

**GOVERNMENT OF INDIA  
URBAN DEVELOPMENT AND POVERTY ALLEVIATION  
LOK SABHA**

UNSTARRED QUESTION NO:1159  
ANSWERED ON:09.12.2003  
CORRUPTION AND MISMANAGEMENT IN DDA  
ADHIR RANJAN CHOWDHURY;SHYAMA SINGH

**Will the Minister of URBAN DEVELOPMENT AND POVERTY ALLEVIATION be pleased to state:**

- (a) whether the Delhi Development Authority had hired the advisory services of Investment Credit and Rating Agency to ask for suggestions to improve its policies and procedures;
- (b) if so, whether ICRA has found the DDA corrupt and mismanaged as reported in the Statesman dated August 28, 2003;
- (c) if so, the facts of the matter reported therein and reaction of the Government thereto;
- (d) the details of the recommendations made by ICRA in its report;
- (e) whether the Government propose to take action on the basis of the recommendations of ICRA; and
- (f) if so, the details in this regard?

**Answer**

MINISTER OF STATE (INDEPENDENT CHARGE) IN THE MINISTRY OF URBAN DEVELOPMENT AND POVERTY ALLEVIATION ( SHRI BANDARU DATTATRAYA )

(a): Delhi Development Authority (DDA) has reported that a process improvement study was entrusted to M/s ICRA Advisory Services with the following terms of reference:-

(i) Identify the total set of factors, which contribute to building credibility of an institution like DDA such as transparency and customer friendly operating processes;

(ii) Analyse the operating processes of DDA for its various activities such as:-

- Developing land, allotment and disposal;
- Building residential and commercial complexes and their subsequent transactions and ;
- Sanction of building plans and associated activities.

iii) Obtain feedback from public and other stakeholders on their expectations from DDA;

(iv) Determine the reasons specific to DDA, which have led to its present image;

(v) Recommend strategies to improve the image and credibility of DDA in the form of

- Policy level changes within the purview of DDA charter;
- Re-engineering of its operating processes;
- Changes in organization structure;
- Training of customer interface manpower and;
- Effective public relations exercise;

(vi) Any other matter incidental or related to the scope of the study.

(b)&c): No, Sir. The ICRA Report does not make any such observations above DDA.

(d)to(f): The major recommendations made by M/s. ICRA Advisory Services in its report are given in the Annexure. DDA has reported that they have examined the report and have prepared strategy and time frame for implementation.

## ANNEXURE

ANNEXURE REFERRED TO IN REPLY TO PARTS (d) TO (f) OF LOK SABHA USQ.NO. 1159 FOR 09.12.2003.

### MAJOR RECOMMENDATIONS OF THE ICRA REPORT

1. Market-study should be conducted by Housing/Land Disposal prior to each project with a separate cell be created under Principal Commissioner to track market related changes, which shall also draw up Long-Term Plans. It is suggested that inputs of the Housing/land disposal Divisions be taken at the Land Acquisition stage also.

The Screening committee should evaluate the techno-economic feasibility of project prior to preparation of detailed lay-out plans by Housing and Urban Projects Wing (HUPW).

2. DDA should migrate towards Project Management Structure by identifying a Project Manager at the beginning of the Project. a team based approach is suggested, which should have members from Architecture, Finance, Housing and Land Disposal Wings.

3. DDA should examine the models adopted by other Development authorities, which involve private sector participation in project execution. DDA should explore possibility of building customer-financed projects and thereby transferring risk and ensuring greater compliance to cost and time.

4. It is suggested that to ensure better customer service and enhance accountability in the organization, the Deputy Director of each section in Housing and Land Disposal should head a self-contained unit of their current personnel as well as that of housing accounts. This would eliminate time spent in inter-department movement of folders leading to faster processing.

5. The Price Fixation Committee currently sets reserve price of plots of land. Currency of inputs provided to the Price Fixation Committee needs to be looked into, as the input data is manually collected from various sources. The end to end computerization as recommended, will aid the correct fixation of reserve prices.

6. DDA should simplify its building plans sanction activities. It should evolve a Green channel concept for smaller cases where prior sanction of building plans may not be called for. Further, cases where prior sanction may be considered necessary, the activities may be de-centralized to the zones.

7. The survey carried out by I.C.R.A. Advisory Services brings out that one of the key problems in enforcement is that citizens are not aware whether a particular area has become de-notified area or not. Citizens are also not aware about the permissible modification/extensions allowed by DDA to existing structures.

It is recommended that DDA should build consensus with MCD order-notification and it should also involve community participation. An interaction with Residents Welfare Association and co-operative Group Housing societies and other Consumer Associations to educate them and to seek their help in curbing planning violations by sharing sanctioned building plans of the new houses in that locality.

8. Implementation of enterprise-wide Geographic Information system and connecting Zonal offices to Wide Area Network is an imperative. Availability of information on land records at a micro-level will aid the process of enforcement.

9. Citizen's charter of DDA would require to be modified, to reflect the improvements that have happened in its different processes. A complete document should be prepared covering all aspects of operations.

10. A voluntary retirement scheme will also have to be conceived and implemented along with fresh recruitment to rationalize the workforce within the organization, an exercise that will depend on the outcome of the results of the manpower Study.

11. One of the important issue before the Organisation is the visible lack of motivation amongst employees in discharging their duties. Following measures are recommended for a positive impact on motivation levels:

(a) Speedy settlement of vigilance cases.

(b) Re-designing of the appraisal form and introducing differentiated levels of annual increment/incentive, which can be pegged to the annual appraisal score of a person, thus ensuring that high-performing individuals are seen as receiving higher rewards.

(c) Recognizing high-performing individuals and identifying career progression path within the frame work of personnel policies and giving exposure to different functional areas and good training opportunities.

12. There is also a need to have a look at introducing a zonal orientation in the activities of DDA as well as rationalizing the zonal offices across Engineering, Land Management etc.

13. DDA should create a more user friendly website on which various forms should be made available. It should also have facility to log complaints. In addition, Information Kiosk should also be provided. Consumers should also be given the facility of tracking the status of their files through the website.

14. Streamlining of IT system is a prerequisite for implementing any effective process improvement initiatives. While currently there are various modules that are operational in DDA, like the AWAS, BHOOMI, Receipt & Despatch Accounting Systems etc., there is a need to integrate the different systems and also ensure computerization of all activity notes.

The integrated IT system should cover the following activities and have functionalities that are capable on transaction processing as well as monitoring, along with an ability to generate data to meet planning needs.

(i) Land Management - That land acquisition being the initial point for the operations of DDA, it is suggested that IT system should seek to capture land records of all current and past land acquisition programmes. Spatial as well as financial data relating to cost of acquisition should also be captured.

(ii) A Project Management Information System with customization to support the process of DDA on which all relevant data from beginning to end of the project should be captured on IT System, is recommended.

(iii) The inventory of vacant houses should also be maintained as a structured process by linking it with the Project Management Information System.

(iv) Following additional functionalities in the AWAS and BHOOMI system should be created while integrating the HRAS system with AWAS system:

- Demand and collection module.

- Issuing of possession letters.