, on the public safety service provided by SMC is Neutral.

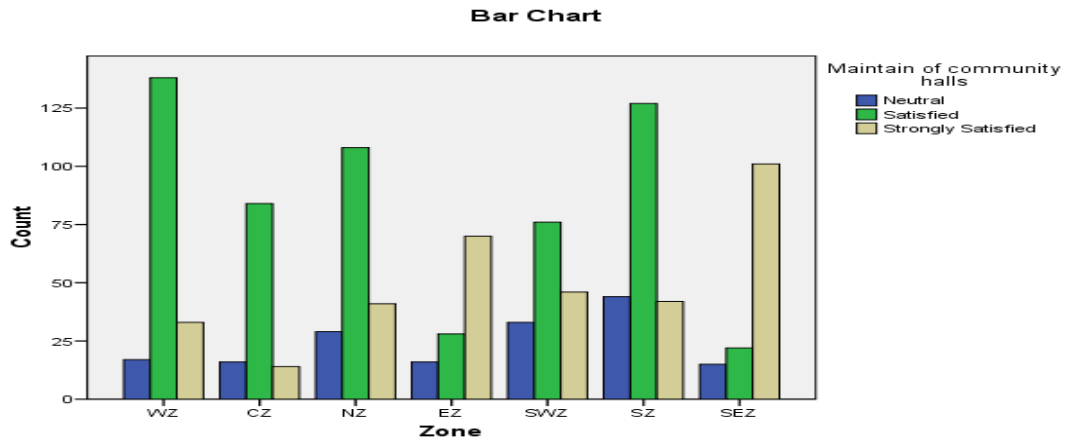


Above chart represents the opinion of stake holders from each zone on public safety facility. Clearly in each zone, stake holders are satisfied with the public safety facility provided by SMC.

Hence above hypothesis S26 is rejected for each zone.

### Hypothesis Testing S27

Ho: The satisfaction level of residents, from each zone, on maintains of public halls provided by SMC is Neutral.

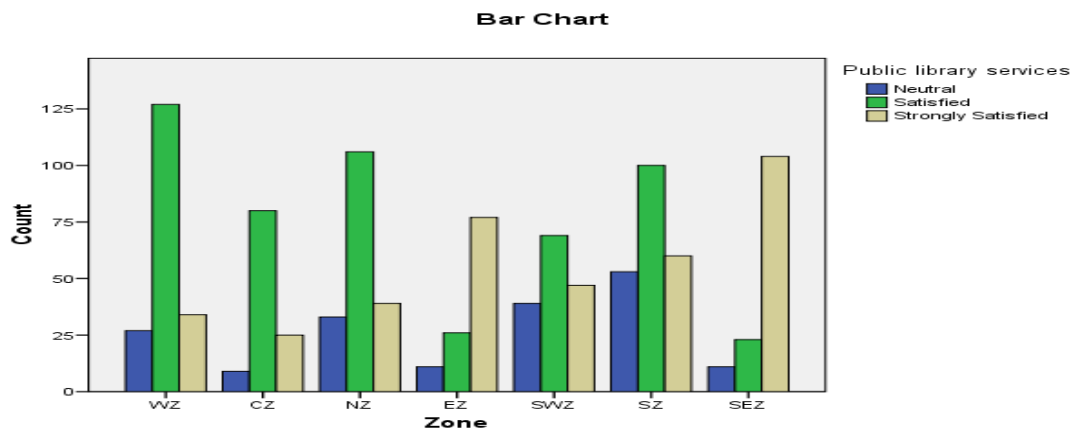


Above chart represents the opinion of stake holders from each zone on maintenance of public halls. Clearly in each zone, stake holders are satisfied with the maintenance of public halls facility provided by SMC.

Hence above hypothesis S27 is rejected for each zone.

### Hypothesis Testing S28

Ho: The satisfaction level of residents, from each zone, on the public library services provided by SMC is Neutral.

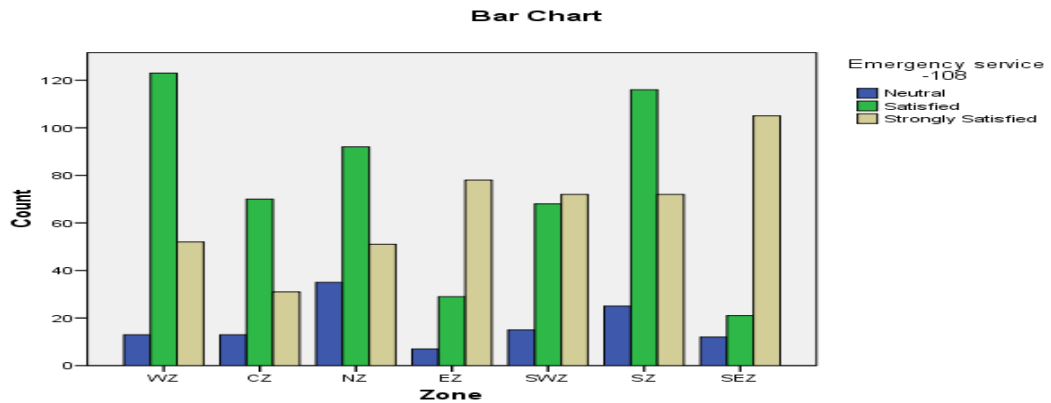


Above chart represents the opinion of stake holders from each zone on public library. Clearly in each zone, stake holders are satisfied with the maintenance of public library facility provided by SMC.

Hence above hypothesis S28 is rejected for each zone.

### Hypothesis Testing S29

Ho: The satisfaction level of residents, from each zone, on the emergency service 108 provided by SMC is Neutral.

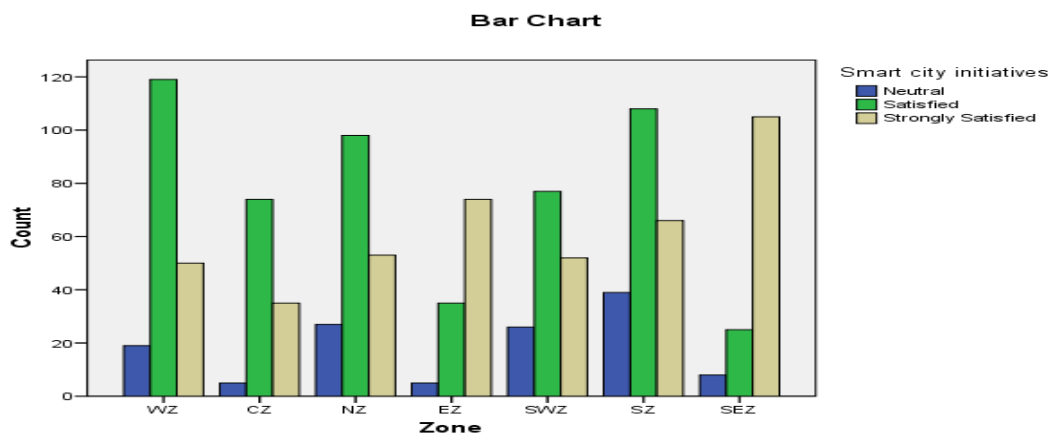


Above chart represents the opinion of stake holders from each zone on emergency service-108. Clearly in each zone, stake holders are satisfied with the emergency service 108 facility provided by SMC.

Hence above hypothesis S29 is rejected for each zone.

### Hypothesis Testing S30

Ho: The satisfaction level of residents, from each zone, on the smart city initiatives provided by SMC is Neutral.



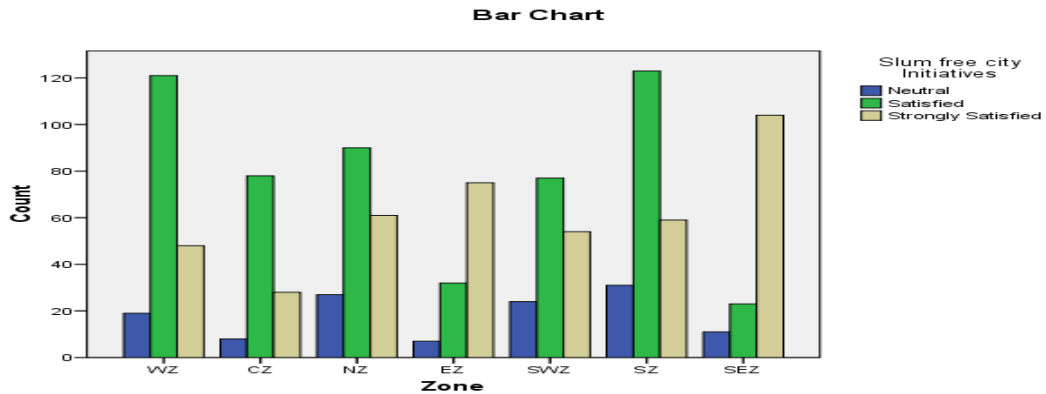
Above chart represents the opinion of stake holders from each zone on smart city initiatives. Clearly in each zone, stake holders are satisfied with the smart city initiatives facility provided by SMC.

Hence above hypothesis S30 is rejected for each zone.



### Hypothesis Testing S31

Ho: The satisfaction level of residents, from each zone, on the slum free city initiatives provided by SMC is Neutral.

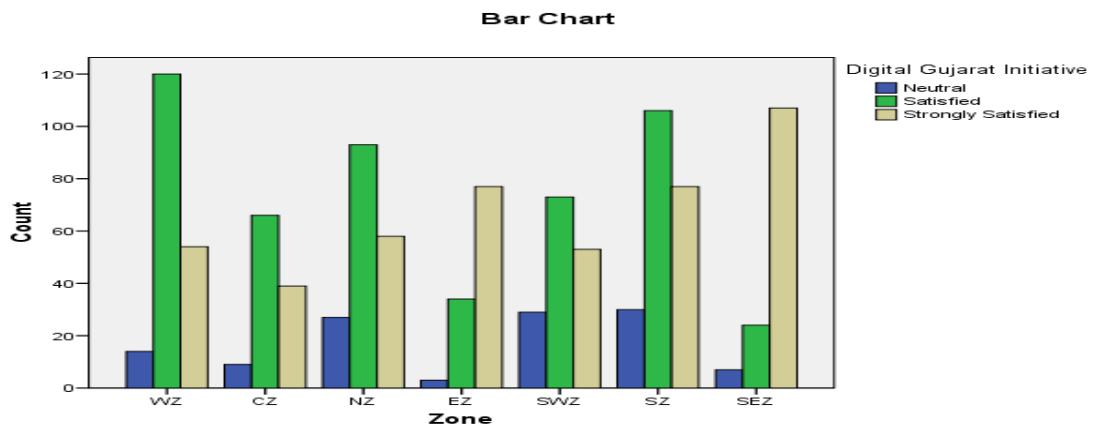


Above chart represents the opinion of stake holders from each zone on slum free city initiatives. Clearly in each zone, stake holders are satisfied with the slum free city initiatives taken by SMC.

Hence above hypothesis S31 is rejected for each zone.

### Hypothesis Testing S32

Ho: The satisfaction level of residents, from each zone, on the digital Gujarat initiatives provided by SMC is Neutral.

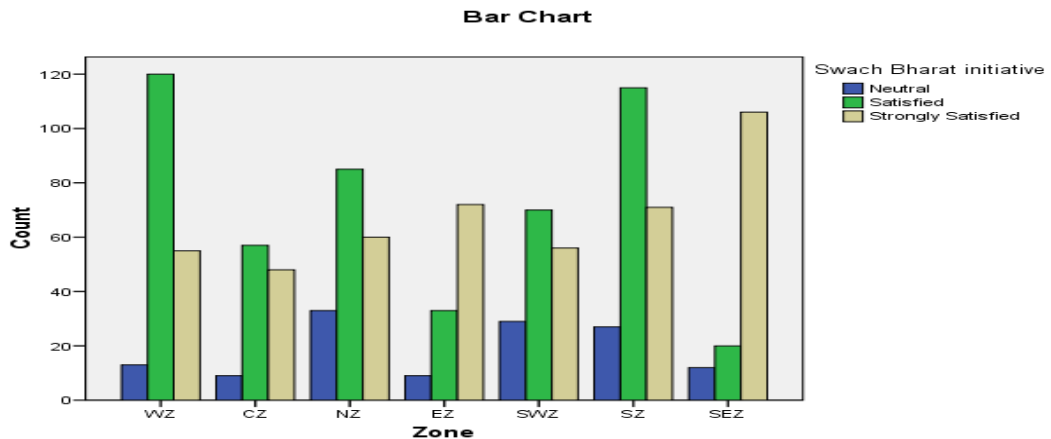


Above chart represents the opinion of stake holders from each zone on digital Gujarat initiative. Clearly in each zone, stake holders are satisfied with the digital Gujarat initiative taken by SMC.

Hence above hypothesis S32 is rejected for each zone.

### Hypothesis Testing S33

Ho: The satisfaction level of residents, from each zone, on the swatch bharat initiatives provided by SMC is Neutral.

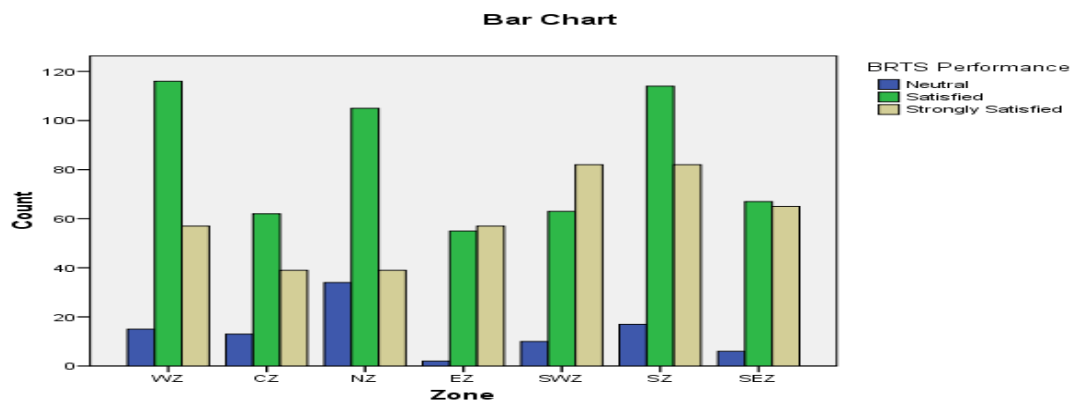


Above chart represents the opinion of stake holders from each zone on swatch bharat initiative. Clearly in each zone, stake holders are satisfied with the swatch bharat initiative taken by SMC.

Hence above hypothesis S33 is rejected for each zone.

### Hypothesis Testing S34

Ho: The satisfaction level of residents, from each zone, on the BRTS performance provided by SMC is Neutral.

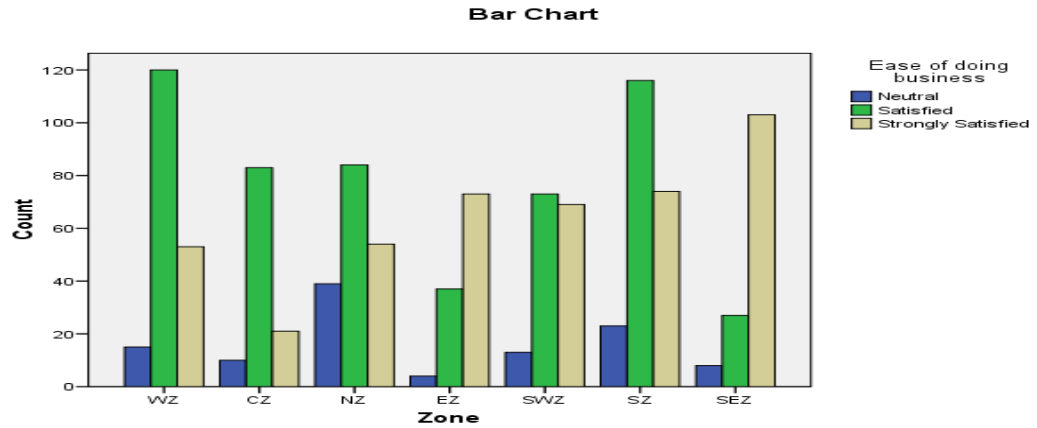


Above chart represents the opinion of stake holders from each zone on BRTS performance initiative. Clearly in each zone, stake holders are satisfied with the BRTS performance by SMC.

Hence above hypothesis S34 is rejected for each zone.

### Hypothesis Testing S35

Ho: The satisfaction level of residents, from each zone, on the ease of doing business provided by SMC is Neutral.



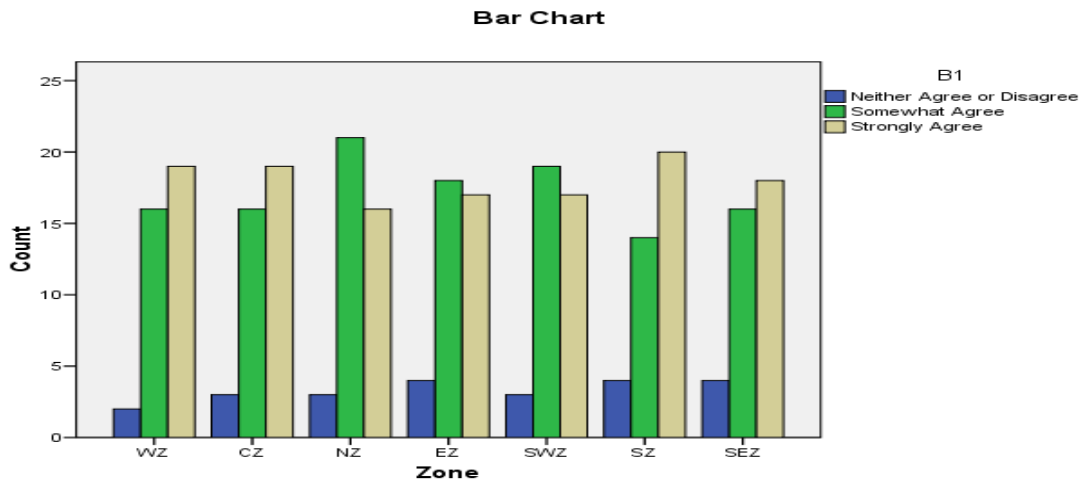
Above chart represents the opinion of stake holders from each zone on ease of doing business. Clearly in each zone, stake holders are satisfied with the ease of doing business given by SMC.

Hence above hypothesis S35 is rejected for each zone.

**Table 4.119- Hypothesis Testing of S36-S46**

Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S36	SMC employees, from each zone, are neither agree nor disagree, on “I am happy to work with SMC as they are motivated to work differently”		X	4.94
S37	SMC employees, from each zone, are neither agree nor disagree, on “The work place and workforce help in doing the job properly.”		X	4.94
S38	SMC employees, from each zone, are neither agree nor disagree, on “as an employee I can use my skills and abilities in my job”		X	4.94
S39	SMC employees, from each zone, are neither agree nor disagree, on “not only job satisfaction but also I get individual work contentment when I do my job.”		X	4.94
S40	SMC employees, from each zone, are neither agree nor disagree, on “I am well informed about my job schedules”		X	4.94
S41	SMC employees, from each zone, are neither agree nor disagree, on “employment and substitution done on regular intervals with well qualified people”		X	4.94
S42	SMC employees, from each zone, are neither agree nor disagree, on “The skill of the people are well improved since last few years”		X	4.94
S43	SMC employees, from each zone, are neither agree nor disagree, on “As an employee of SMC, my job connect me to goals and priorities of SMC”		X	4.94
S44	SMC employees, from each zone, are neither agree nor disagree, on “Rules and regulations about my daily job is well intimated to me”		X	4.94
S45	SMC employees, from each zone, are neither agree nor disagree, on “There is a continuous constructive opinion is given by top management.”		X	4.94
S46	SMC employees, from each zone, are neither agree nor disagree, on “Supervisors in concern to provide employees with opportunity to use their skills in the work.		X	4.94

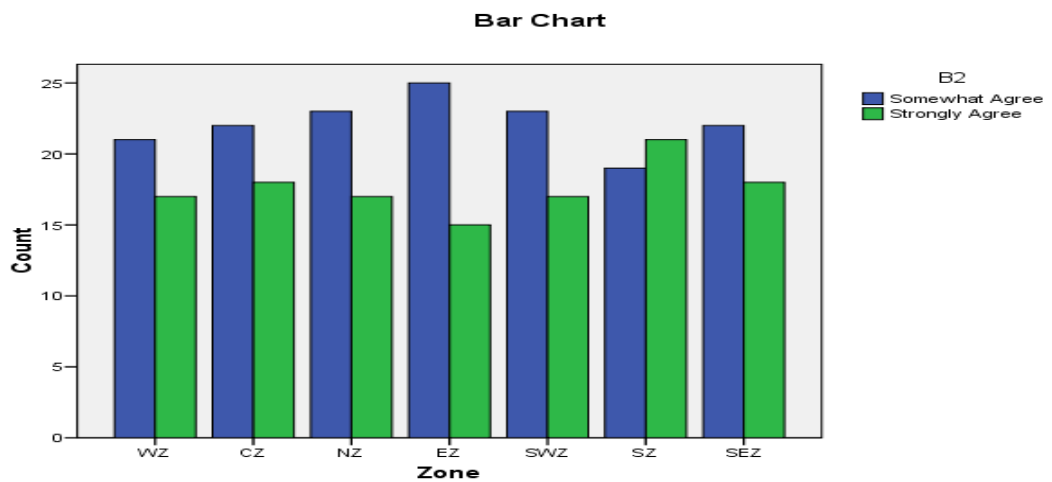
**Hypothesis Testing S36:**



In each zone SMC employees are agreeing on “I am happy to work with SMC as they are motivated to work differently”

Hence above hypothesis S36 is rejected for each zone.

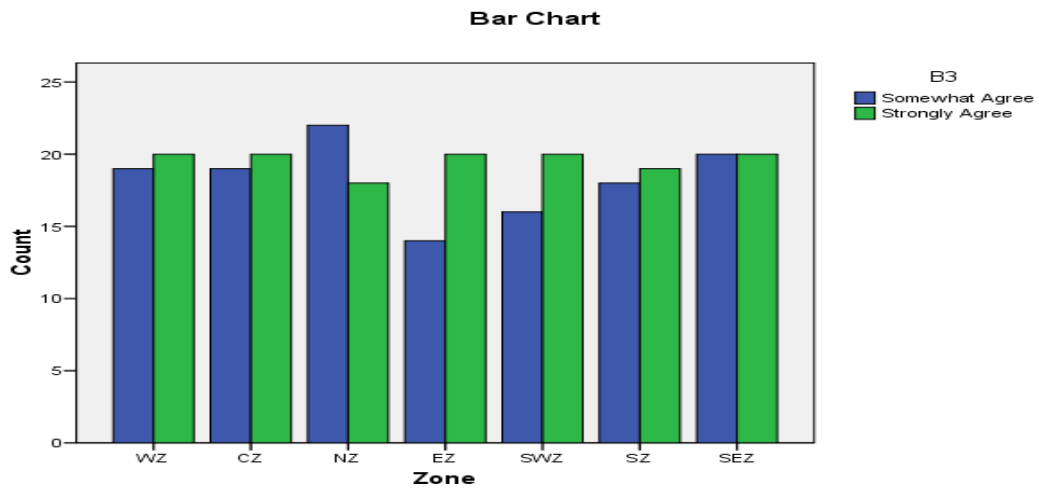
**Hypothesis Testing S37:**



In each zone SMC employees are agreeing on “The work place and workforce help in doing the job properly.”

Hence above hypothesis S37 is rejected for each zone.

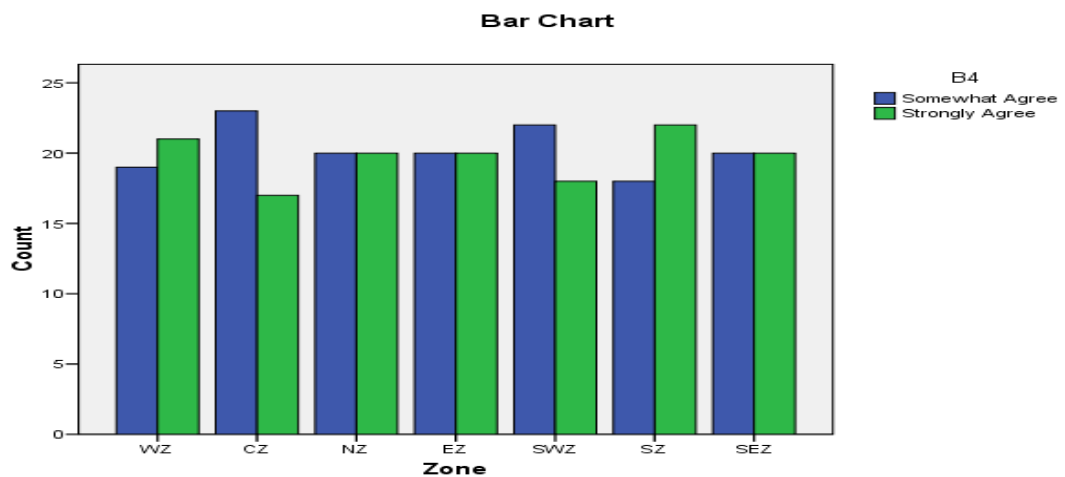
### Hypothesis Testing S38:



In each zone SMC employees are agreeing on “as an employee I can use my skills and abilities in my job”

Hence above hypothesis S38 is rejected for each zone.

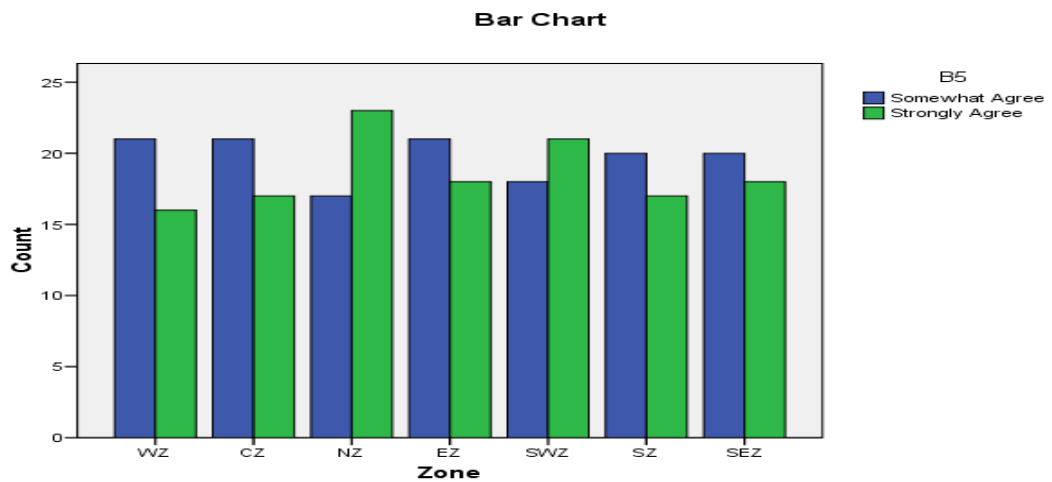
### Hypothesis Testing S39:



In each zone SMC employees are agreeing on “not only job satisfaction but also I get personal work satisfaction when I do my job.”

Hence above hypothesis S39 is rejected for each zone.

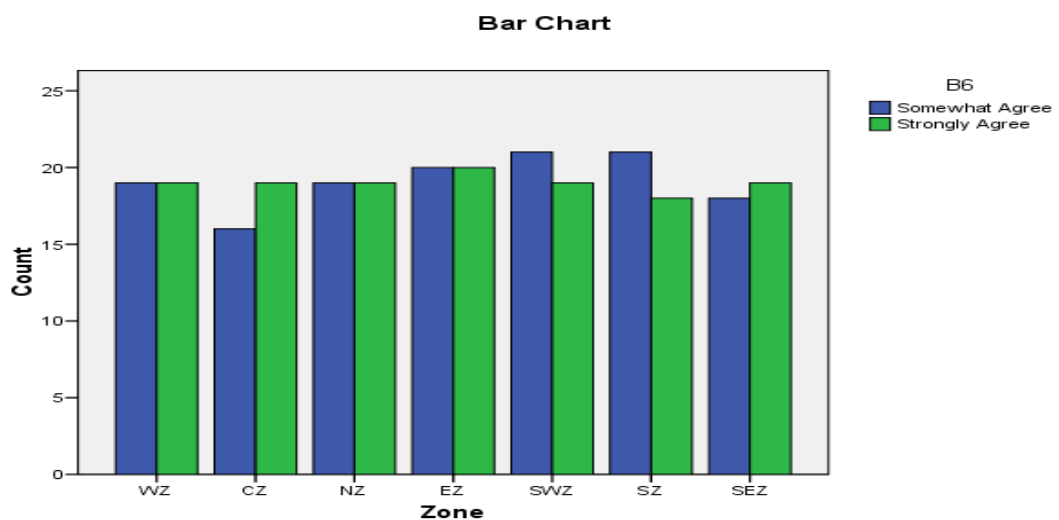
### Hypothesis Testing S40:



In each zone SMC employees are agreeing on “I am well informed about my job schedules”

Hence above hypothesis S40 is rejected for each zone.

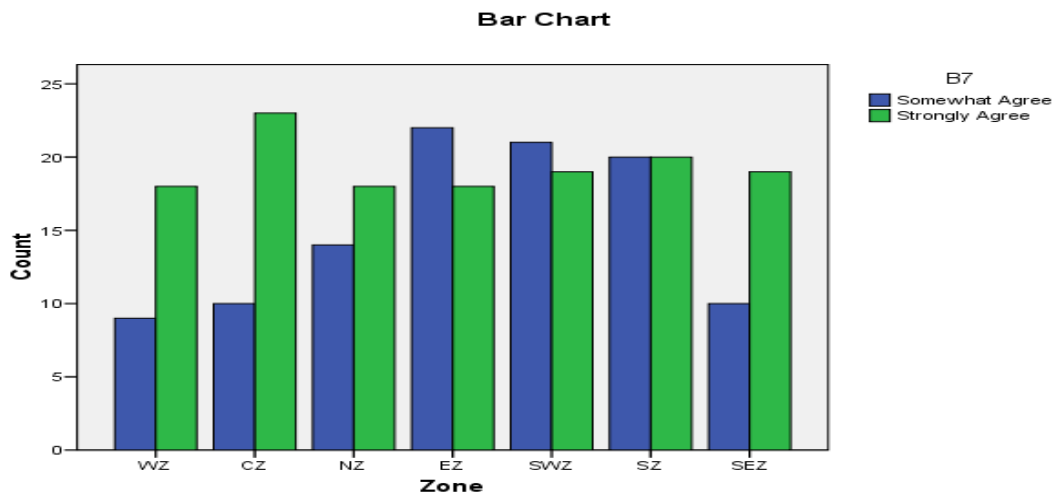
### Hypothesis Testing S41:



In each zone SMC employees are agreeing on “Recruitment and replacement done on regular intervals with well qualified people”

Hence above hypothesis S41 is rejected for each zone.

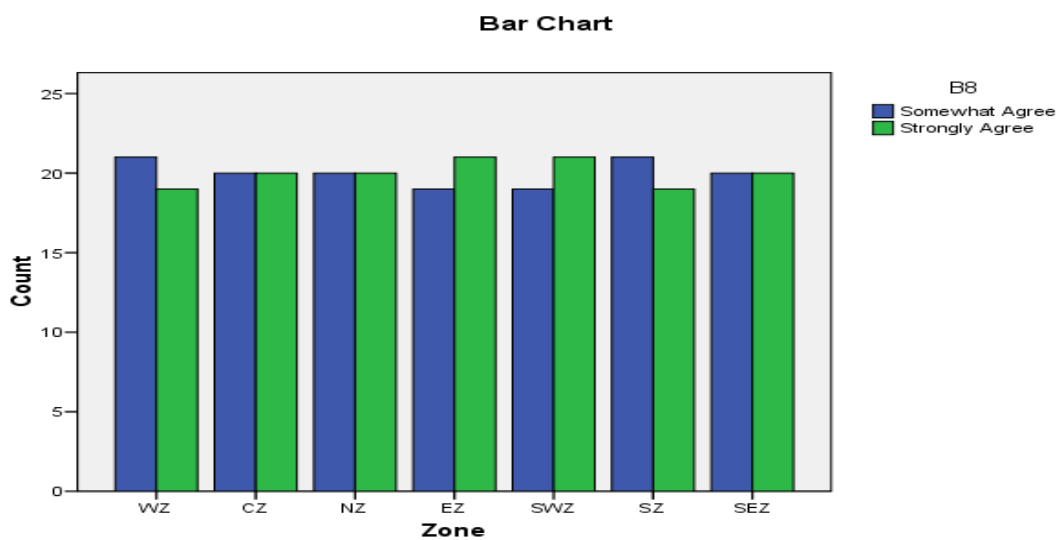
### Hypothesis Testing S42:



In each zone SMC employees are agreeing on “The skill of the people is well improved since last few years”

Hence above hypothesis S42 is rejected for each zone.

### Hypothesis Testing S43:

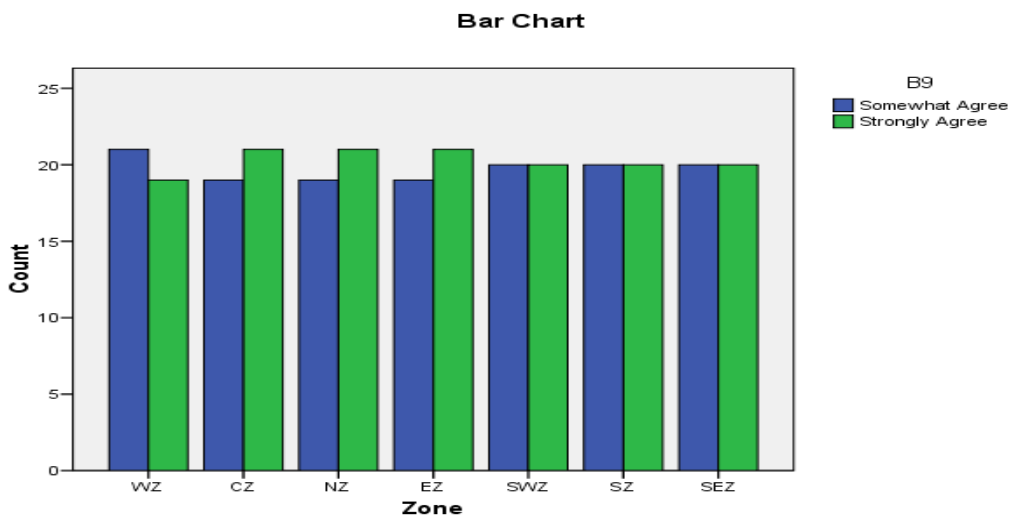


In each zone SMC employees are agreeing on “As an employee of SMC, my job connect me to goals and priorities of SMC”

Hence above hypothesis S43 is rejected for each zone.



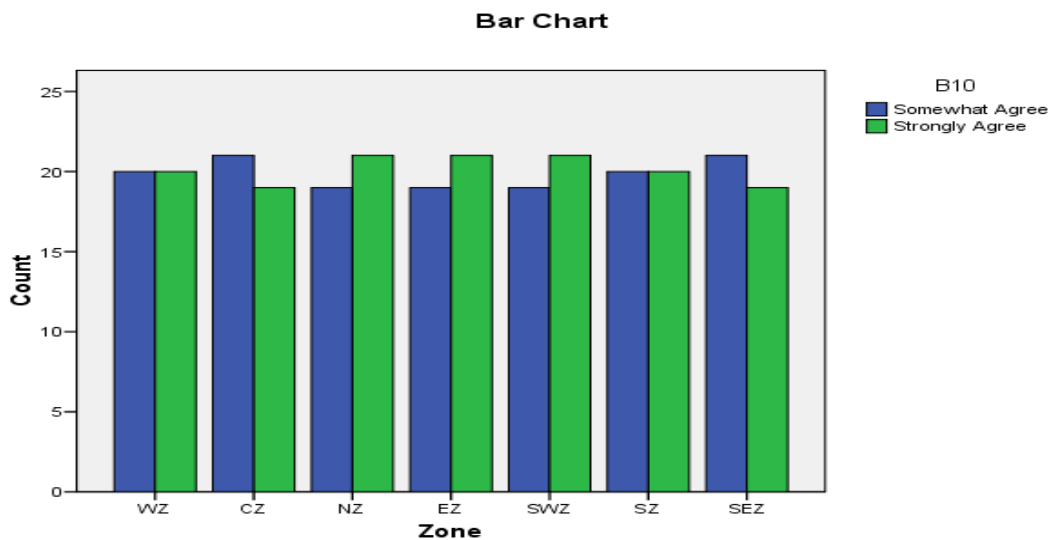
### Hypothesis Testing S44:



In each zone SMC employees are agreeing on “Rules and regulations about my daily job is well informed to me”

Hence above hypothesis S44 is rejected for each zone.

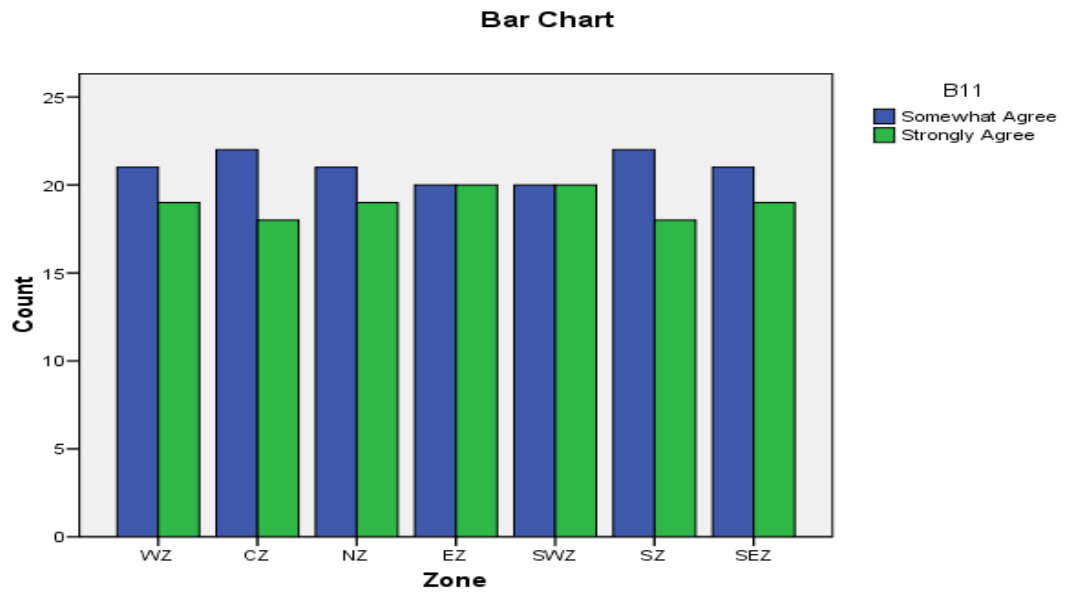
### Hypothesis Testing S45:



In each zone SMC employees are agreeing on “There is a continuous constructive feedback is given by SMC top management.”

Hence above hypothesis S45 is rejected for each zone.

### Hypothesis Testing S46:



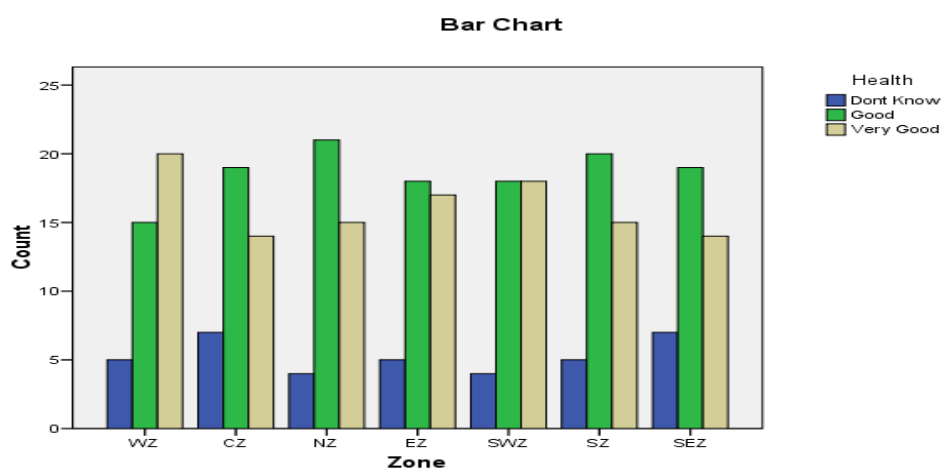
In each zone SMC employees are agreeing on “Supervisors in concern to provide employees with opportunity to use their skills in the work”.

Hence above hypothesis S46 is rejected for each zone.

**Table 4.120- Hypothesis Testing of S47**

Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S47	The SMC employees, from each zone, rate as don't know, on the facilities provided by SMC		X	4.95

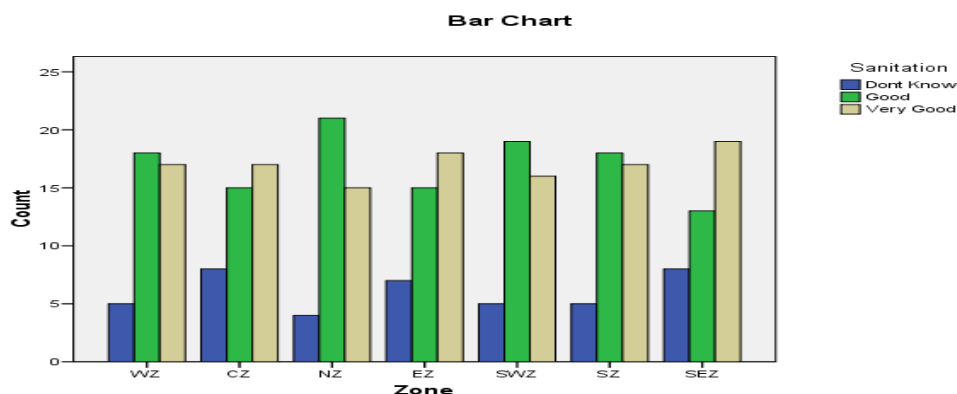
**Hypothesis Testing-S47**



The SMC employees, from each zone, rate as good, on the Health services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

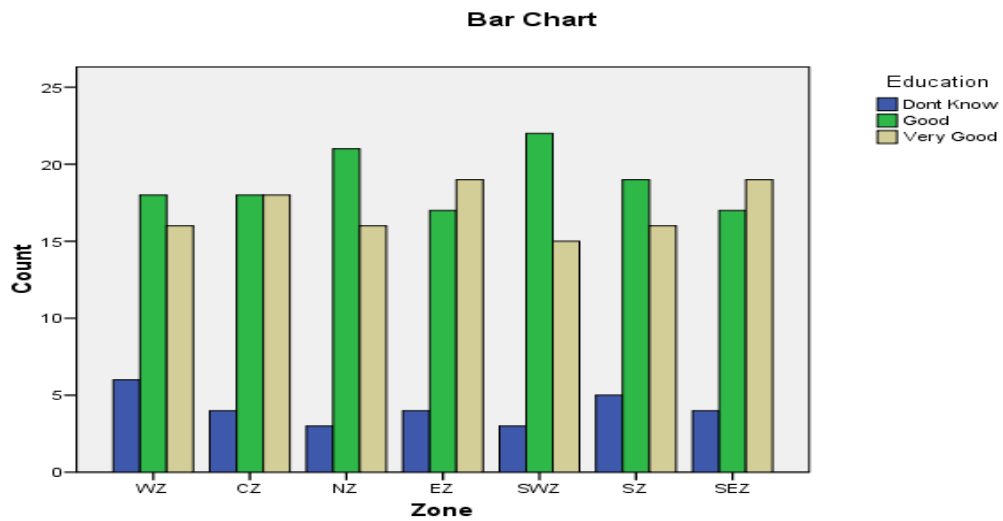
**Hypothesis Testing-S47**



The SMC employees, from each zone, rate as good, on the Sanitation services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

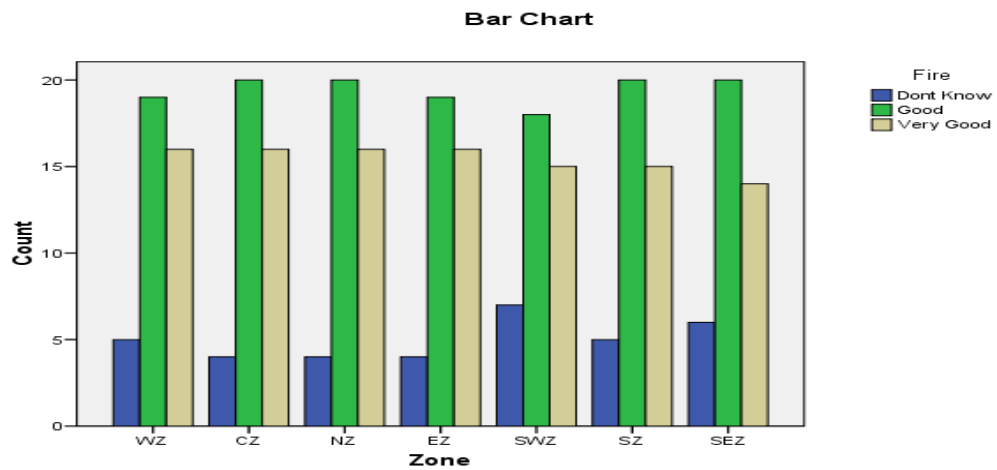
### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the Education services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

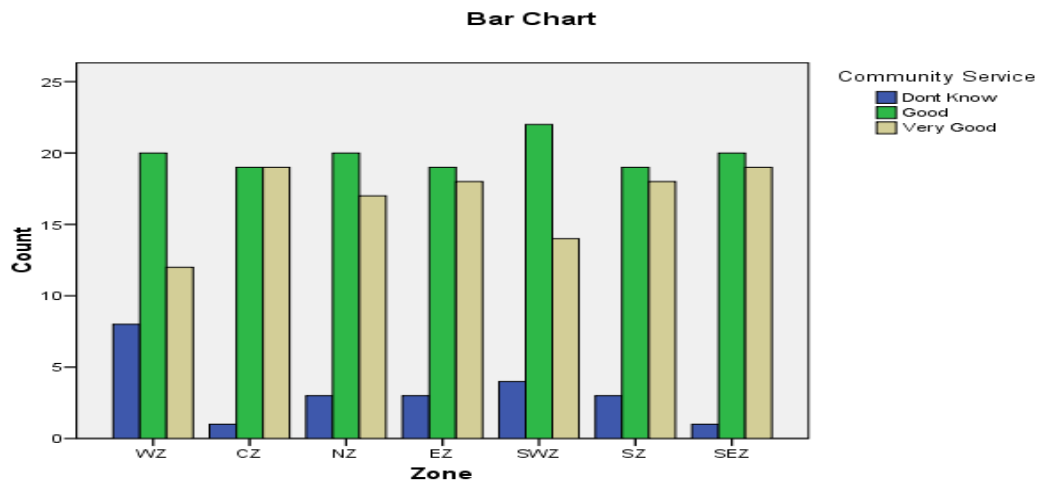
### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the Fire services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

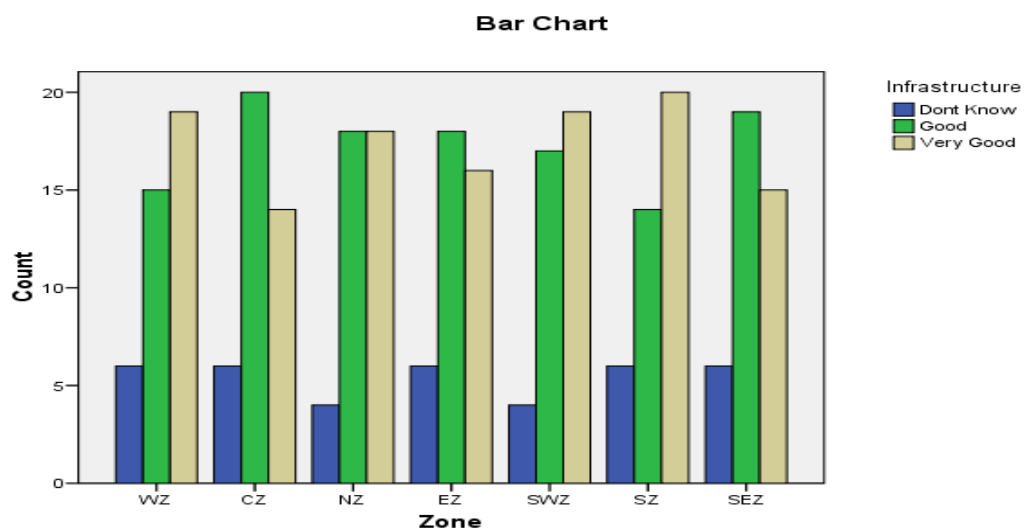
### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the public services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

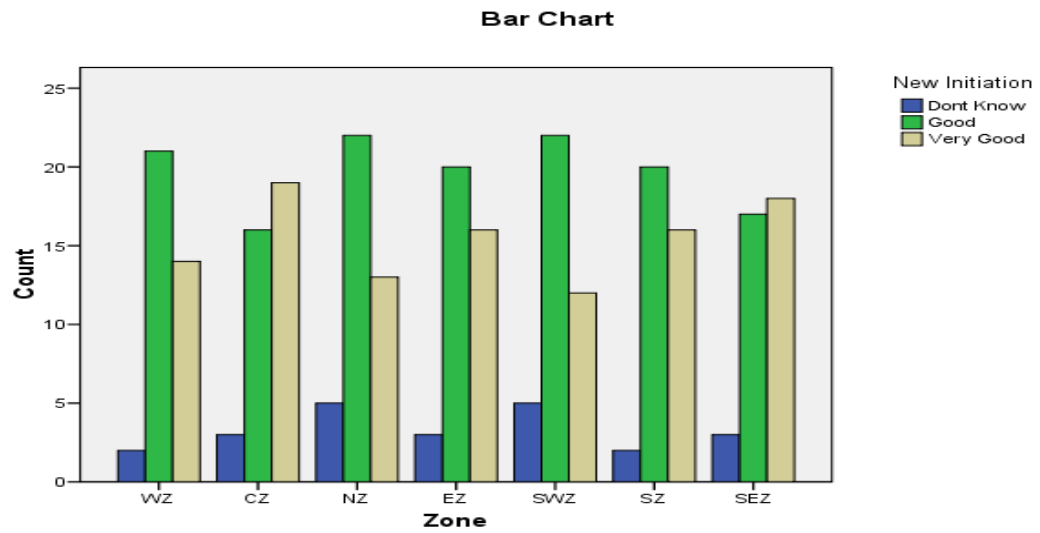
### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the Infrastructure services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

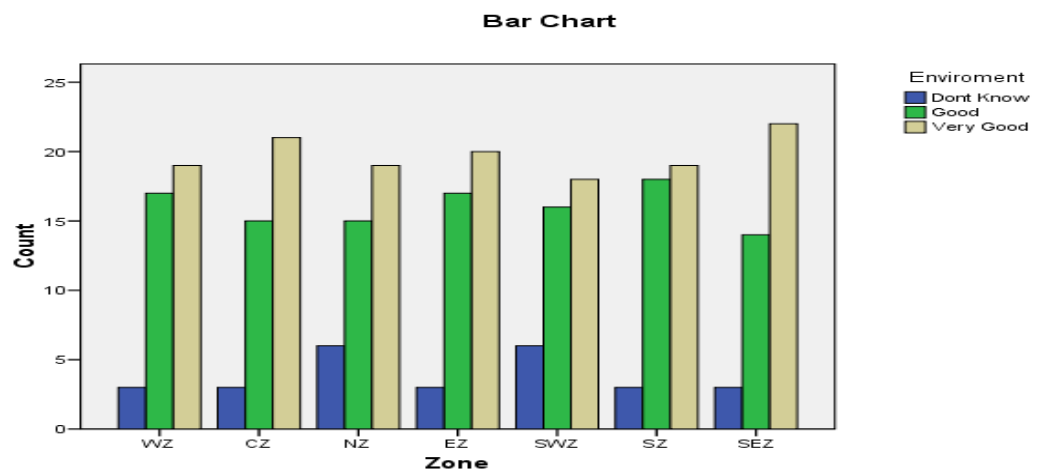
## Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the new introductions provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

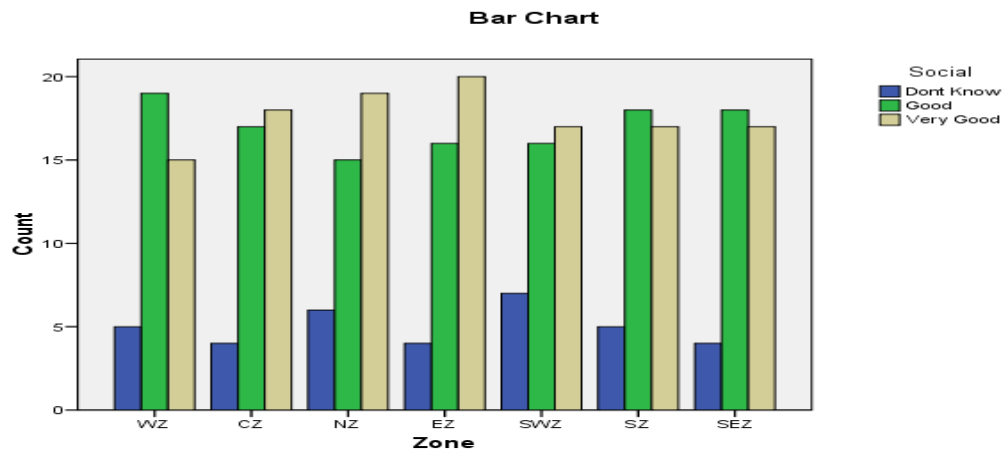
## Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the Environment services provided by SMC.

Hence above hypothesis S47 is rejected for each zone.

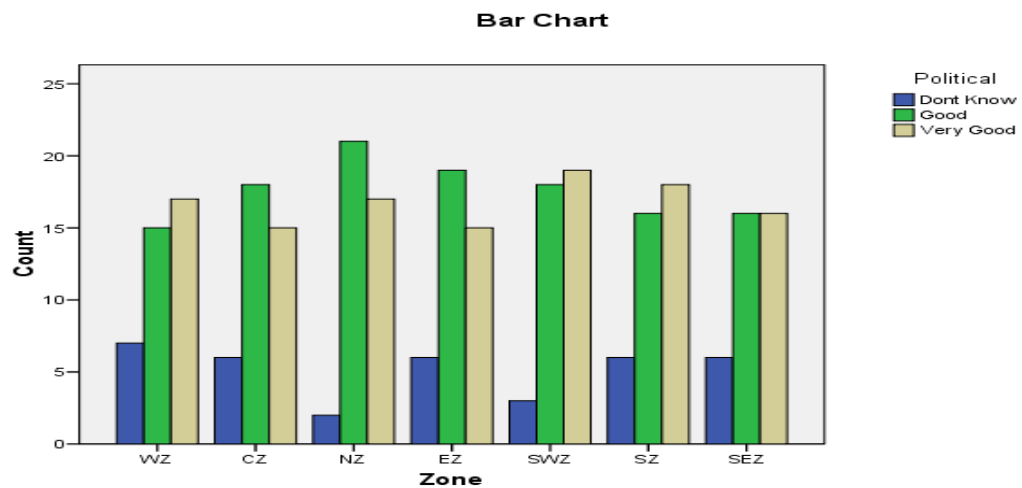
## Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the social services render by SMC.

Hence above hypothesis S47 is rejected for each zone.

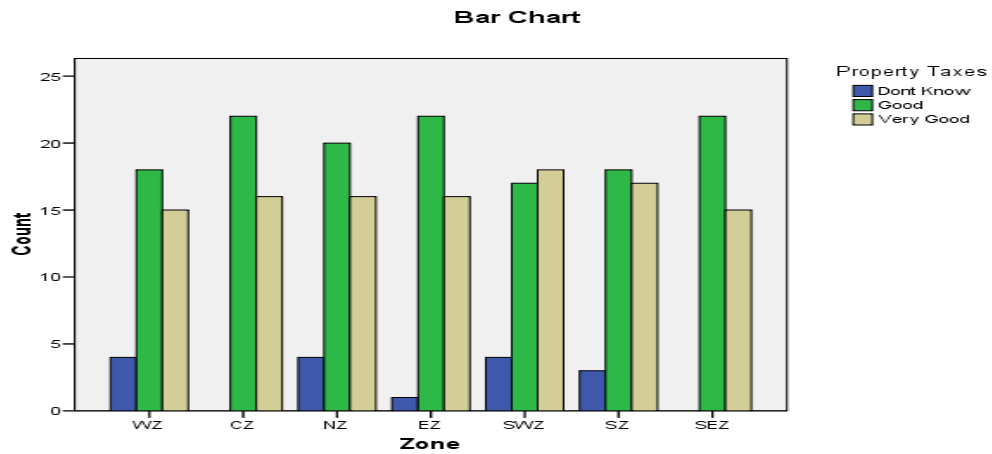
## Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the Political services provided by SMC.

Hence the hypothesis of 47 is rejected.

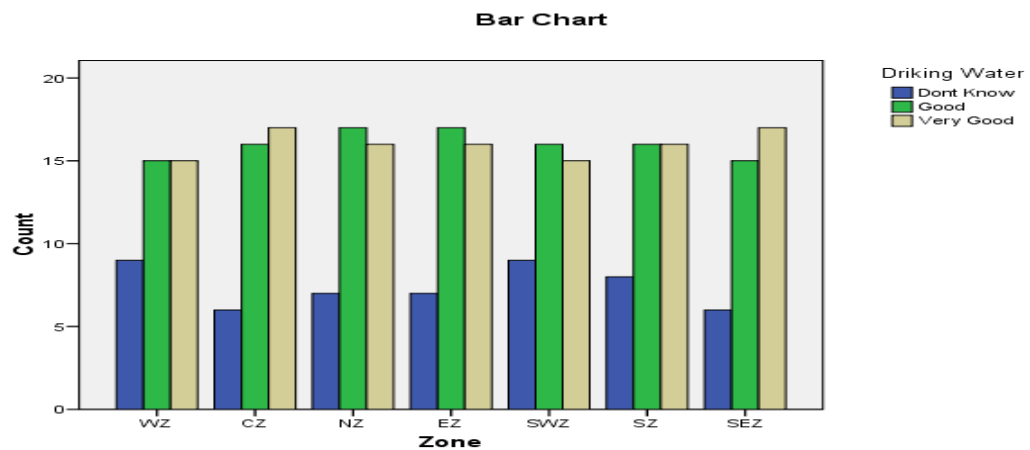
### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the assets tax services provided by SMC.

Hence the hypothesis 47 is rejected.

### Hypothesis Testing-S47



The SMC employees, from each zone, rate as good, on the drinking water services provided by SMC.

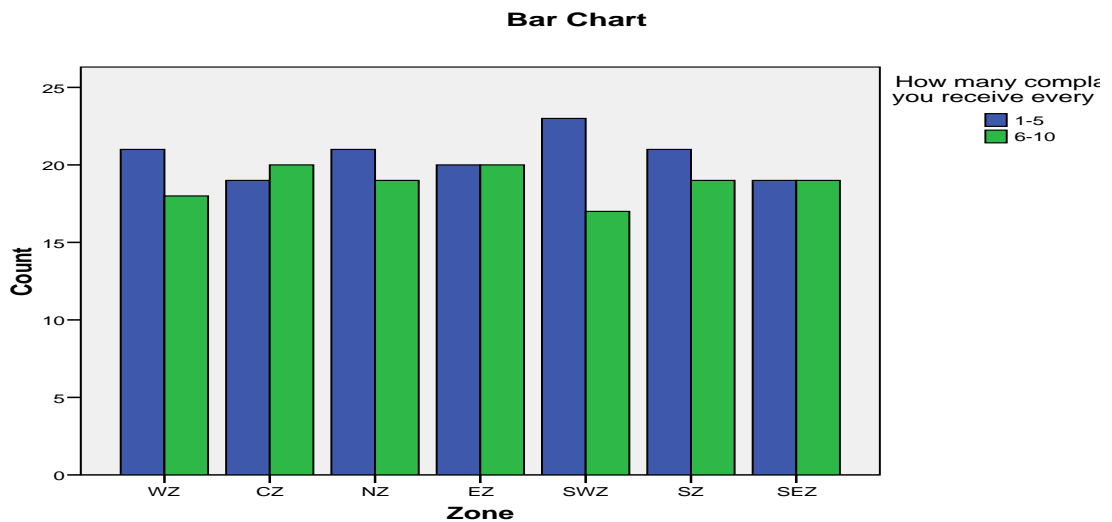
Hence the hypothesis 47 is rejected.



**Table 4.121- Hypothesis Testing of S48-S52**

Hypothesis Code	Hypothesis Statement	Accepted	Rejected	Table No.
S48	Number of complain received from each zone is same.	√		<b>4.97 (a)</b>
S49	The opinion of SMC employees, from each zone, on satisfaction of citizens is neither agree nor disagree		X	<b>4.100- (a)</b>
S50	Proportion of decision making is same in all zones.	√		<b>4.113</b>
S51	How often the decision is taken is same in all zones.	√		<b>4.113</b>
S52	Opinion of employees on “how often the SMC modernize its services to public” is same.		X	<b>4.113</b>

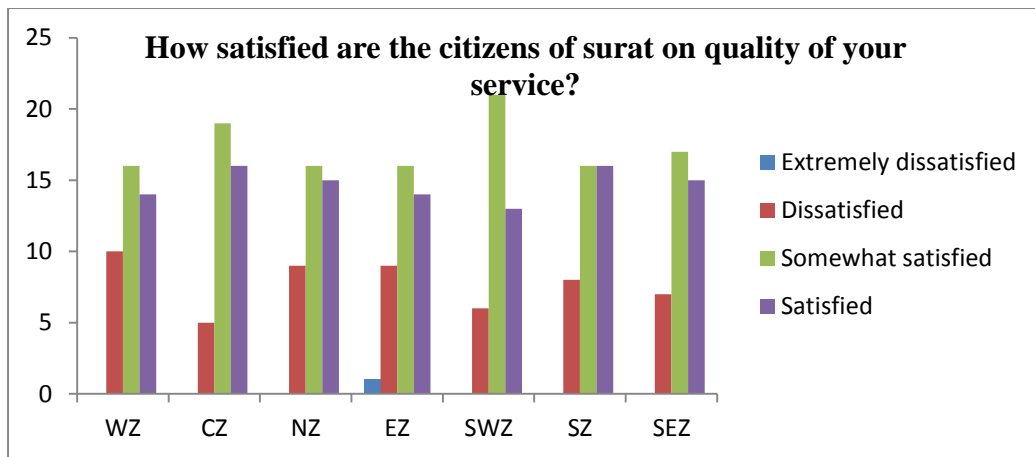
**Testing of Hypothesis: S48**



The above chart clearly shows that there is almost same number of complains found from each zone of Surat city.

Hence hypothesis of S48 is accepted.

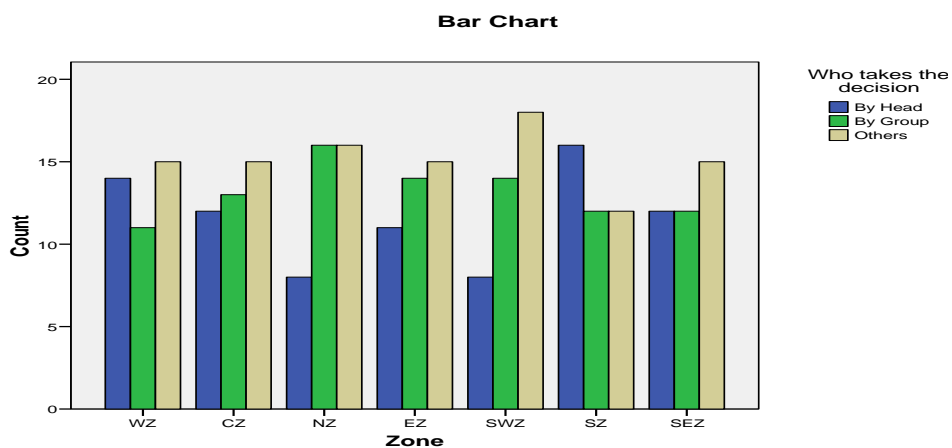
### Testing of Hypothesis: S49



It is clearly indicating from the above graph that employees' opinion on satisfaction of employees is significantly satisfied. Therefore, the services provided by SMC to the citizens of Surat are significantly satisfied as an employee's opinion.

Hence above hypothesis S49 is rejected for each zone.

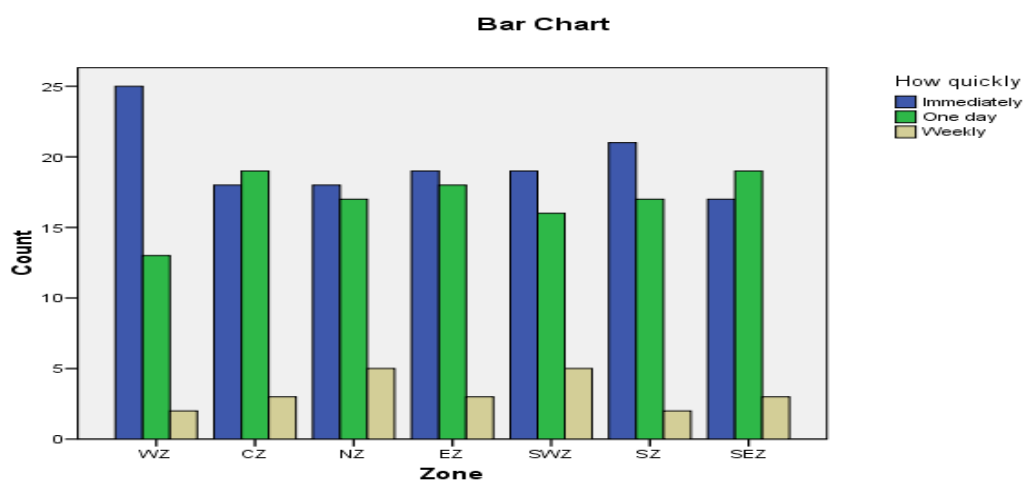
### Testing of Hypothesis: S50



In each zone majority of employees indicated that the decision is taken by other, except in SZ, but though the difference is not much from the above three categories of decision taker.

Hence above hypothesis S50 is accepted for each zone.

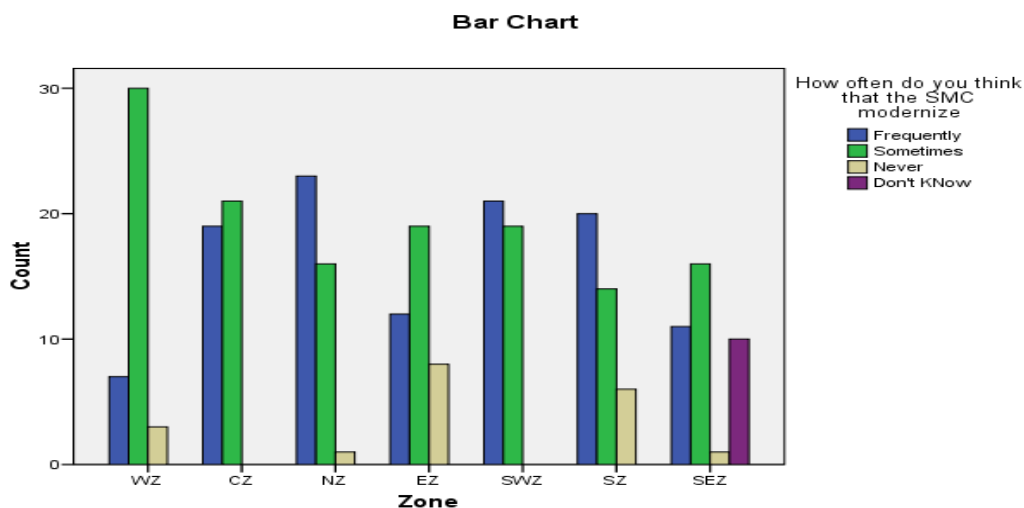
## Testing of Hypothesis: S51



In WZ and SZ, most of the decisions are taken immediately, while in rest of the zones it takes almost one day.

Hence above hypothesis S51 is accepted for each zone.

## Testing of Hypothesis: S52



Employees from WZ, CZ, EZ and SEZ think that SMC modernize its services sometimes, while employees from NZ, SWZ and SZ think that SMC modernize its services frequently.

Hence above hypothesis S52 is rejected for each zone.

#### **4.5 Overall Quality of public life**

Overall assessment of one's life is measured using three sub-dimensions: life satisfaction -cognitive appreciation, affect -a person's feelings or emotional states, both positive and negative, typically measured with reference to a particular point in time) and the sense of happiness -a sense of having meaning and purpose in one's life, or good psychological functioning.

Quality of life is a broad concept that encompasses a number of different dimensions by which we understand the elements or factors making up a complete entity that can be measured through a set of sub dimensions with an associated number of indicators for each.

It encompasses both objective and subjective factors:

1. Command of material resources,
2. Health,
3. Work status,
4. Living conditions
5. Productive or main activity
6. Education
7. Leisure and social interactions
8. Economic and physical safety
9. Governance and basic rights
10. Natural and living environment
11. Overall experience of life

The latter depends significantly on citizens' priorities and needs. Measuring quality of life for different populations and zones in a comparable manner is a complex task, and a scoreboard of indicators covering a number of relevant dimensions is needed for this purpose.

We use both subjective and objective factors according to our own values and priorities, to pursue our own self-defined well-being. Our quality of life is, therefore, fundamentally constrained by our own access to the parameters we need or wish, even if only as material means to be transformed into well-being.

## **Chapter Five**

### **CONCLUSION**

#### **Finding, Conclusion and Suggestions**

##### **5.1 Introduction**

Each activity is carried out with a purpose to accomplish the goals and objectives which are defined by the Surat Municipal Corporation.

The study of the Strategies adopted by Surat Municipal Corporation and its effects on the quality of public life- the research was carried out to assess the management strategies adopted and services rendered by SMC to the stakeholders and its effects on their life.

##### **5.2 Findings from Responses of stake holders:**

###### **Infrastructural development services**

1. The facilities provided by Surat Municipal Corporation has assessed and establish that there is a normal water supply and SMC will clear the drainage water immediately at stakeholder's residences.
2. SMC supply good electricity meter with working condition and regularly electricity supply without power cut among all zones. Maximum respondents are happy with the accuracy in electricity meter reading and its charges charged by SMC.
3. Most of respondents are of the opinion that streets, pavements and roads are repaired regularly. The drainage system is cleared regularly by SMC, water logging has been reduced and pipes are cleaned on a regular basis.
4. There is a major view on rating the Surat municipality on the priority of provision of low cost houses in different zones. In addition, we can say that maximum respondents are of the opinion that SMC takes initiatives in order to provide low cost houses to stake holders.

5. One of the important opinions of the respondents is about the rules and regulations for approving building plans and issue of land use certificate by SMC. Moreover, most of the respondents say that SMC has adequate Jobs for approving and enforcing building plans and land uses.

#### **Community Protection Services**

1. There is a regular collection of waste from the residence by SMC in all zones. Maximum respondents say that waste is collected from the residences regularly.
2. Most of the respondents do not have any complaints about the collection of waste from residences and 27.7% have minor complaints about the collection of waste from residences.
3. Most of the respondents are happy with the working of SMC APP to give complaints.
4. A lot of respondents agreed that SMC provide adequate parks and playgrounds. This is an indication that SMC does quality checks regularly. SMC takes all precautions at the parks and playgrounds for children to play.
5. Maximum respondents are also happy with the public facilities provided by SMC.
6. There is an important difference when it comes to the response of SMC about the complaints in various zones. All the zones are satisfied and respond that the SMC is capable of community services. The departments are quick and responsible in terms of attending to the complaints.
7. Respondents from all the zones say that fire the department does well in dealing with any emergency. Respondents from south zone were a lot more satisfied about the fire department.
8. SMC has taken over the traffic controlling staff and traffic signals. Because of such developments, 72.9% out of the total respondents are satisfied with the public protection and safety of the stakeholders in the Surat city.
9. The respondents are satisfied with the fact that public services can be accessed without paying any extra charges. The protection and safe guarding of water resource also taken care by the top management.

**Corporate Services:**

1. Most of the respondents are happy with the maintenance of community halls in their zones. This is the evidence that SMC works for the betterment of the citizens.
2. Well-furnished and well located community halls and libraries provide information to public as a whole.
3. The SMC plays a significant role in supporting and promoting economic growth.
4. SMC initiates and develops start-up programmes by organizing entrepreneurial seminars, which leads to a reduction in the unemployment rate.
5. Respondents confirm that SMC use online feedback system.

**Financial services:**

1. SMC is devoted to providing services at nominal rates.
2. There is a important disparity in the response regarding the complaints about the trading services and the capability of the staff to deal with their problem.
3. According to the respondents, the services are good and they are satisfied and they do not complain.
4. There is a noteworthy difference in the rating of SMC services received by citizens from different zones.
5. There is a contrast in the rating of SMC services about the reflection of the current government from different zones.
6. As per the knowledge of the citizens there is a significant change in the SMC in last 5 years.

**Communication:**

1. Most of the respondents get information from SMC through the medium of Newspaper-Times of India.
2. Maximum respondents get information from SMC through medium of newspaper.

**Public Meeting:**

1. Most of the citizens get information through various meetings conducted by SMC except in south west zone.
2. Most of the respondents are of the opinion that there is no need to attend SMC organized meetings because they get the required information through various media.

**Education:**

1. According to most of the respondents, SMC provides primary and secondary schools in every zone.
2. SMC makes every effort to satisfy the needs of the students by introducing schemes like, sports, mid-day meal, uniform, free transportation in order to attract students.

**Health**

1. Many respondents are of the opinion that SMC takes health preventive measures in their area.
2. Maximum of the respondent's visit SMC run hospitals because they are happy with the services provided by them.
3. 74% of the respondents are happy with the medical services and other care provided by hospital staff and doctors.
4. Many respondents say that SMC organizes workshops and seminars to give relevant information on chronic diseases and their preventive measures.
5. Among all the respondents, 45% of them are of the opinion that Surat is faced by air pollution due to industrial growth, followed by water pollution (26.9%) and noise pollution (26.3%)

**General:**

1. Residents from west zone are much dissatisfied with parks and playgrounds, municipality sports fields, Neutral for fire protection while they are significantly satisfied with rest of the services.
2. Residents from central zone are much dissatisfied with Fire protection service, Neutral for parks and playgrounds; municipality sports fields while they are significantly satisfied with rest of the services.



3. Residents from north zone are Neutral for parks and playgrounds, municipality sports fields, fire protection while they are significantly satisfied with rest of the services.
4. Residents from south zone are Neutral for parks and playgrounds, municipality sports fields, while they are significantly satisfied with rest of the services.
5. While residents from East zone, south west zone and south east zone are significantly satisfied with the service provided by SMC.

It shows SMC make their stakeholders satisfied for almost every service.

### **5.3 Findings on responses of employees:**

#### **Personal work experiences**

- provide its employees with the opportunities for them to use their skills at the work Employees from each zone have significantly agreed on,
  - B1- I am motivated to get my job done professionally.
  - B2- The work place and working staff help me getting the job done properly.
  - B3- I use my skills and abilities in my job as an employee.
  - B4- Doing my job gives me job satisfaction personal satisfaction too.
  - B5- I am informed about the instructions regarding my job schedules.
  - B6- Well-qualified people are hired through recruitment and replacement on a regular basis.
  - B7- The skills of the people have improved since last 5 years.
  - B8- As an employee of SMC, my job is significantly linked to the goals and priorities of the SMC.
  - B9- I am well-informed about the rules and regulations of my job.
  - B10- The top management gives constructive and valuable advice in order for me to do the job properly.
  - B11- The managers in charge of all the departments place.

### **Implementing of the Policies**

- As per the employee's responses, all the services rendered by SMC are monitored and supervised.

### **Feedback Mechanism**

- Most of the employee respondents say that they are receiving 1-5 complaints. In CZ received the maximum complaints.
- Majority of the employees say that complaints are attended on the next day, 33.3% employees said that the complaints are attended to immediately.
- Maximum respondents say that SMC conducts civic awareness meetings once a week and the rest say SMC conducts meetings once a month.
- Majority of employees (43.37%) said that citizens are fairly satisfied, (36.55%) said that citizens are very much satisfied, while only 19.7% (19.35%+0.35%) said that citizens are dissatisfied with the quality of services rendered by SMC.
- 46.1% respondents from each zone are of the opinion that SMC involves private partners and NGO's in conducting a survey. Overall survey indicates that SMC involves private parties and NGOs in conducting survey.
- Maximum respondents say that SMC involves and accept idea from stakeholders, and the rest of the respondents (13.4%) say that SMC is do not accept any new ideas from the people and SMC does not involve the stake holders in the development of schemes.

### **Independence of doing work**

- Majority of employees from SMC are of the opinion that they have full authority and power to take decisions at the work place. This helps the employees to be more responsible.
- Maximum employees of SMC who have responded said that they are proud to be an SMC employee and proud to work with SMC work culture.
- Most of the employees are of the opinion that even in adverse situations the top management of SMC helps the employees to handle the situation carefully.

### **Increase the Satisfaction level of stake holders.**

- SMC is not only working with service motive but also renders services to every stake holder in accordance to the taxes paid.

- Maximum employees say that SMC is very careful in spending its expenses. Administrative expenses are reduced very much.
- Many employees indicated that even the financial status of the SMC is good and sound and the finances have increased in last 5 years.
- 38% of the respondents are of the opinion that SMC make online all its services. And only 33% of respondents indicated that SMC is not going for any online of its services.
- Many employees responded that decisions are taken in all levels of management, whenever there is a need more minds than the management are included in the decision making.
- Most of the respondents are at the opinion that most of the decisions are taken immediately and 42.7% of the respondents said that the decision is taken in one day, and remaining 8.2% of the respondents said that decision is taken in a week.
- 183(65.35%) respondents are at the opinion that Surat is on mission of being a modern city.
- 176 (62.85%) respondents are at the opinion that Surat is on mission of being a slum free city.
- 198 (70.71%) respondents are at the opinion that Surat is on mission of being a green city and
- 172(61.42%) are at the opinion that Surat is on mission of being a impartial socio fiscal growth city.
- 155 (55.3%) are at the opinion that the SMC receives the complains through online, 78 (27.8%) say that the stake holders also use SMC app to give a complains and 46(16.4%) say that stake holders even use whatsapp to give the complains.

#### **5.4 Major Findings:**

The Surat Municipal Corporation has upgraded as one of the number one corporation in India, in terms of finances, influence, efficiency, capability and assurance, it's changed from a sluggish and dormant monolith to a modern

corporate entity and this has been a result of some important management decisions taken and implementing them with purpose, force and goals in mind.

1. The first major step that initiated by Surat Municipal Corporation is a change in the management decisions making process by decentralization in the corporation through the delegation and control of both administrative power and financial powers to the officers of the various divisions.
2. Few important rules are emphasized in which all the heads of all the departments have to spend minimum five hours personally and physically in the field and to attend all the problems of the stake holders.
3. A system of daily evaluation and appraisal could be introduced, wherein all the senior officers could get together and discuss the activities of the previous day and, based on lessons learned from individual experiences, set plans for the following days.
4. People and Management were made responsible for the work and positive and negative rewards were given to the efficient and inefficient staff. Very strict rules are developed and implemented by SMC in order to have confidence among both the staff and the public. This is the base for success in the administrative reforms and therefore resulted in overall growth of SMC.
5. Implementation of a stringent code of rules and a responsible work ethic among all the sections of employees was another bold step undertaken by the SMC.
6. Introduce new spirit among the employees, regardless of their rank and position.
7. The Working culture and hours of work is also changed even for the high ranked employees in order to have an even code of work culture.
8. It was made it very clear to every employee that by implementing various rules and work culture, public and stake holders should develop confidence among employees.
9. A 'Public Health Mapping was started by the SMC employees where it involves every citizen to know about the curable disease and also create awareness among the public about the diseases. And also created an awareness campaign on prevention is better than cure.

10. Surat has become a safe place for business and employment due to which people migrate from various places and this in turn became a significant cause for industrial growth and also a base for all types of pollution.
11. The increasing base for industries like textile, diamond, chemical and other small scale industries has made for a positive provider in terms of the growth of the city both in riches and infrastructure.
12. In spite of a high rate of growth in the revenue, the SMC top management took all the precautions in order to cut the major administrative expenses.
13. Tax income has become one of the main sources of revenue for the SMC and modernization of technology and involvement of private parties has made very significant changes in the efficiency and productivity of the SMC.
14. The most important activity taken up by the SMC is the cleaning-up drive initiated by the top management to become one of the cleanest cities in India.
15. The Surat Municipal Corporation has put the mechanisms in order by significant decision-making and implementation. On the whole, not only has the physical appearance of the city changed, but also a significant improvement in public health. The city administration, too, has been revived.
16. City first campaign has been launched in which many private organizations have come forward to invest in the city's welfare. NGOs have also come forward to adopt slums for creation and maintenance of good infrastructure.
17. The lesson that other corporations can learn from SMC is it is possible to overcome any kind of problems through local solutions. A significant transformation has occurred in SMC through positive motivation from the elected representatives and revamp of SMC administration.
18. Every citizen of SMC feels that more of people involvement is needed for the greater improvement of the city.
19. Though there is a tremendous improvement in the living conditions of the citizens in Surat city, more efforts have to be made and strategies should be developed in order to drive out poverty.
20. Citizens and employees are very much happy with the working of SMC.

21. Stake holders from all the zones are very much satisfied with the working of SMC.
22. SMC also involves private parties and NGOs in the organizing of seminars and taking suggestions to solve a few problems faced by the citizens.

### **5.5 Conclusion**

Difficult times open many doors for reforms and good governance, which can enhance good results and not accepting change which hinders the development. The study helps the researcher how bad and difficult situations made Surat to have tremendous change both in political leadership and community support in developing the city. The responsibility, accountability and accuracy in management played an important role in the transformation of the Surat to great developing city.

### **5.6 Recommendations/Suggestions**

Conclusion should be guiding indicators that should lead to the formation of strategies required for goals and objectives of the organization and they must be considered to improve the management strategies of SMC.

The following recommendations are made:

#### **Social Auditing:**

Even though there is a change in the administration structure and decision making but still there is a financial corruption in the lower level. Hence, social auditing is a must to check corruption.

#### **Working Conditions:**

Though SMC is provides working conditions to its employees and providing good services to its stakeholders, the SMC should invite private parties for long term development plans.

**Women Participation:**

The management of SMC lacks the involvement of women at the lower level development of society. More women should be included in the health and education development.

**Involvement of NGOs:**

NGOs should be involved in educating the society. People will be more interested in listening to NGOs than the SMC officers. They should be involved in social mobilization and cleanliness of society.

**Ward Committees:**

Ward committees must make it compulsory to involve the local community in the development of the locality. There is a need for the efficient recycling of the waste from SMC. The collected waste can be recycled as a solid waste.

**Mechanical Waste disposal:**

The SMC management should take initiative to develop more mechanical waste disposal systems and recycle the solid waste, keeping in mind the rapid growth of population in Surat.

**Implementation of SMC-Strategies by other Corporations:**

The Strategies implemented by Surat Municipal Corporation can be implemented by other corporations for the better functioning, to increase satisfaction level among stake holders and growth.

**5.7 Scope of the Study.**

The present study is carried out only to the SMC (Surat Municipal Corporation). It can be done as a comparative study about particular factors with a corporation. The analysis should be done regarding management strategies implemented and the evaluation of the same.

The future study can be done on the following topics:

- (1) A comparative analysis of the Strategies adopted by Surat Municipal Corporation with another leading corporation in India.

(2) A study on services provided by SMC and its effects on quality life of stake holders.

(3) A comparative study on the policies of the SMC and its implementation with that of a leading corporation in Gujarat.

### **Lessons learned**

- The realization of the local citizens and the officials of the SMC is that environmental safety; disease free living is more important than the economic wealth.
- This created a good understanding and brought about an environmental change and also public and citizens support in all the innovative activities taken by the SMC.
- Political powers took the responsibility for the change in public policy and environment. Media also played an important role in creating public awareness and implementing change.



## APPENDICES

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### **List of Maps:**

1. Gujarat Map
2. India Map showing Surat
3. Greater Surat City
4. Surat Municipal Corporation
5. Surat map with zones
6. Maps showing Surat and the zones

### **Charts:**

Chart 1 Organizational structure of a corporation.

Chart 2 Organizational structure of Surat Municipal corporation- Administration wing.

## **ANNEXTURE -1**

### **SMC VISION 2020**

#### **SWOT- Analysis**

##### **Strengths:**

Diversity in economic base:

Surat is known for exceed expectations in business textile, diamond cutting and polishing, Zari industry, major market for yarn. A constant expansion over four decades has led to the setting up of a petrochemical complex in the region and centrally promoted SEZ Quality- Cheap labor

Accountable for Local Administration:

A strong sense of belongingness and the pleasure of being a Surat is a significant and at the same time always understanding and keen to accept and include people from other cultures,

The city is known for its social accord:

Sufficient social services such as education and health services are provided to the residence.

##### **Weakness:**

- Feeble connectivity with major metropolitan cities from relative perspective.
- Multi level procedure for industrial clearances.
- Rigid land conversion and town planning process.
- Dominant informal sector.
- High cost of living.
- The quality of services in semi -urban areas is considerably poor.
- Lack of educational facilities that are required in order to handle the demand of the local industries.
- Very few premier institutions.
- Lack of facilitative air-liner to major Indian cities and abroad.

##### **Opportunities:**

A significant growth and development in the region is considerable potential for the downstream industries.

Demand in terms of trade and transit services and social sector such as health, education, leisure, and tourism which enhance quality of life.

**Threats:****Some of the risks**

Policy risks such as incentives in neighboring states, trade and tariff regimes on raw materials. Some of the health concerns are related to environmental poverty.

**Strategic Focus:**

The commencement of the vision of SMC starts from the present city's population, with its continuing high growth, is likely to grow high from 4.5 million (2011) to 6.6 million by the year 2020.

The strategies are alert on framed on several elements like promoting growth for economic development. Good authority to facilitate improved service relief. The strategies have been detailed in the following sections.

**Operational Strategy-1- Enabling Economic Development**

Surat is identified as one of the important feature that acts as a deciding factor to achieve status of global city with global standards.

Creating and renewing marketing relates to:

- Trade and Tariff.
- Quality of power supply.
- Maintaining informal trade.
- Promoting new towns planning.
- Providing good Services.

**Operational Strategy-2- Improving Connectivity**

A significant development is required in Surat in terms of connecting nationally and internally. High-speed and efficient connectivity through international air links, national expressways and water ways is necessary in order to make Surat as Gujarat's Global City.

**Operational Strategy-3- Managing Urban Growth**

- Effective town planning.
- Reserved land for urban housing.
- Preparation of town planning schemes.

**Operational Strategy-4- Strengthening Urban Governance**

- SMC/SUDA should be transparent, accountable and responsive.
- Involvement of the public in the management.
- Acquiring the sufficient resources for global development.

### **Operational Strategy-5-Inter Agency Coordination**

- Coordination with in the departments.
- Coordination with state government authorities.

### **Operational Strategy-6-access to Basic Services:**

- Access to water supply.
- Access to public health and sanitation.
- Accessibility to integrated water management strategy.
- Access to storm water management

### **• Operational Strategy-7-Mass Transit**

- Circular surface railway.
- Bus transit system.
- Integrated mass rapid transit.

### **Operational Strategy-8- Road Network Improvements**

- New road links, flyovers and road bridges
- Rectifying roadblocks and improve road network

Source: SMC



## ANNEXTURE -2

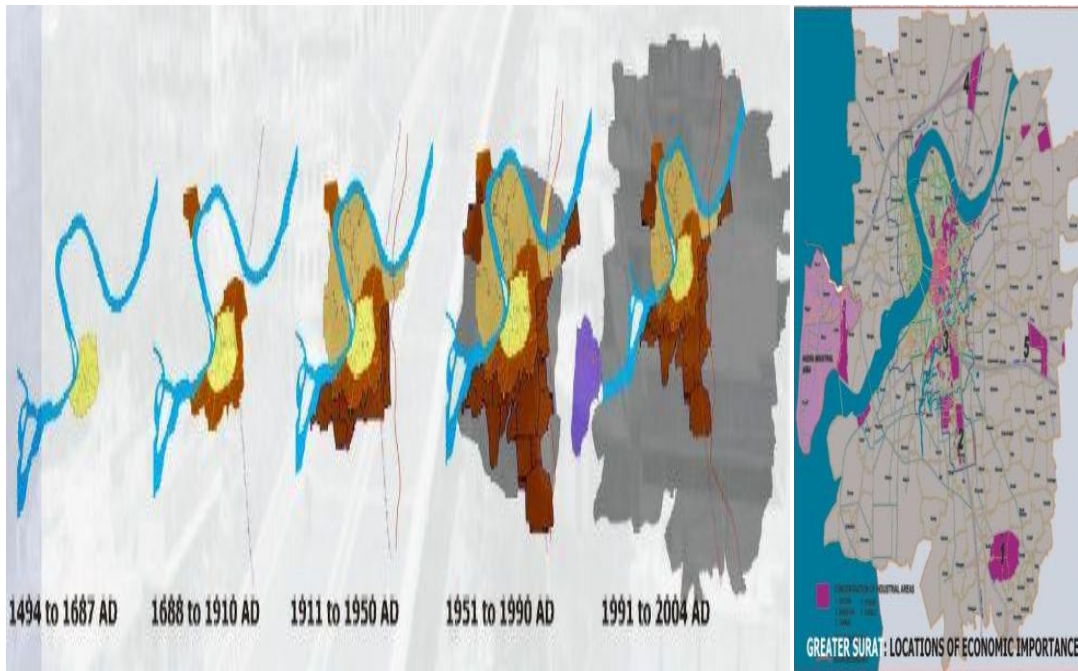
The below table gives the detailed zone study of area in sq.km, population of each zone as of 2011 census, density of population per sq.km and territory of zone.

Sr	Zones	Area (Sq.Km.)	Population in lakh(Census 2011)	Density per (Sq.km)	Territory of Zones
1	Central Zone	8.18	4.08	49971	Nanpura Police Chowki, Nanpura, Makkaipul, Rustampura, Sagarampura, Ruderpura Navapura, Salabatpura, Begunpura, Moti Tokies, Haripura, Mahidharpura, Saiydpura Laldarwaja, Gopipura, Wadi Faliya, Chowk Bazar, Nanavat,
2	South West Zone	111.91	3.47	3105	Ghoddod road, surat, Vesu, Magdalla, Dumas, Khajod, Athwa, Piplod, City light, Althan Bhatar, Khatodara Pumping, Panas Ward
3	South Zone	61.76	6.95	11253	Kharvar Nagar, Udhna Gam, Vijyanagar, Pandesara –Bhedwad, Bhestan, Pandesara Housing, Pandesara Bamroli, Udhna Sandh, Un-Gabheni, Vadod-Dipli, Jiyav-Sonari, New Bamroli
4	South East Zone	19.49	7.48	11253	Umarwada, Anjana, Magob, Mithikhadi, Limbayat, Udhna Yard, Navagam/Dindoli, Magob-Parvat, Godadara, Dindoli Ward Office-2, Parvat-Magob
5	East Zone	37.52	11.37	30303	Varachha Road, J Navagam-B, Karanj-A, Karanj-B, Lambe Hanuman, Ashwanikumar, Kapodra, Nana Varachha, Bhagyoday, Puna Gam, Simada, Mota Varachha, Sarthana
6	North Zone	36.36	7.05	19392	Katargam, Paras, Gotalawadi, Fulpada, Amroli, Chhaparabhatha, Akhandanand, Ved Dabholi, Nani Bahucharaji, Kosad Awas, Kosad, Utran
7	West Zone	51.27	4.24	8386	Rander, Adajan Patiya, Adajan Gam, Ramnagar, Krushnakunj, Jahangirpura, Gorat
<b>Total</b>		<b>326.51</b>	<b>44.66</b>	<b>13680</b>	

Taken as a reference from Surat Municipal Corporation

ANNEXTURE -3

Surat growth map from 1494-2014



Source: SMC website

ANNEXTURE -4

News Papers



**FIMES CITY**  
BIGGER THAN  
THANK COPS LOOKING FOR FIVE ACCUSED  
IN AN MURDER CASE

**Smart City project to have distinct features**

Surat: Smart City project to have distinct features. The project will have distinct features in each zone. The project will have distinct features in each zone. The project will have distinct features in each zone.

**Manja banned, Uta see tame kite fights**

Ahmedabad's Vanted Kite Duels May Cease To Exist. The kite duels in Ahmedabad have been banned. The kite duels in Ahmedabad have been banned. The kite duels in Ahmedabad have been banned.

**CNG kit for 2-wheelers laun**

**the CITY DIGEST**

**SMC receives Digital Media 2016 Award**

Surat Municipal Corporation (SMC) has received the Digital Media 2016 Award for its digital media content. The award was given for the best digital media content in the city.

**SMC receives Digital Media 2016 Award**

Surat Municipal Corporation (SMC) has received the Digital Media 2016 Award for its digital media content. The award was given for the best digital media content in the city.

**3**

**SMC to install weather systems in all zones of city**

Surat: Surat Municipal Corporation (SMC) will install weather systems in all zones of the city. The project will have distinct features in each zone. The project will have distinct features in each zone.

**CHANGE OF NAME**

**Oxygen parks, corners to be developed in seven SMC zones**

Surat: Surat Municipal Corporation (SMC) will develop oxygen parks and corners in seven zones of the city. The project will have distinct features in each zone. The project will have distinct features in each zone.

**IRSDC invites qualification bids for world-class rly station proj**

Surat: IRSDC invites qualification bids for world-class rly station proj. The project will have distinct features in each zone. The project will have distinct features in each zone.

**Surat to get yet another Airbus to Delhi from Dec 1**

Surat: Surat to get yet another Airbus to Delhi from Dec 1. The project will have distinct features in each zone. The project will have distinct features in each zone.

**18-ye succu burns**

Surat: 18-ye succu burns. The project will have distinct features in each zone. The project will have distinct features in each zone.

**Surat's experiment with plastic roads**

Surat: Surat's experiment with plastic roads. The project will have distinct features in each zone. The project will have distinct features in each zone.

**Gangsters used 467 sim cards in 38**

Surat: Gangsters used 467 sim cards in 38. The project will have distinct features in each zone. The project will have distinct features in each zone.

Source: local news papers

## **ANNEXTURE -5**

### Questionnaires to Stakeholders/Citizens of Surat Municipal Corporation

#### Instructions:

1. All the questions will be confidential and for the academic purpose only.

Questions were framed within the following divisions to reflect the group approach.

#### A. Infrastructural Development Services

1. Water
2. Sanitation
3. Electricity supply
4. Streets, roads, sidewalks and pavements
5. Rain water
6. Housing
7. Building plans and land use applications

#### B. Community Protection services

1. Waste removal
2. Municipal parks and playgrounds
3. Municipal sports fields and stadiums
4. Complaints regarding society service
5. Fire department
6. Traffic services
7. Community safety
8. Ecological safety
9. Protection of historical heritage

#### C. Corporate Services

1. Community halls
2. Libraries
3. Local economic development

- D. Finance Services
  - 1. Complaints regarding trading services
- E. Overall rating of surat municipal corporation
- F. Political details
- G. Personal details
- H. Communication
- I. Education
- J. Health
- K. General

Other sections of the questionnaire required a complete rating of the Surat Municipal Corporation, its staff and services to determine the overall satisfaction of the services rendered by the SMC.

Surat Municipality customer/Stake holder’s satisfaction survey questionnaire.

Questionnaire 01
------------------

A. Infrastructure

1. Water

a) Do you get clean pipe water supplied by SMC?

Yes	No
1	2

b) Do you get regular and un- interrupted water supply in your residences?

Yes	No
1	2

2. Sanitation

a) What kind of toilet does your residence have?

Flush toilet / chemical	PIT (VIP)	Bucket Latrine	No sanitation – self provided
1	2	3	4

b) Do you experience any blockage or overflow of sewerage water outside your residence?

Yes	No
1	2

3. Electricity Supply

a) Does your electricity meter work regularly?

Yes	No
1	2

b) Do you have regular electricity supply to your home?

Regular	Interrupted
1	2

c) Is your electricity accurate and correct?

Yes	No
1	2

4. Residential Streets, Roads, Sidewalks and Pavements

a) Are the streets and roads in your area tarred regularly?

Yes	No
1	2

b) In your opinion, are the potholes in your area in a good condition?

Good Condition	Bad Condition
1	2

c) Does your municipality react quickly to repair the damaged roads and bridges?

Yes	No
1	2

5. Storm water

a) Is the water logging in your area is cleared immediately?

Yes	No
1	2

6. Housing

a) what kind of house do you stay in:

A rental house that belong to the Municipality?	1
A rental house that belong to a private person?	2
A house that has been provided by a housing subsidy?	3
Do you own the house that you are living in?	4
A mud house inherited from your parents?	5
RDP / low cost house provided by municipality?	6

b) According to you, what is the rating you would give to SMC regarding the provision of low cost houses?

High	Medium	Average	Low
1	2	3	4

7. Building Plans and Land Use Applications

a) How will you access the SMC for approving and enforcing building plans and regulations?

Excellent job/firm control and respond immediately to complaints	Good job/good organize and enforcement	Adequate job / reasonable control	Inadequate job / should apply more control	Totally inadequate job / need to be far stricter
1	2	3	4	5

B. Community protection services

1. Refuse Removal

1. How often does the SMC remove the rubbish / waste from your home?

Daily	Once a week	Twice a week

2. Do you have any complaint regarding the removal of waste collection from your residence?

Yes	No
1	2

3. Is the mobile APP efficient enough to contact SMC regarding complains?

Yes	No
1	2

2. Municipal Parks and Playgrounds

a) According to you, are the parks and playgrounds sufficient or insufficient?

Sufficient	Insufficient
1	2

b) Are the parks/playgrounds safe for children to play?

Yes	No
1	2

3. Municipal Sports Fields and Stadiums

a) Are there sufficient or insufficient municipal sports fields, swimming pools or stadiums in your area?

Sufficient	Insufficient
1	2

4. Complaints Regarding Community Service

a) Have you complained to the SMC regarding any Community Service in your zone?

Yes	No
1	2

b) If yes, how did the SMC deal with it? Was the complaint satisfactorily addressed and were you called with follow up?

Incapable: They were very unprofessional (they did not seem to know what they were doing)	Adequately capable: They were reasonably professional and were able to help you but you would like to see the service improved.	Highly / very capable: They were professional and helped you immediately
1	2	3

- c) In case of any complaints, how would you rate the ability of the workers to deal with your problem?

Incapable: They were very unprofessional (they did not seem to know what they were doing)	Adequately able: They were reasonably professional and were able to help you but you would like to see the service improved.	Highly / very able: They were professional and helped you immediately
1	2	3

5. Fire Department

- a) Do you contact the fire department for any emergency in the last one year?

Yes	No
1	2

If yes, for what reason?

.....

- b) How will you rate the ability of the fire department workers?

Incapable: They were very unethical (they did not seem to know what they were doing)	Adequately able: They were reasonably professional and were able to help you but you would like to see the service improved.	Highly / very able: They were professional and helped you immediately
1	2	3

6. Traffic Services

- a) Do you complain about the traffic section over the last 12 months?

Yes	No
1	2

If yes, for what reasons?

.....

7. Civic Protection

- a) Are you satisfied with the SMC role in maintaining public security?

Yes	No
1	2

If yes, for what reasons?

.....

8. Environmental Protection

- a) Does the SMC protect and safe guard the natural environment in area?

Yes	No
1	2



9. Protection of Historical Heritage

a) Does the SMC protect ancient buildings and cultural monuments in your area?

Yes	No
1	2

C. Social Services

1. Community Halls

a) According to you are there enough of community halls in your area?

Yes	No
1	2

b) Are the community halls well situated and conveniently accessible to most of the people?

Yes	No
1	2

2. Libraries

a) Does your area have adequate libraries?

Yes	No
1	2

b) Do you feel that SMC libraries provide quality of services?

Yes	No
1	2

3. Local Economic Development

4. Does the SMC contribute for the economic growth in your zone?

Yes	No
1	2

a) Do you feel that SMC should conduct extensive orientation programmes for entrepreneurs?

Yes	No
1	2

b) Do you have any particular suggestion to SMC for creating more jobs?

.....

1. Finance Services

2. Complaints Regarding Trading Services

a) Do you have any complaints regarding the service charges charged by SMC?

Yes	No
1	2

b) How would you rate the ability of the finance department when you approach them with a complain?

Incapable: They are very unprofessional (they did not seem to know what they are doing)	Adequately able: They are reasonably professional and are able to help you but you would like to see the service improved.	Highly / very much able: They are professional and helped you immediately
1	2	3

1. Overall rating of Surat Municipal Corporation

1. Did you contact the SMC with in past six months, either personally, telephonically, via internet / e-mail or regular mail?

Yes	No
1	2

2. What was the medium of your last interaction with SMC?

Phone Them	1
Visit their offices in town	2
Visit a municipal service center near your home	3
Make use of online (internet) Services	4
Use regular email	5
Other [Please specify]	6

3. What was your experience while dealing with the staff of SMC?

STAFF	NO	YES
Have you found that staff are attentive	1	2
Have you found that staff are available to help at all times	1	2
Have you found that staff are competent	1	2
Have you found that staff are courteous	1	2
Have you found that staff are efficient	1	2
Have you found that staff are friendly	1	2
Have you found that staff are honest	1	2
Have you found that staff are punctual	1	2
Have you found that staff are responsible	1	2
Have you found that staff go out of their way to help	1	2
Have you found that staff have a positive attitude	1	2
Have you found that staff listen to your problems	1	2
Have you found that staff make you feel important	1	2

4. Using a rating scale of 1 to 10 where 1 is Very Poor and 10 is Excellent.  
How would you rate the overall quality of services provided by SMC?

1 Poor	2	3	4	5 Neutral	6	7	8	9	10 Excellent
-----------	---	---	---	--------------	---	---	---	---	-----------------

2. Political Services

1. If you say that the achievements of the SMC are due to the present government, how satisfied are you with the present government?

Where 1 is "Very disappointed" 5 "Neutral" and 10 is "Excellent".

1 Very disappointed	2	3	4	5 Neutral	6	7	8	9	10 Excellent
---------------------------	---	---	---	--------------	---	---	---	---	-----------------

2. What would you rate the SMC for its achievements in the past 5 years?

Very disappointing	have deteriorated	Stayed the same	Yes – somewhat improved.	Yes – improved
	2	3	4	5

3. Which of the following statements best describe your knowledge about your Municipality (SMC)?

I know nothing at all about the SMC	I know very little about the SMC	I know quite a lot about the SMC	I know very much about the SMC
1	2	3	4

4. How would you rate the effective communications of SMC with the residents?

They do not communicate with the residents at all	They communicate quite poorly with the residents	They communicate adequately with the residents	They communicate quite well with the residents	They communicate very well with the residents
1	2	3	4	5

3. Personal details:

1. Can you please tell me how old are you?

0-18 years	19-34 years	35-60 years	61 + years
1	2	3	4

2. Gender?

Male	Female
1	2

3. Since how long do you stay in Surat?

>1 year	1-2 years	2-5 years	5-10 years	>10 years
1	2	3	4	

4. Which area do you live in Surat? \_\_\_\_\_.

5. In what range does your annual income fall?

< 100,000	100,001--- 200,000	200,001--- 300,000	300,001— 400,000	400,000 above
1	2	3	4	

#### 4. Communication

1. What newspaper do you read regularly? (At least once a week)

Gujarat Samachar	Sandesh	Divya Bhasker	Times Of India	Others Specify
1	2	3	4	5

Specify: \_\_\_\_\_

2. How often do you attend public meetings organized by the SMC?

Never	Occasionally	Always
1	2	3

3. Do you attend any public meeting?

Yes	No
1	2

4. How do the stake holders get information from the SMC?

Meetings	Pamphlets	Website	Newspapers	Posters	Radio
1	2	3	4	5	6

#### 5. Education

1. Has the SMC set up primary and secondary schools in your area?

Yes	No
1	2

2. Is the SMC making efforts to attract new students to enroll in SMC schools in your area?

Yes	No
1	2

#### 6. Health

1. Does SMC take any health preventive measures in your area?

Yes	No
1	2

2. If yes, please specify \_\_\_\_\_

3. Do you visit the hospital run by SMC?

Yes	No
1	2

4. If yes, are you happy with the treatment given by doctors and other staff?

Yes	No
1	2

5. Does the SMC take initiative to conduct workshop in your area to give information on chronic disease?

Yes	No
1	2

6. What kind of ecological contamination does Surat face with?

Air	Water	Noise	Any Other (Specify)
1	2	3	4

7. General:

1. Are you satisfied with the following services provided by the SMC? (Please tick)

Services/Rating	Strongly Satisfied	Satisfied	Neutral	Dissatisfied	Strongly dissatisfied
Water					
Sanitation					
Electricity					
Residential Roads, Streets					
Storm water					
Building plans					
Waste collection					
Parks and Playgrounds					
Municipality sports fields					
Fire protection					
Traffic control					
Civic protection					
Maintain of community halls					
Public library services					
Emergency service -108					
Smart city initiatives					
Slum free city Initiatives					
Digital Gujarat Initiative					
Swachh Bharat initiative					
BRTS Performance					
Ease of doing business					

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Questionnaire-2 Surat Municipal Corporation Employees/Supervisors/Management

**Instructions:**

- All the questions will be confidential and for the academic purpose only.

### Questionnaire for Surat Municipal Corporation

Topic:

Study of the Strategies adopted by Surat Municipal Corporation and its effects on the quality of public life

(Questionnaire made for Surat Municipal Corporation)

#### Demographics profile

1	Department					
2	Gender	<input type="radio"/> Male-1			<input type="radio"/> Female-2	
3	Age	Under 20 <input type="radio"/> 1	21-31 <input type="radio"/> 2	32-41 <input type="radio"/> 3	42-51 <input type="radio"/> 4	52 above
4	Job Role	Employee <input type="radio"/> 1	Worker <input type="radio"/> 2	Supervisor <input type="radio"/> 3	Management <input type="radio"/> 4	
5	Since how many years have been working with SMC?	1-5 Yrs <input type="radio"/> 1	6-10Yrs <input type="radio"/>	11-15 Yrs <input type="radio"/> 3	16-20 Yrs <input type="radio"/> 4	20 Above <input type="radio"/> 5
6	Since how many years have you been in your current position in the SMC?	1-5 Yrs <input type="radio"/> 1	6-10Yrs <input type="radio"/>	11-15 Yrs <input type="radio"/> 3	16-20 Yrs <input type="radio"/> 4	20 Above <input type="radio"/> 5
7	Name of your Zone					

#### Personal work experiences

		Strongly Agree 1	Some what Agree 2	Neither Agree or Disagree 3	Somewhat Disagree 4	Strongly Disagree 5
1	I feel encouraged to come up with new and better ways of doing things.					
2	The people I work with cooperate to get the job done.					
3	My job makes good use of my skills and abilities.					
4	My work gives me a feeling of personal accomplishment like the kind of work I do.					
5	I have enough information to do my job well.					
6	My department is able to recruit people with the right skills.					
7	The skill level in my department has improved in the past year.					
8	I know how my work relates to the SMC					

	goals and priorities.					
9	Policies and procedures affecting my work are clearly communicated.					
10	My immediate supervisor gives me useful feedback regarding my job performance.					
11	Supervisors in my department provide employees with the opportunities to demonstrate their leadership skills.					
12	How do you rate the following services provided by Surat Municipal Corporation(Tick the correct)					
		Very good 5	Good 4	Bad 3	Bad 2	Very bad 1
A	Health & Diseases					
B	Sanitation					
C	Education					
D	Fire					
E	Community Service					
F	Infrastructure					
G	New Initiation					
H	Environment					
J	Social					
K	Political					
L	Property Taxes					
M	Drinking Water					
13	How many complaints do you receive every day? (Tick the correct)					
		1-5 (1)	6-10 (2)	15-20 (3)	20-25 (4)	25 & above (5)
14	How quickly does the SMC attend to the complaint? (Tick the correct)					
		Immedia tely (1)	Next Day (2)	Within a Week (3)	Monthl y (4)	Yearly (5)
15	How often does the SMC hold public meeting?					
		Once a week (1)	Once a month (2)	Quarterly (3)	Half yearly (4)	Annually (5)
		Extrem ely satisfie d (5)	Satisfi ed (4)	Somewh at satisfied (3)	Dissatis fied (2)	Extremely dissatisfied (1)
16	Are the stake holders happy with the services provided by SMC?					
		Yes (1)	No (2)	Somewh at (3)		
17	Does SMC make any provision in order to involve NGOs in conducting survey?					
18	Are you having power to decide your area of work?					
19	Are you proud to be called an					

	SMC worker?				
20	Does the top management help you in adverse situations in solving public Problems?				
21	Does the SMC render quality service to the paid?				
22	Is the SMC revenue improved with that of previous years?				
23	Does SMC take any steps to reduce administration expenses?				
24	Do you think that SMC is moving towards digitalization?				
25	Who has the power to take decision in your dept.? (Tick the correct)				
		By Head (1)	By Group (2)	Others (3)	
26	What is the time taken to make the decision? (Tick the correct)				
		Immediately (1)	One day (2)	Weekly (3)	Fortnight (4)
27	How often does the SMC renovate its services? (Tick the correct)				
		Frequently (1)	Sometimes (2)	Never (3)	Don't know (4)
28	What do you say about the SMC achieving its task to make Surat(Tick the correct)/				
		Yes (1)	No(2)		
	1. Elegant city				
	2. Slum free city				
	3. Green city				
	4. Balanced socio-Economic growth /				
	5. Crime free city				
29	What services does the SMC provide to the citizens to solve their problems? (Tick the correct)				
	1. Website/online		(Multiple choices allowed)		
	2. SMC				
	3. Whatsapp				
	4. Grievance cell				
	5. In person				
	6. Others		Specify		