

  
**HARYANA VIDHAN SABHA**

**Committee on Public Undertakings  
(1982-83)**

**(Sixth Vidhan Sabha)**

**EIGHTH REPORT**

**ON THE**

**GENERAL WORKING OF**

**HARYANA TOURISM CORPORATION LIMITED  
CHANDIGARH**



**Presented to the House on**

**HARYANA VIDHAN SABHA SECRETARIAT,  
CHANDIGARH**

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## TABLE OF CONTENTS

	Page (s)
Composition of the Committee on Public Undertakings	(iii)
Introduction	(v)
Report—	
1 Introductory	1—3
(i) Capital Structure	3
(ii) Organisational Set up	3—5
(iii) Field Officers	5
(iv) Delhi Office	5
2 Activities/Operations of the Corporation	5—6
(i) Working Results	6—10
(ii) Working Results of Expenditure	11
(iii) Income from Room Rent in Motel/Hotels etc	11—12
3 Consultancy Service	13
4 Direct and Indirect Overheads	13—14
5 Expansion Programmes—	14
(a) Setting up New Complexes	14—15
(b) Renovation	15
(c) Expansion of Recreational Activities	15—16
(d) Scheme for creation of a Transport Wing	16
(e) Miscellaneous Activities	16
6 Problems/Difficulties made out by the Corporation affecting the working of the Corporation	16—17
(i) Construction of Complexes/Motels/Hotels	17
(ii) State Transport Bus facility to the Tourist Complexes	17
(iii) Delinking of Pay Scales from Government Pay Scales	18
(iv) Food Articles on levy rates	18
(v) Direct Feeder lines by Haryana State Electricity Board	18

	Page(s)
7 Observations/Recommendations of the Committee	18
(A) Overall Aims and objectives	18—20
(B) Capital Structure and Financing	20—21
(C) Operational Aspects—	21
(i) Tariff	21
(ii) Working Results	21—22
(iii) Increase in over head Expenses	22
(iv) Establishment Cost	22
(v) Renting of office and other accommodation	23
(vi) Debtors, Embezzlement	23—24
(vii) Expansion programmes/Creation of a Transport Wing	24—25
(viii) Recreational Facilities	25
(D) Observation of the Committee on Individual Complexes—	25
(i) Badkhal Lake Surajkund Complexes	25—26
(ii) Magpie Faridabad	26
(iii) Dabchik Hodel	26—27
(iv) Hoopoe Bhiwani	27
(v) Kala Teetar Abub Sahar	27—28
(vi) Sikhara Asa Khera	28
(vii) Skylark Panipat	28—29
(viii) Chakor Sonapat	29
(ix) Parakeet Pipli	29—30
(x) Yadavendra Gardens Pinjore	30
(xi) Red Bishop-Panchkula	30
(xii) Sand Grouse Narnaul	30
(xiii) Mor Pankh Taoru	31
(xiv) Sand Piper Rewari	31
8 Finalization of Annual Accounts	31
9 General Recommendations	32
10 Appendix	33—47



**COMPOSITION**  
**OF**  
**THE COMMITTEE ON PUBLIC UNDERTAKINGS (1982-83)**  
**CHAIRMAN**

1 Shri Sagar Ram Gupta

**MEMBERS**

- 2 Shri Bahadur Singh
- 3 Shri Bhim Singh Dahiya
- 4 Shri Daya Nand Sharma
- 5 Shri Dharam Bir
- 6 Shri Hari Chand Hooda
- 7 Shri Lachhman Singh Kamboj
- 8 Shri Neki Ram
- 9 Shri Sahab Singh Saini

**SECRETARIAT**

- 1 Shri Raj Krishan, Secretary
- 2 Shri S S Ahlawat Joint Secretary

## INTRODUCTION

I the Chairman of the Committee on Public Undertakings, having been authorised by the Committee to submit the report on their behalf, present this Eighth Report on the general working of the Haryana Tourism Corporation Ltd

2 The Committee undertook the unfinished investigation of the earlier Committees into the working of Haryana Tourism Corporation Ltd and held meetings with the representatives of the Corporation and the Government Department. The Committee also made on the spot study of the various Complexes of the Corporation all over the State. Copies of the proceedings of the various meetings as also of on the spot study of the Complexes are placed in the Secretariat of the Vidhan Sabha.

3 The Committee would like to thank the Accountant General, Haryana, for his able guidance for preparing the report. The Committee would also like to thank the representative of the Finance Department, Government of Haryana, for his/her regular assistance to the Committee. Thanks are also due to the Secretary, Joint Secretary, the dealing Officer Vidhan Sabha and his subordinate staff for their efficient and hard work in completing the report on time. The Committee would like to pay special thanks to the representatives of the Haryana Tourism Corporation Ltd, Shri R L Sudhir Managing Director and Shri Rajeev Sharma General Manager, who not only presented the functioning and problems of the Corporation very competently but also helped the Committee in getting a clear over view of the Corporation.

Chandigarh  
The 24th February, 1983

SAGAR RAM GUPTA  
Chairman

## REPORT

### HARYANA TOURISM CORPORATION LIMITED

#### 1 Introductory

The Corporation was set up in pursuance of the decision taken by the Council of Minister on 31st March, 1974 the Government accorded sanction to the formation of the Haryana Tourism Corporation vide their memo No 5923 6PP 74/11247, dated 12th April, 1974 The Corporation came into existence as a public sector undertaking under the Indian Companies Act 1956 w e f 1 5 1974 and it started functioning from 1 9 1974 At its inception the Corporation took over 28 tourist complexes from the then State Tourism Department and was incorporated with an authorised capital of Rs 500 lakhs

According to the Government policy decision the main features of the Corporation were to be as under —

- (1) The Corporation would be directly responsible for the running and maintenance of the commercial units namely restaurants/bars/liquor vends/Tourists Taxis/petrol pumps and such like other establishment
- (2) The Corporation would manage the non commercial units as an agent of the State Government who would not only provide the working capital but also subsidise the loss if any Non Commercial units would mean tourist banglows/huts/motels/rest houses and such like other establishment
- (3) Development/maintenance cost of infrastructure would continue to be borne by the State Government The infrastructure would include landscaping/lakes/gardens etc

The same principle would apply in respect of commercial/non commercial establishments which may be taken over by the Corporation from time to time in future also

The main objects aims of the Corporation are as under —

- (1) To purchase, acquire develop and take over from time to time all or any of the Restaurants Bars Liquor Vends Bonded Warehouses Wholesale and Retail Vends of Foreign Liquor, Cafeteries Canteens Milk Bars Bakeries Shops Catering Establishment Petrol Pumps Repair Workshops Emporia, Tourist Banglows Hotels Huts, Motels, Guest Houses Entertainment Projects and other places of tourist archaeological and historic interest in Haryana and/or elsewhere Cars Buses Trucks Boats Ponies etc from the Government of the State of Haryana with all or any of the rights licences and business for the purpose of boarding lodging stay comfort and entertain

ment of tourists and run, maintain, manage and administer them



- (2) Purchase, produce distribute and sell tourist publicity materials edit, design, print publish, sell or otherwise deal with books magazines periodicals folders inserts guide maps pamphlets bills posters picture postcards diaries calendars slides cinematograph films and other material for the purpose of giving publicity to and developing tourism
- (3) Provide entertainment by way of cultural shows dances music concerts cabarets ballets film shows sports and games son et lumiere spectacles and others
- (4) To make arrangements for excursion and sight seeing trips provide library and reading room facilities guide facilities insurance facilities, banking facilities including traveller cheques facilities subject to approval of the Reserve Bank of India and provisions of the Banking Regulations Act other facilities and recreation in every other way to satisfy the requirement of tourists and travellers
- (5) To start operate and promote establishments undertakings and enterprises of any description whatsoever including Wineries Distillaries Breweries and manufactories of liqueurs
- (6) To carry on the business of boarding and lodging house keepers, licensed vactuallers wine beer and spirit mer charts brewers malsters distillers importers and manu factureres of aerated, mineral and artificial waters and other drinks purveyors caterers for public amusements generally, dealers in textile goods perfumery, silken and woolen garments, dealers in novelty and other goods, and as general merchants garage proprietor livery stable keepers job masters, farmers dairymen ice merchants importers and brokers of food live stock and foreign produce of all descriptions hair dressers perfumers chemists proprietors of clubs baths dressing rooms laundries reading writing and newspaper rooms libraries grounds and places of amusement recreation, sport entertainment and instruction of all kinds tobacco and cigar merchants travel agents for railway shipping and airways and road transport cor porations, companies or bodies and carriers theatrical and opera box office proprietors entrepreneurs and general agents and as proprietors conducting safe deposit vaults and to carry on business of running night clubs swimming pools, bakery and confectionery and any other business
- (7) To provide loding and boarding and other facilities to the public including tourists visitors and other delegates coming to India from foreign countries and to members of delegations and mssions from foreign countries

- (8) To organise all inclusive tours by road rail sea air or otherwise and to enter into all agreements connected with the organisation of such tours
- (9) To purchase, take on hire or otherwise acquire or construct cinema halls including drive in cinemas theatres concert halls or other building of a like character and rights in, the same, and to sell give on hire or otherwise dispose of the rights so acquired
- (10) To import manufacture, repair, ply and hire, buses, motor trucks motor cars, taxi cars station wagons launches and other kinds of vehicles
- (11) To construct, purchase, lease own establish run alter and manage printing presses litho presses art studios Photo Studio workshops foundries and factories for the purpose of maintaining repairing, altering, servicing, all sorts of, machinery whatsoever run by power electricity steam, oil gas vapour, mechanical power or atomic energy and other component parts and all apparatus, accessories fittings machinery or things necessary or convenient for carrying on any of the above specified businesses or usually dealt with by persons engaged in like trades or business

#### (i) Capital Structure

The authorised capital of Rs 500 lakhs of the Corporation is divided into five lakh equity shares of Rs 100 each. The paid up Capital of the Corporation as on 31st March, 1982 is Rs 144.20 lakhs wholly contributed by the State Government. The paid up capital has a cash component of Rs 50 lakhs and the balance is represented by the assets transferred to the Corporation by the Government. Apart from the above the Corporation has been receiving loans from the Government which stood at Rs 25.20 lakhs as on 31.3.1981 and Rs 23.67 as on 31.3.1982. The Corporation also avails itself of Bank overdrafts as necessitated from time to time.

#### (ii) Organisational Set up

The management of the Corporation is entrusted to a Board of Directors appointed by the State Government. At present there are 8 Member on the Board of Directors.

The Corporation is headed by a Chairman (non official) the Managing Director is the Chief Executive. The Finance and Accounts Department is headed by an Assistant Accounts Officer.

The Administrative control is exercised by the Chief Executive from the Headquarters located at Chandigarh through a number of regional functionaries at various levels posted at other places.

Further details in regard to the administrative set up are as





under —

Chairman

He is executive head of the Corporation

Managing Director

He controls the affairs of the Haryana Tourism Corporation at the Headquarters as well as of the field offices

At Headquarter, the Managing Director controls the following wings and sections

(i) Consultancy Cell - This organisation provides consultancy services and contracts for turnkey projects in the field of planning development construction and commissioning of modern tourist complexes and facilities throughout the country

(a) Construction Wing This wing handles the construction work of Tourist Complexes/gardens for other States and execute construction programme envisaged under the Tourism budget

(b) Horticulture Wing This wing looks after landscaping and horticultural activities at the various Tourist Complexes. It also looks after landscaping works being undertaken by the Construction Wing

(c) Architecture Wing To prepare design of facilities such as restaurants bars motels tourist huts petrol pump camping sites campers huts shopping arcades, swimming pools with saunas, conference halls plant nurseries emporia etc for the department of Tourism Haryana and for consultancy projects outside the State and within the State

(ii) Electronics Wing This wing carries out repairs and replacement of sophisticated stereo and other sound system quadraphonic equipment stereo tape recorders, cassette/cassette and video tape recorders installed in various tourist complexes of Haryana

(iii) Publicity Wing This wing imparts information to tourist regarding availability of facilities at the tourist complexes run by the Corporation. Corresponds with the film producers for location shooting the Tourist Complexes assists tourist and Youth Organisations to plan itineraries for visit to the State handles printing of menu cards invitation cards etc and issues advertisements and HARYANA TOURISM newsletter

- (iv) Chief Architect He is Officer in Charge of the Architectural Wing
- (v) Art Director He is Officer-in Charge of the Publicity Wing
- (vi) Copy Writer The incumbent co ordmates in Printing and issue of news letter
- (vii) General Manager (Admn.) and Purchase Hs is Incharge of the Administration of Corporation and Purchase Branch
- (viii) Company Secretary The Company Secretary organises the functioning of the Company in accordance with the provisions of the Companies Act
- (ix) Divisional Manager He looks after the catering and other allied affairs of the Corporation
- (x) Accounts/Assistant Accounts Officers They organise the working of the Accounts Wing of the Corporation

#### (a) Field Officers

There are seven, Projects/Divisions where Divisional Managers/Additional Divisional Managers Control maintain and run various tourist complexes

#### (b) Delhi Office

There is a Tourist Bareau at Delhi which comes within the pur view of the Tourism Department Corporation has also provided some staff such as General Manager Steno typist Publicity cum Information Assistant etc , and for providing information to Tourists about the tourist complexes in the Haryana State besides booking accommodation etc for India/Foreign Tourists in various tourist complexes specially Badkhal Lake Surajkund, Dubchick (Hodel), Uchana, Sohna Dharu hera Pinjore etc

### 2 Activities/Operations of the Corporation

At present the Corporation has 31 tourist complexes These include Restaurants Bars Liquor Vends In addition to these, there are motels/Hotels where residential accommodation is provided to the tourists

The Committee were informed that whereas the activities relating to the operation of restaurants Bars Petrol Pumps and other catering/entertainment activities treated as commercial, those relating to renting out of rooms, management of hotels/motels and accommodation provided to the tourists are treated as non commercial

The major units of the Corporation are at Badkhal Lake, Suraj kund, Hodel, Rohtak, Panipat, Karnal, Pipli Dharuhera, Sultanpur,

Sohna and Pinjore. The special feature of the above complexes is that while minor complexes provide, only for catering facilities (restaurants and bars only) the hotels/motels/camper huts sources of recreation like the lake and such other facilities as the swimming pool of the pleasure garden are attached to these major units. Certain other activities of the kind attached to some of these complexes are Sauna Bath fishing, boating and camping. It will thus be seen that at present the Corporation covers a very wide range of activities and has got a well established capital and an infrastructure base to carry on its activities.

#### (i) Working Results

The year-wise working results of the Corporation from 1974-75 to 1981-82 are summarised as below

Year	Turnover	Operational profit	Net profit/loss	No of tourist complexes as existing at the end of each year
1974-75	72.15	0.05	5.00 loss	15
1975-76	148.82	5.06	4.87	23
1976-77	196.73	5.93	9.02	25
1977-78	215.64	11.34	4.53	26
1978-79	215.77	13.85	5.42 (unaudited)	26
1979-80	260.38	24.16	3.55	27
1980-81	346.95	45.83	10.29 Profit (Tentative)	29
1981-82	450.78	53.74	12.00 Profit (Tentative)	31

The detailed operational results of the various units for the year



1980 81 and 1981 82 are as under

Sr No	Name of the Unit/ Division	1980 81		1981 82	
		Turnover	Operatio nal profit	Turnover	Operatio nal profit
1	Badkhal Lake	28 02	2 99	34 63	3 71
2	Surajkund	10 79	2 75	14 55	4 75
3	Magpie Faridabad	6 14	1 16	10 28	3 17
4	Hodel Dabchick	10 88	1 85	12 60	2 21
	Total	55 83	8 75	72 06	13 84
5	Flamingo Hissar	13 45	3 00	13 58	2 04
6	L 1 Hissar	13 57	0 36	23 16	0 62
7	Rohtak (M)	4 77	0 47	7 26	0 65
8	Rohtak (T)	18 62	0 84	39 39	1 92
9	Hoopoe Bhiwani	1 70	0 10	1 77	0 09
10	Bulbul Jind	0 60	(—)0 08		0 06
11	Kala/Teetar Abub Shehar	1 06	(—)0 53	0 61	(—)1 03
12	Shikara Ashakhera	0 35	(—)0 18	0 37	(—)0 39
13	Surkhab Sirsa	2 28	0 16	5 94	0 18
	Total	56 40	4 14	93 60	4 14
14	Skylark Panipat	36 09	2 63	54 71	2 69
15	Blue Jay Smalkha	5 72	1 40	5 96	1 07
16	Chakor Sonapat	4 99	0 86	6 74	0 44
	Total	46 80	4 89	67 41	4 20
17	Karna Lake Uchana	20 68	5 39	24 03	7 50
18	Oasis Uchana	33 63	1 45	34 69	1 60
19	L 1 Karnal	68 55	4 01	81 46	4 83
20	Parakeet Pipli	10 00	1 99	9 24	1 22
21	Red Robin Gharounda	0 36	(—)0 01	0 53	0 01
	Total	133 22	12 83	149 95	15 16



22	Yadvindra Garden Pinjore	14 79	5 13	24 87	5 67
23	Panchkula (Red Bishop)	3 04	0 52	2 88	0 56
24	Youth Hostel	0 99	0 21	1 25	0 25
25	Eagle Nest	4 71	1 13	3 66	0 86
26	Puffin Chandigarh	—	—	2 33	0 41
	Total	23 53	6 99	34 99	7 75
27	Sohna	6 48	2 39	6 96	2 68
28	Shama Gorgaon	8 55	1 53	7 05	1 56
29	Jungle Babbler Dharuhera	12 61	3 99	13 81	4 38
30	Sultanpur Bird Sanctury	2 34	0 64	3 31	0 91
31	Sand Grouse Narnaul	0 75	(—)0 30	0 84	(—)0 42
32	Mor Pankh Toaru	0 44	(—)0 02	0 51	(—)0 02
33	Sand Piper Rewari	—	—	0 24	(—)0 15
34	Damdama Lake Sohna	—	—	0 05	(—)0 33
	Total	31 17	8 23	32 17	8 65
	GRAND TOTAL	346 95	45 83	450 78	53 74

**Statement Showing the activity wise Income & Expenditure for the year  
1980 81**

	Income	Expenditure			(Figures in Lakhs)
		Direct Expenses	Other Expenditure		Total
			Admn Expenses etc	Bonus/ Gratuity/ Deprecia tion etc	
<i>(a Commercial Activities</i>					
Food Stuff's	105 19	59 61			
Wine & Minerals	135 31	70 36	98 18	15 34	
Petrol Oil & Diesel	66 02	64 12			
Other Income	23 26	11 88			
	329 78	205 97	98 18	15 34	319 49
<i>(b) Non Commercial activities</i>					
Room Rent	22 94	—	22 89	—	
Other Income		2 58	2 63	—	
	25 52	2 63	22 89	—	25 52
Grand Total (a+b)	355 30	208 60	121 07	15 34	345 01
Net Profit	355 30—345 01=10 29 Lakhs				

**Statement Showing the activity wise Income & Expenditure for the year 1981-82**



	Income	Expenditure		(Figures in Lakhs)	
		Direct expenses	Other Expenditure		Total
			Admn Expenses etc	Bonus/ Gratuity/ deprecia tion etc	
<i>(a) Commercial Activities</i>					
Food Stuff's	125 24	64 60			
Wine & Minerals	170 54	103 16	113 42	23 00	
Petrol Oil & Diesel	102 76	100 35	—	—	
Other Income	34 40	16 30	—	—	
	432 94	284 41	113 42	23 00	420 83
<i>(b) Non Commercial activities</i>					
Room Rent	32 00		29 18		
Others	0 90	3 72			
	32 90	3 72	29 18	—	32 90
Grand Total (a+b)	465 84	288 13	142 60	23 00	453 73
Net Profit	465 84	—453 73	=12 11 Lakhs		

The Committee have examined the management of the Corporation including the Managing Director and the Secretary Tourism Department in a number of meetings. In addition the Committee has endeavoured to conduct on the site inspection/discussion of a fairly comprehensive cross section of the complexes and the activities of the Corporation over a period of about four months. To be better informed and to acquire a more critical view of the functioning of the Corporation the Committee also took an opportunity of visiting some of the Tourist Complexes of the Jammu & Kashmir Tourism Corporation located at Srinagar, Pahalgam and Gulmarg as the Jammu & Kashmir is the most important State so far as the Tourism industry is concerned. In the subsequent paragraphs the Committee has endeavoured to place on record the results of its wide ranging study in as comprehensive a manner as possible.

*(ii) Working Results of Expenditure*

The Committee note that the Corporation had incurred losses every year from 1974-75 to 1979-80. The accumulated loss in these years amounted to Rs 32.39 lakhs.

As against this accumulated loss the Corporation has earned according to unaudited accounts a profit of Rs 10.29 lakhs in 1980-81 and Rs 12.00 lakhs in 1981-82. The Committee find it gratifying to note that 2/3rd losses have been wiped out by the Corporation in these two years i.e. 1980-81 and 1981-82.

During the oral examination the Managing Director of the Corporation stated that in the year 1982-83 according to the provisions estimates, they expect a profit of Rs 15 lakhs.

2. The Committee also note with satisfaction the fact that whereas the turn over of the Corporation in the year 1974-75 stood only at Rs 72.15 lakhs, it has increased to Rs 346.95 lakhs in 1980-81 and to Rs 450.78 lakhs in the year 1981-82. These turn overs include the entire sales of the Corporation from Restaurants, Liquor Vends, Petrol Pumps, Shopping Archades and recreational facilities as also income derived from Motel/Hotel and Campor Huts by way of room rent. While it is encouraging to note the manifold increase in the total turn over of the undertaking, the Committee find that the Corporation has neither been comparable nor consistent in various activities undertaken separately. For example during the year 1980-81 food stuff and catering accounted for Rs 105.19 lakhs, wine and minerals accounted for Rs 135.31 lakhs, for Petrol Oil and diesel Rs 66.02 lakhs and for other income Rs 23.46 lakhs. Thus during this year 55% of the turn over was on account sale by Wine and Minerals, Petrol Oil and Diesel. Similarly during the year 1981-82, where as the total turn over of Rs 450.78 lakhs has registered a growth of 30% of the previous year the turn over from Liquor Vends and Petrol pumps increased by 36%. As against this, the increase in the sale of food stuff and catering (total Rs 105.19 lakhs) during the year 1981-82 registered an increase of only 20%.

It is not unlikely that the increase in the sale of food stuff catering is partly accounted for by increase in tariff.

*(iii) Income from Room Rent in Motel/Hotels etc*

According to the financial arrangements approved by the Government the existing Rent Houses, Hotels, Motels and other accommodations now being managed by the Corporation were handed over to the Corporation without any capital liability. This activity was termed as non-commercial. The Government also gave a subsidy upto the ceiling of Rs 2.50 lakhs to cover the gap between the income from this activity and the expenditure thereon. The maintenance cost of these premises was also not debited to the Corporation and was borne by the Government through the agency of P.W.D. The expenditure on this activity and the income derived therefrom during the five years



ending 1981 82 are summarised as below

### Profit and Loss Account

Year	Income	Subsidy	Expendi ture met out of Corpora tion funds	Total	Expendi ture	Rcom Rent
1977 78	15 19	2 50	1 28	18 97	18 97	14 60
1978 79	18 97	2 50	0 89	22 36	22 36	17 83
1979 80	24 87	2 50	0 89	28 26	28 26	22 20
1980-81	24 24	1 80	—	26 04	26 04	22 94
1981 82	33 84	—	—	33 84	33 84	32 00

It will be seen that the income from this activity has almost doubled during this period although upto the year 1980 81 in addition to other concessions the Government also paid subsidy to the Corporation. The Committee would like to point out the fact that the expenditure on this activity has also increased almost in the same proportion so much so that at the end of each year the Corporation is merely able to recover its revenue expenditure incurred on this activity. It has to be noted that in real commercial terms (and the Committee see no justification for treating it otherwise) the activity has in fact resulted in recurring loss if the capital cost of the construction of building their maintenance interest on capital employed and the depreciation chargeable under the rules are taken into account. The Committee will have an occasion to revert to this aspect subsequently in greater detail. It may suffice to state here that the entire expenditure on this activity comprises of salaries and other overhead expenditure like administrative expenses etc.

Although the Corporation has submitted a date only for one year (from 4/81 to 3/82) regarding the month wise occupancy on all the complexes it is evident that the occupancy has improved during the past few years due to the growth of business of the Corporation generally as also due to the increasing demand from the public. To that extent the operations of the Corporation have shown a welcome trend. But even in this area of activity there are certain units where the occupancy is extremely low for example in Jind and Abub Sahar. In some other units like Oasis at Uchana Lake Taoru and Hodel the occupancy is far from satisfactory being 50 % in a comparatively better performance year 1981 82. The Committee would like the Corporation to make a close analysis of the occupancy figures in the last five years or so and see what portion of these figures was on commercial basis, for the Committee have a hunch that a large portion of the occupancy figures must have been accounted for by the non commercial subsidised occupancy.

### 3 Consultancy Service

The Corporation has been operating a consultancy wing for designing landscaping etc since 1976 with a view to providing technical service/consultancy in the field of tourism to other State Governments/Institutions. During the years from June 1976 to March 1979 the Corporation took up the consultancy work of 12 units of Uttar Pradesh Government Tourism Department and three units of other organisations. According to the provisional figures made available by the Corporation they received the works of the value of Rs 14.03 lakhs in 1976-77 of Rs 10.39 lakhs in 1977-78 and of Rs 1.67 lakhs in 1978-79. However the value of work actually undertaken during these years was respectively of Rs 5.21 lakhs Rs 8.76 lakhs and Rs 1.79 lakhs. While there was an operational surplus of Rs 1.98 lakh in 1976-77 there was an operational loss respectively of Rs 1.53 and 1.99 lakhs in the subsequent two years. There was also a steep decline in the value of work done in the year 1978-79. During the oral examination the view put forth by the management was that the question of any profit or loss in their activity does not arise because the consultancy to the outsiders is provided by the existing staff/officers working in the consultancy wing of the Corporation and that the expenditure on this staff is to be incurred in any case irrespective of the consultancy work done. The management however was not able to indicate as to what has been the work load of the consultancy wing in respect of the activities of the Corporation itself. The Committee are therefore unable to accept the views of the management in this regard or to have even broad appraisal of the adequacy or otherwise of the consultancy i.e. landscaping horticultural architectural and other civil works wings of the Corporation related to its work load.

### 4 Direct and Indirect Overheads

During the oral examination the Committee noted the point made by the management that in a Government undertaking some of the direct administrative expenses like salaries wages etc continue to increase from year to year as a result of general government policy and owing to periodical increase in D.A. rates of pay etc. It is also true that in terms of organisation and actual conduct of business a government undertaking cannot function exactly like a private firm or like an individual unit of business. However the Committee find it useful to look at the problem from the operational standpoint to begin with. For example the table below indicates the margins on the sales of two main items of turn over during the three years upto 1978-79 actual figures for the subsequent years being not available.

	Year	Cost of Material	Sale proceeds	Margin (percentage)
(i) Wine and Minerals	1976-77	50.81	77.26	52.1
	1977-78	46.06	72.82	58.1
	1978-79	34.30	60.27	75.1

(ii) Food stuff	1976 77	42 98	64 79	50
	1977 78	46 01	77 34	68 1
	1978 79	44 98	76 99	71 2

In spite of the favourable margins of 50.7 to 75.7 per cent the Corporation was not able to break even during these years as far as these activities were concerned. It appears to the Committee that one of the reasons certainly would be heavy direct and indirect overhead expenditure.

Therefore the Committee feel that it may be fruitful to take fresh look at the whole problem with a view to bringing down these expenses.

## 5 Expansion Programmes

### (a) Setting up New Complexes

The Committee were informed during the course of oral examination that the Corporation was planning to set up eight new complexes at Kaithal, Narwana, Sirsa, Ambala, Yamuna Nagar, Sonapat, Bahadurgarh and Kurukshetra. It was further stated that they had acquired land for Kaithal and that the boundary wall had also been constructed. They had also acquired land for Ambala and Narwana. The efforts for acquiring land for the Yamuna Nagar Tourist Complex were being made. They have selected the site for Sirsa complex at Panjwala near Sirsa.

In addition it was also stated that the Corporation was thinking of setting up a Dharamsala type of accommodation at religious places like Kurukshetra to cater to the needs of the pilgrims at these places.

The Committee were not able to gather the estimated cost of each expansion programme nor the time fixed for their construction completion and commissioning. More importantly the Committee were not given any idea as to whether a proper study has been made by the Corporation of the potential available at each of these places and whether investment of funds will be of such order as will be within the limits of the potential available. In the absence of any specific data the Committee have no option but to sound a note of caution that the investments should be made only after making a critical examination of the expected business and profitability of each additional complex.

In case a study has already been made on these lines the Committee would like to have full details thereof. Otherwise the Corporation should undertake an expert study relevant to the proposal plans in respect of each complex before embarking on any ambitious expansion schemes which may later adversely affect the present trend of profitability seen in the working of the Corporation.

Apart from the additional complexes contemplated by the Corporation mentioned earlier the Committee were informed that the Corporation proposed to undertake the expansion of the existing complexes at Uchana, Badkhal Lake, Suraj Kund, Rohtak, Hissar, Hodel and Narnaul.



At the very outset the Committee would like to make some general observation which it consider very relevant to these programmes Guided by the figures of occupancy (average as well as as monthwise) given for these units by the Corporation for the year 1981 82 it is felt that even the present occupancy is well below the capacity For example the average occupancy during the said year 1981 82 at Uchana is shown as 68.8 per cent at Suraj Kund 61 percent at Badkhal 61% and at Hodel 43.3%

During the course of oral examination a point was made by the Corporation that they are now having separate record a most of day to day occupancy i.e. occupancy at concessional rates and occupancy at commercial rates of every complex Therefore it is quite likely that even these percentages of occupancy are partly accounted for by the occupancy at concessional rates The precise figures of occupancy at concessional rates were however not made available to the Committee Therefore the Committee strongly feel that the matter deserve closer examination with a view to assessing as correctly as possible the financial implications as well as the demands and needs for such an accommodation at these places In other words the Committee would like the Corporation to study the anticipated requirements and the degree of satisfaction which they are aiming at commensurate with the financial arrangements that might accrue with this additional investment before a final decision is taken by them

#### **(b) Renovation**

Another important point made by the Corporation during the course of oral examination was that some of the older units which were taken over from the department of Tourism require renovation These include Grey Falcon and Mayur Restaurants at Badkhal Lake the existing Restaurants at Karna Lake and Panipat which are proposed to be expanded in order to cater to a large number of customers Even without presentation of any financial data by the Corporation it appears to the Committee that the expansion programmes envisaged for adding new complexes and for making additions/renovations to the existing complexes would expand the over all activities of the Corporation substantially and perhaps by 50% or more in the physical terms Considering the cost escalation in the recent years which are likely to continue the expansion in terms of investment may be of even higher order It has therefore become crucial for the operation of the Corporation as a commercial organisation to consider the source of capital for these programmes The Committee would have occasion to discuss this aspect in greater detail elsewhere

Further the Corporation proposes to undertake the expansion of cheaper type of accommodation like camper huts at Badkhal Surajkund and Hodel The Committee would like to know the existing cheaper accommodation at these complexes and the additional accommodation which the Corporation now proposes to add in this category

#### **(c) Expansion of Recreational Activities**

The Committee note with satisfaction that the concrete steps have



been taken by the Corporation to provide for recreational activities at some complexes for a larger section of our people by associating each complex with at least one special event in a year. The Committee hope that this aspect will continue to receive full attention of the Corporation in the future years also. The aim should be to provide recreational facilities like picnic or camping to an increasing number of people but at the sametime without incurring additional liabilities on this account by investing any additional funds except where it is justified and to the minimum extent.

#### **(d) Scheme for creation of a Transport Wing**

The Committee were informed during the course of oral examination that six taxis were purchased by the Corporation at the time of Asian Games 1982 and that they propose to set up a regular Transport Wing. The Vehicles will play on the routes between Delhi Agra Delhi Jaipur Delhi Chandigarh Simla. These routs are also proposed to be covered by acquisition of Buses and marketing of package tours on the existing pattern which has been adopted by the trade as well as official Tourist Agencies. The Committee will make a specific recommendation about it later on. However at the present moment the Committee note that such an attempt was made by the Corporation earlier also but was abandoned as having failed.

#### **(e) Miscellaneous Activities**

It was brought out during the course of oral examination that in the vacant land available at Badkhal Vegetable farming is being carried out by the Corporation which meets the requirement of the neighbouring complexes. The area involved is about 25 acres. At Pipri where about 8 acres of land is available a part of the land is utilised for cultivating vegetables and the Corporation proposed to convert the rest of this land into an orchard. At Panipat Catering/Training Institute the material prepared by the trainees like Ketchup is also being utilised by the Corporation in its restaurants at a cost which is much less than the market price. The Corporation is also manufacturing some spices for its own requirement and the surplus is marketed. Some units also have small poultry farms attached with them.

It is true that efforts should be made to utilise the existing resources of the Corporation even in those peripheral areas to maximum possible advantage. The Committee however feel that these peripheral activities should not involve any additional liabilities additional staff or equipment or other over head expenditure.

It is also felt that these activities are limited only to a short time because these cannot be encouraged as an end in itself particularly when some of these products are already being marketed by other Government Companies or Undertakings and there is no dearth of required material in the open market.

#### **6 Problems/Difficulties made out by the Corporation Affecting the Working of the Corporation**

The Committee consider it desirable to look at various operational,

financial and other problems which the Corporation has to face in its day to day working. During the course of oral examination the following points were made by the Corporation in this behalf

(i) *Construction of Complexes/Motels/Hotels*

It was pointed out that funds intended for the development of Tourism and construction works in the complexes of the Corporation are provided under the Head—544 Capital outlay on other transport and Communication services which is administered by the P W D (B & R) under the existing financial rules. The P W D takes away 12½% as service charges on the cost of work executed by them. It was further pointed out that sometime considerable time is also taken by the P W D which works according to its own procedure and as a result construction of some projects has taken inordinately long time. It was therefore pleaded by the Corporation that unnecessary service charges of 12½% could be avoided and the construction work of the projects of the Corporation could be considerably speeded up if these finances are placed directly at the disposal of the Corporation.

It was also brought to the notice of the Committee that the Corporation has adequate expertise in this field and has fulfilled consultancy/construction work including Landscaping and that a major construction project like Raj Hans Hotel at Suraj Kund has been completed by them in a very rapid time.

In regard to the maintenance also the same difficulties were experienced by the Corporation both in regard to the levy of service charges and delay in the completion of works. The Finance Department's representative stated that this is a matter of general policy laid down by the Government under which all the works executed by various departments are carried out through the agency of P W D. Which under the financial rules is entitled to levy service charges of 12½%. If the request of the Corporation is accepted this will lead to similar demands from numerous other departments.

(ii) *State Transport Bus Facility to the Tourist Complexes*

It was stated that some of the complexes near Delhi are located at a considerable distance from the main roads for example Suraj Kund and Badkhal Lake. As a result many people who might otherwise like to avail themselves of the facilities at these complexes find it difficult to do so because the transport from the main road to these complexes is expensive and also not so easily available when required.

Even on Highways the Government Transport buses do not always halt at the tourist complexes. If such halts are provided particularly of Deluxe Buses and long distance buses better facilities could be provided to the public as well as the sale of these units could increase considerably.

The Corporation could also be benefited if the Haryana Roadways allows them to run their canteen/Restaurants located inside the Bus Stands.



### (iii) *Delinking of Pay Scales from Government Pay Scales*

During the course of oral examination the representative of the Corporation stated that at present the pay scales and D A rates of their employees are linked with the Government Pay scales/D A rates. This not only subjects the Corporation to repeated upward revisions of wages but also involves avoidable liabilities as apart from the salary the Corporation is also liable to pay bonus to its employees.

Another difficulty in adopting the Government pattern was that it came in the way of relating pay structure to performance or incentive relating to performance in various categories of the staff.

### (iv) *Food Articles on levy rates*

It was stated during the course of oral examination that certain items required by the Corporation in bulk on the catering side like Sugar, Maida, Rice, Flour etc. should be made available to them by the Government at levy rates so that the Corporation could effect economy and provide meals on cheaper rates.

### (v) *Direct Feeder Lines by H S E B*

It was further stated in large number of complexes where the Air Conditioned accommodation is provided direct feeder line should be provided because otherwise frequent break down and stoppages lead to complaints from the customers. It also adversely affects the business of the Corporation.

## 7 **Observations/Recommendations of the Committee**

### (A) **Overall Aims and Objectives**

As brought out earlier the Corporation has grown substantially in its operations in the goodwill it commands and in the Turn Over it has been able to achieve. It is therefore an opportune time to have a fresh look on the objectives and aims of its activity which actually has resulted from the investment of public funds in one form or another including various facilities which the Corporation has enjoyed. From the location of its major complexes their operational results and trend it is evident that the Corporation caters primarily to what is called affluent strata of society. If such limited service had generated substantial funds for use elsewhere this kind of operation could have been justified. In the present context the Committee strongly feel that the operations of the Corporation need to be expanded/reorganised to cover the middle-class customers particularly people from the rural areas. The Committee are aware of the constraints in the nature of the Tourist trade and the frame work in which private tourist trades function. But these considerations are not entirely relevant to State run enterprises which must have some social objectives which are worth while and in consonance with the policy of the State Government for example the new 20 point programme of the Prime Minister being implemented all over the country. In view of all this the Committee would make the following suggestions:

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(i) The accommodation which is styled as Comper hut is neither adequate nor suitably distributed over various district towns and areas. Even though it is cheaper than the normal type of accommodation it still remains much beyond the reach of the common man. Though the expansion of comper hut type of accommodation may be welcomed it will not meet the situation adequately it is therefore felt that Youth Hostels type of accommodation or Dharamsala type of accommodation whatever may be its nomenclature should be arranged at each district headquarter. The Youth Hostel at Panchkula may be taken as model of such accommodation.

The Committee also feel that this type of nomenclature gives impression to the public that these premises are meant only for Youth and Students from Schools and Colleges. Therefore these hostels can be more appropriately re named as Jan Vishram Grah or Janta Hostels or People's Hostels etc where apart from double rooms, single rooms dormitory type of accommodation could be provided. Cheap meal in the form of standard Thali could be provided on reasonable cost. There should also be provision of Tea and cheap snacks.

Of course the location of such hostels at various district headquarters will have to be provided by a study of requirement and the programme will to be taken up in a phased manner after the necessary aspects have been studied by the Corporation. It is the feeling of the Committee that a beginning could straight away be made from some of the districts headquarters where such type of facilities are needed, for example at Hissar, Rohtak, Ambala, Faridabad and Bhiwani. As regards the location of these hostels it will be advantageous for the Corporation to establish them at places not far away from focal point like Commercial establishments, District courts, Mandies factories etc. The Committee would like to make it clear that the setting up of these hostels should not be aimed at providing sophisticated or luxury items. The aim instead should be to provide neat clean and hygienic type of eatables within the range of common man. There should be cheap items of food and refreshment which cater to the common man who looks for basic amenities rather than indulgences of comforts which the tourists expect.

(ii) The Mini Secretariats have been established in many of the districts and in due course of time more such Mini Secretariats will be set up. In spite of very large number of people who visit these places, there are no satisfactory arrangements for food and refreshment. It is therefore felt that Cafeteria/ Snack counters should be set up in these Mini Secretariats which should aim at providing a limited range of cheap and clean snacks and eatables meeting the basic needs of the people visiting these complexes.

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During the course of examination the representatives of the Corporation stated that this was the function of the Hospitality Organisation Department. The Committee did not find it acceptable as they had not seen any service of this type rendered by the Hospitality Organisation. Moreover it will be more advantageous to avoid duplication of agencies in handling such functions.

(iii) The Committee feel strongly for the large number of transit

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passengers who have to have refreshment at various Bus Stands in the State. The unhygienic conditions prevailing at these Bus Stands are well known. In addition the prices of eatables at most of the Bus Stands are exorbitant and many items are beyond the reach of the common man. The food stuff served at these Bus Stands is of very poor quality. It appears that the Haryana Roadways have not permitted the Corporation to set up their units at these Bus Stands. The Committee would request the Government to examine the issue and allow the Corporation's units to function in place of private lessee who are at present running this business at the Bus Stands. The Committee feel that private lessee will not loose their business as each Bus Stand has a number of booths in which the Private lessee could continue conducting the same line of business or any kind of other business which may be suitable to them. The Committee would particularly like the Government to examine if the objective in setting up units of the Haryana Roadways was to provide proper facilities to the passengers or to earn profits in the form of less-e money from shopkeepers who fleece our passengers by charging exorbitant price for their inferior quality un healthy and un hygienic eatables.

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(iv) It is a matter of common knowledge that the average citizen has a little careful and cautious approach to our existing tourist complexes. In fact many of them get the impression from the very appearance of the tourist complexes that they are beyond their pockets, which is not a healthy social development and the Committee certainly do not approve of this aspect and image of the Corporation. The Committee feel that even without extra expenditure separate cheap or quick service counters could be provided where good quality of food can be served on cheaper price by keeping down the overhead expenditure and service charges.

The Committee were informed that cheaper and standard Thali type of food is already being provided at some complexes. The Committee were not at all convinced as the number of such complexes must be small and indeed and further that this provision of Thali type of food is limited largely to junior officials and functionaries who undertake tours in the field. Also there is a need to publicise that food on cheaper rates is also available at these complexes so that people will humbler means could also take advantage of the facilities provided by the Corporation.

#### **(B) Capital Structure and Financing**

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Against an authorised capital of Rs 500 lakhs the paid up capital of the Corporation upto 31.3.1982 was Rs 144.20 lakhs which includes assets of the erst while department of Tourism and the working capital provided by the Government. A loan of Rs 32 lakhs was sanctioned by the Government in 1974-75 (Rs 27 lakh) and 1976-77 (Rs 5 lakhs) and a further loan of Rs 225 lakhs was sanctioned to the Corporation in the year 1982-83 (this includes Rs 200 lakhs for Hotel, Raj Hans).

The Committee feel that the financing and capital structure of the Corporation at present is not on a very rational basis. Various substantial subsidies are being allowed on the operational side for example, by not transferring to the Corporation the property/building and

capital assets of what is called non-commercial side and also the maintenance of hotels/motels/room renting premises at the expense of the Government. The Committee find it difficult to appreciate the distinction being made between the commercial and non-commercial activities of the Corporation as the former are being purely limited to the catering business. Petrol Pumps and Liquor Vends of the Corporation and later to the renting of accommodation.

While the Committee fully appreciate that in the take of stage and during the period of gestation this pattern of financing was perhaps necessary as so to save the Corporation from heavy load of interest on capital and from depreciation etc. The Committee entirely agree with the representatives of the Corporation that it has now turned the corner and the trend in profitability has been set for the last three years including 1982-83. Accordingly, the Committee feel that the time has come to have a fresh look at the finance and the operations of the Corporation so that it functions as a genuine commercial undertaking taking the charge of its own property capital assets managing them as an independent Government company and increasing its profitability purely based on its own operations irrespective of any assistance or subsidy indirectly.

The Government may therefore, reconsider the whole matter of the pattern of finance and capital structure of the Corporation including such aspect as ration of equity or loan money which they might consider appropriate to pay to the Corporation.

(ii) In case the capital structure of the Corporation is modified in accordance with the commercial principle as such, it will have to be considered whether the function now being carried out by other agencies like PWD in respect of construction and expenditure of complexes should also be transferred to the Corporation.

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### (C) Operational Aspects

#### (i) Tariff

The Committee have a feeling that the tariff on the Hotels/Motels side in generally on the low side in respect of some of the complexes situated on the Highways around Delhi. Such tariffs could have been necessary to attract the customers in the beginning. It is however, observed that the tariffs generally have no reasonable relationship in regard to the market conditions from place to place. For example, tariff in Delhi even for Three Star Hotel accommodation or even uncategorised accommodation in private Hotels is quite high whereas the tariffs in the complexes of the Haryana Tourism Corporation located around Delhi is modest. For an instance most of the suits in Badkhal and Surajkund complexes are priced at Rs 125 per day. The Committee feel that there is enough room for increase in room rent of such complexes as are located around Delhi and in which generally tourist from Delhi come and stay. This will improve their profitability and bring these charges on comparable basis with the market rates through such increase can take place in stages.

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#### (ii) Working Results

The Committee observed that while each complex deals with se

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veral commercial activities, viz, Restaurants, Bars, Canteens, Petrol Pumps Liquor Vends etc the Corporation has not assessed the working results of individual activities at each complex. In the absence of this it is not possible for the Committee to assess the relative profitability or otherwise of each activity at any stage. Apart from this the Committee are unable to appreciate if the operational results of individual units are meeting its operation expenses.

The Committee have taken note of the steps taken by the Corporation to rationalise the operations and bring down the cost and expenditure such as territorial reorganisation of units fixation of targets of both income and expenditure standardising the recipes and centralising the purchase of major commodities.

The Committee, therefore, recommend that the Corporation should assess the working results of individual activities at each complex so as to assess their relative profitability or otherwise and wipe out the arrears of losses on this account.

#### (iii) Increase in Over head Expenses

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The Committee observe that some of the direct administrative expenses like Salaries and Wages (including T.A.) are proportionately increasing from year to year (the percentage of these expenses to the turn over during the years from 1978-79 to 1981-82 ranged between 14% and 17%) and there are also overlapping expenses such as Advertisement and Publicity Printing and Stationery. The Committee feel that reasons for the losses may be from heavy indirect (overhead) expenses both on commercial and non commercial units.

The Committee therefore, recommend that the Corporation may undertake a special study of such areas of these expenses as may be entailing losses to the Corporation and make endeavours to cut them down to the minimum level so as to be favourable comparable to the turn over.

#### (iv) Establishment Cost

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As stated earlier the necessary data was not placed before the Committee to enable it to assess the working of each activity separately at various complexes. For example the Committee have not been able to find out the relative profitability of Liquor Vend, Petrol Pump or Restaurant at a particular complex where all these three units function together. Similarly the Committee have not been able to appreciate the cost involved in different types of activities, especially the cost of over head and areas of wastage and excess expenditure. Considering the allied or overlapping nature of these activities, the Committee feel that there is some room for pruning the establishment expenditure. The Committee, therefore, recommend that a study can be made by the Corporation into the staffing pattern and provision of man power to locate those areas where such expenditure can be rationalised and pruned down at the existing complexes. This is particularly because any staff found surplus can be shifted to the new complexes without making additional recruitment.

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(v) *Renting of office and other accommodation*

The Committee observed that expenditure on renting of private building for office or other purposed has been going up steadily. The same type of accommodation in the same locality has been taken on lease at an ever increasing rent from year to year.

In respect of the building hired for the Head Office of the Corporation at Chandigarh according to the information furnished by the Corporation the rent paid for the period from 1 12 78 to 31 3 1981 was Rs 84956. The rent for the Head Office building paid from 1 4 1981 to 31 3 1982 as however Rs 1,42,368. This increase is very steep indeed. It was explained by the representative of the Corporation that the increase in the rental charges was due to the fact that the office was shifted in a new building and also due to the increase in staff necessitating additional floor area.

The Committee are not satisfied with the explanation given by the Corporation and feel that this is one of the areas in which economy can certainly be effected. They recommend that some sort of norms of upper financial limits should be laid down by the Government in this regard so that the expenditure on hiring of building could be kept within the reasonable limits.

(vi) *Debtors Embezzlement etc*

The Committee observe from auditor's report on the accounts of the year 1977 78 that the Corporation was unable to furnish to them the party wise outstanding recoverable amount. The Committee view this state of affairs with disfavour particularly when they were assured by the Corporation that they have tightened up the financial control of various units of the Corporation and their operations. The position regarding the debtors certainly seems to require more detailed examination as according to the information provided by the Corporation the dues outstanding from various parties as on 30 9 1982 which are more than three years old amounted to Rs 5 01,180 44 approximately as per the details given in appendix.

The Committee feel that the actual dues which may be still outstanding from various parties irrespective of their age may be much more. The Committee therefore conclude that the recovery of these dues has not been pursued vigorously and regularly. The Committee would therefore like to be apprised of the steps which the Corporation proposes to take to streamline its procedure in this regard. It is also felt that some curbs are required to be placed on the staff of various units to desist from making credit sale failing which the recovery should be effected from them.

The Committee are not sure whether the statement about the cases of embezzlement given by the Corporation along with their written replies is exhaustive or up to date. The Committee however feel that the embezzlement of cash or misappropriation of stores and materials can be partly due to certain defects in the accounting system. During the course of oral examination, the Corporation intimated the various measures taken by them to exercise control over the expenditure and



purchase of material by the various units and the supervision by territorial re organisation of units. However the Committee would like to know the specific steps taken to eliminate the procedural loopholes which have in past facilitate these embezzlements. They would also like to know the up to date position of the embezzlement/shortages and the action taken to make good the losses by effecting recovery etc

The Committee also feel that simply making recoveries will not meet the ends of justice and that normally all such cases should attract deterrent punishment apart from effecting recoveries. A report in the matter of effecting recoveries in the cases detected so far should be submitted within a period of three months

(vii) *Expansion Programme/Creation of a Transport Wing*

It has become amply clear from the examination of the Corporation and from its aims and objectives that the Corporation has very intelligently spotted the potential of the development of Tourist Complexes along the Highways. It also goes to their credit that this potential has been fully exploited over the past few years. The Corporation has also been able to show some trend towards profitability apart from creating an excellent image and earning a very good reputation in their operations. Therefore some thought has to be given to the various programmes for its expansion with a very clear understanding of the potential and other complications involved

A proposal for setting up a Transport Wing for instance will decidedly be a shift from the development of tourism so far pursued by the Corporation. In other words, they will be shifting away from the High way Tourism as their staple to other diversified field like package tour outside the State

The implications as they are evident to the Committee are that this will involve

- (a) Substantial investment if the operations are to be of reasonable dimension. The consequent problems of creating management/control office outside the State establishment of workshop facility at some stage and accumulation of inventories etc will rise in due course and
- (b) Four operations in a number of private tour operators some of them with international reputation including the Government Agencies and Tourist Corporations are already operating/functioning in this sector. Delhi and other outside sectors are highly competitive

The Committee cannot help but to point out again that the Corporation made a similar attempt earlier also and purchased taxis for the purpose but it had to avondon as it turned out to be a failure

Therefore, the Committee cannot help but emphasise the necessity of dealing with the whole issue with extreme caution with due awareness of various aspects involved. The Committee feel that it will not be in the overall interest of the Corporation or the State to enter an area for

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which the present expertise, goodwill, management and resources of the Corporation are not adequate or suitable

As a concrete specific exercise, the Committee would like to know that the projections of the Corporation are in regard to the financial results of the creation of this Transport Wing and how the Corporation propose to finance the same

### (vii) Recreation Facilities

It was pointed out to the Committee by the representative of the Corporation that a large number of students and families with children visit some of the tourist complexes at week ends and on holidays. Even otherwise the recreation facilities already provided by the Corporation are entirely of out door nature. It is felt that the Corporation may be able to attract some visitors to its complexes if certain modern recreational facilities, particularly for children are also provided at suitably located complexes. For example, Video games, Shows of documentary Films, Electronic Mechanical and other games meant for children may be able to attract a large number of visitors and may also result in increase in sale of these complexes.

(ii) The Committee feel that organising at least one event and festival at each major complex will be a step in the right direction. It is however felt that this should not be limited only to the complexes near urban areas and should not be limited only to a single occasion in a year. The Committee feel that some of the remote complexes located in rural areas are quite suitable for inducting/organising cultural programmes suited to the local conditions which would generate some public involvement in the activities of the Corporation. It will not be out of place to mention here that normal activities of the Corporation in these complexes are almost negligible and that it will be in the fitness of things if the facilities already provided in these complexes are utilised for the cultural enrichment of the people in those areas for instance, such cultural programmes can be organised in the rural complexes at Asa Khera, Narnaul Rewari Taoru and Sohna. Infact, such cultural programmes could also be easily arranged at bigger complexes like Badkhal, Dhruhera and Gurgaon.

### (D) Observation of the Committee on Individual Complexes

#### (i) Badkhal Lake Surajkund Complexes

(a) These are the biggest complexes of the Corporation in the vicinity of Delhi. Only a few years ago this area was fairly free from pollution and contamination. However at present there is a large number of stone crushers operating close to these complexes. Some of them are in the territory of Delhi Administration and others in Haryana.

The Committee, therefore, recommend that appropriate steps should be taken at the level of the State Government to see that pollution and dust from these crushers is reduced to the minimum extent so that it does not pose any threat to the cleanliness and attractiveness of the complexes,



F/O  
24/12/82  
(b) During the course of oral examination the Committee were informed that there was a proposal to start a drive-in Cinema(Theatre) at Badkhal. The Committee would like to be apprised of the details of this scheme the investment involved and expectations of the Corporation as to its profitability

F/O  
24/12/82  
(c) With the establishment of a Shooting Range, which was set up for Asian Games 1982 an all lit metalled road has been constructed therefrom upto Surajkund, which further connects it to Badkhal Lake. This is a very good road which is away from congestion and pollution of main Mathura Road. The Committee recommend that to meet the suggestion of the Corporation at least partly some of the Haryana Roadways Buses plying between Delhi and Faridabad, Delhi and Mathura etc. should be routed through Surajkund Badkhal complexes. This will certainly enable a large number of people to visit these complexes.

(u) *Magpie Faridabad*

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The main potential for this complex lies in the fact that a large number of people from the Business/Industrial community visit Faridabad daily. The Committee, however, feel that this potential has not been adequately exploited. The reason perhaps is that the complex at Faridabad (Magpie) has not been designed as per the standard pattern. For example there is no provision for a large dining hall, a convention/conference hall which facility if provided in Faridabad can do well. Even in respect of Hotel accommodation it is felt that there is scope for providing superior type of accommodation comparable to Badkhal or Surajkund but slightly less expensive, to cater to the middle category of Businessmen/Technicians/Industrialists who visit Faridabad quite often. The Committee therefore, recommend that these factors may be kept in view while undertaking the expansion at Faridabad.

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The Committee also recommend that the potential for outdoor catering should also be explored, and if warranted outdoor catering services should also be established in due course.

The Committee also feel in this context that sale can perhaps be improved at Magpie Faridabad if some privacy is ensured to those customers who hesitate otherwise to make use of the facilities in the open. The Committee at least have a feeling that if separate cabins are provided the turn over at Magpie will certainly improve further. The Corporation may consider this aspect while drawing up the plans for expansion.

(uu) *Dabchik Hotel*

F/O  
24/12/82  
The special feature of this complex is that it is located on one of the busiest tourist routes on National Highway also frequently visited by the foreign tourists. The Committee feel that this potential has not been fully exploited and that the occupancy is not high enough the average rate of occupancy being 43.13 in the year 1981-82. The Committee also noted that the catering arrangement at Dabchik (Hotel) leave much to desire and that this might be one of the reasons affecting its business. The Kitchen at Dabchik is too small, is poorly equipped and is congested so much so that even cooking material are not stored properly and in a

hygienic manner It is felt that this requires urgent attention of the Corporation

As regards occupancy the Committee desire that the Corporation should undertake a study and should locate the reasons for the low occupancy If the rate of occupancy is considered low and unfavourable after comparison with the Private Complex at Koshi which is hardly 5 kilometers away from this complex on the same route steps will have to be taken to improve the facilities at Dabchik (Hodel) to attract better business

Although the complex is otherwise being maintained satisfactorily a small lake which has been provided there, remains mostly dry The Committee therefore, recommend that either a regular arrangement for supplying water to the lake should be made or the site should be levelled or utilised for some other purpose

(iv) *Hoopoe Bhiwani*

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24/12/86 The Complex at Bhiwani consists of one small restaurant which is located in a congested shopping area The present premises are not at all suitable for running a restaurant The Committee were informed that a decision had already been taken to shift the present complex and to establish a complex outside the town near Panchayat Bhawan However the progress on the project is slow similarly due to the fact that only a part of the land selected for the complex had been acquired and that the remaining portion is yet to be acquired After the site inspection along with the Deputy Commissioner Bhiwani the Committee felt that the site already acquired is sufficient and can be made use of for developing a complex by suitably redesigning the plan for works to be carried out on the remaining portion when required In any case, the Committee see no justification for delaying the commencement of the construction work of the proposed complex simply on this ground

(v) *Kala Teetar Abud Sahar*

Dropped  
24/12/86 The Committee are constrained to observe that it got an unpleasant surprise when it went for a site inspection of this complex It was so remote and isolated from the hinter land that the Committee failed to see the initial justification for making such huge investment on this remote place Due primarily to its unsuitable location the turn-over is extremely poor, the rate of occupancy is almost negligible and the recurring losses are the normal feature of the working of this complex The Committee find that the staff at this complex were totally unenthusiastic and even demoralised The loss in 1980 81 against the turn over of Rs 1 06 lakhs was to the tune of Rs 0 53 lakhs In the year 1981 82, the turn over was Rs 0 61 lakhs and the loss was Rs 1 03, lakhs In 1982 83 for six months, the turn over was Rs 0 56 lakhs and the loss was Rs 0 68 lakhs

The Committee, therefore strongly feel that it is pointless to maintain this complex and that its expenses are justified neither by commercial considerations nor by its utilisation No sensible purpose will be served by incurring repeated losses in future on this complex The Committee, therefore, recommend that this complex should be wound up forthwith



and the Government should make efforts to find some alternative use for the building

(vi) Sikharā Asa Khēra

The Committee observe that this complex also has been in loss every year and the occupancy from the year to year negligible. However, the Committee would refrain from recommending its winding up primarily because of its being the first complex of Haryana Tourism as one enters from the Rajasthan side. At the same time, the Committee feel that in the absence of any genuine tourist traffic the complex should be utilised as a Cultural Centre for the neighbouring rural areas by organising show or community functions. These should be organised either by the Corporation itself or through Public Relation Department as frequently as possible.

(vii) Skylark Panipat (a)

The Committee feel that the present location of the complex is not suitable as it gets lost between the surrounding areas of the Town. It is congested and too low with the result that it does not attract the attention of the passer by. The Restaurant is also too small as already pointed out. On the accommodation side also, perhaps, some expansion would be justified. The Committee were informed that the Corporation already has expansion programme in view.

The Committee feel that while formulating the expansion plan for Panipat, it should be kept in view that scheme for construction of a by pass has already been approved by the Government. The acquisition of land has already begun and an idea has already been mooted that a war Memorial may be constructed at a suitable spot linking the Town with the By-pass. In case the Corporation has large perspective in view related to the by pass it will be desirable to have a reappraisal of the expansion programme of the existing complex. If the expansion programme is modest and can be completed quickly it may pay back its investment by the time the by pass project is taken in hand. In short the Committee do not favour a very ambitious programme for the expansion of the existing complex.

Panipat is a typical example of the lack of coordination between the Haryana Roadways and the Tourism Corporation. The Bus Stand at Panipat is one of the busiest in the State and is located at a stone's throw from the tourist complex.

Primarily due to the fact that the maintenance of toilets and restaurant at the Bus Stand is extremely poor, many customers do not feel like moving into that area. At the same time the prices of articles (edibles) being realised from the consumers by the booth holders at the Bus Stands are rather exorbitant. Prices of some articles are so high that an average customer (common man) cannot afford to pay them. On the other hand the service available at the Skylark is much more neat, clean and hygienic and the environment is much more attractive and pleasant. But the Corporation does not derive any benefit from the travelling public simply because the Haryana Roadways buses do not stop at the Skylark Complex. The Committee feel that if at least Deluxe or long distance buses make



stoppages at the Skylark complex it will not only improve the facility available to the general public but also increase the sale of the Skylark complex. Alternatively, the Haryana Roadways should allow the Corporation to run its own cafe/restaurant on the premises of the bus stand.

(viii) Chakor Sonapat

The Complex at Sonapat has only one Restaurant and Bar. During the Course of oral examination the representatives of the Corporation informed the Committee that the present Restaurant and Bar were to be shifted to Sector 14 which is a residential area coming up at Sonapat Murthal Road, outside the Town proper.

The Committee was also informed that a residential building was being rented for the purpose in Sector 14. The Committee feel that the proposal for shifting the present complex, which is in the market place and is close to both the Railway Station and the Bus Stand to a place like Sector 14 which is not only a purely residential area but also far removed from the City proper, would be totally unadvisable. Besides, the presence of Bar in a purely residential area is open to serious objection and may invite public complaints. The Committee, therefore, feel that the Corporation must examine the possibility for having a full fledged complex close to the G T Road as that would offer a better potential than the Sonapat Murthal Road. In fact keeping in view the industrial character of Sonapat Town, its proximity to Delhi and that there is a large number of Industries on the G T Road between Sonapat and Delhi, the location of the complex near G T Road would certainly be more suitable and viable. In any case, the Corporation must desist from having any bar and restaurant in Sector 14 which is largely under construction is far removed from the main town, and is purely a residential area.

(ix) Parakeet Pipli

The complex at Pipli consists of a restaurant and a motel which are located at either end of the P W D Rest House. In other words the Rest House Building stands in between the Motel and the Restaurant. The Committee feel that this kind of location of tourist facilities is certainly unsuitable and tend to discourage sale as the Rest House remains almost entirely for official use. The Rest House is also an old structure which does not harmonise with the complex structure on either side. The Committee, therefore feel that the Government may take a decision to either remove the Rest House from its present location or to hand it over to the Corporation on suitable terms, so that the entire complex can be suitably expanded and redesigned.

The Committee would recommend the above course of action also from the view point of need for cheaper accommodation at Pipli which is an important point leading to Kurukshetra. The present camper huts accommodation there is totally inadequate and unsuitable. It is therefore felt that the expansion programme of the Corporation must include the provision of cheaper type of accommodation at Pipli where enough land is already available and is in possession of the Corporation.



The Committee were informed that the Corporation have some plans for providing Dharamsala type of accomodation at Kurukshetra. If so the expansion programme at Pipli should be aimed at providing accomodation of a level which may be above the Dharamsala type but below the existing type of Motel accomodation there so it can be of use to these customers who cannot afford the Motel rate.

(x) *Yadavendra Gardens Pinjore*

The potential of Pinjore lies in the fact that it is not only close to Chandigarh and Panchkula wherefrom the tourists visit this complex on weekends but also because it is located on the main tourist route to Himachal Pradesh. The Committee inspected the construction work of the expansion programme going on there. The Committee were informed that the construction work had been going on for the last three years. The Committee feel that the expansion is not of such a magnitude that it should have taken three years during which period there has been an escalation in cost as well as a loss in revenue to the Corporation. The Committee, therefore recommend that the reasons for delay in the completion of the project need to be looked into and its completion expedited so that it can be commissioned before the end of this year at the latest. A report in this connection may be submitted to the Committee as well.

(xi) *Red Bishop Panchkula*

The Committee was informed that the complex was going to be shifted to Panchkula in Sector 7. The representative of the Corporation informed the Committee that the land to be acquired for the purpose at Panchkula is to be purchased from HUDA. The Haryana Urban Development Authority are said to be anxious to charge the market rate which will considerably push up the cost of the proposed complex.

The Committee were informed that this is the major difficulty in the way of taking up the project. The Committee have considered this issue and they feel that the commercial rates might have been justified if the complex was proposed to be located away from the Town, i.e., on Highway. In that case, no benefit would have gone to the residents of HUDA colony at Panchkula. Since the proposed complex will be located well within the residential area of HUDA complex its location will primarily benefit the residents of Panchkula itself. Under these circumstances the Committee feel that there is a need for the provision of land to the Corporation at a rate more favourable than the market rate.

(xii) *Sand Grouse Narnaul*

The Complex at Narnaul consist of only one small restaurant which is housed in an old building. The premises are extremely small and congested which present a very disolate and unattractive looks. Even the service of meal is not regular and many a time the customers are not served because they have not ordered for their meals in advance.

The Committee are, therefore constrained to observe that the present complex at Narnaul serves no useful purpose and needs to be shifted to some appropriate place.

(xiii) Mor Pankh Taoru

The function of the complex is entirely unsatisfactory. In the year 1980-81 for example, the turn over of this complex was Rs 44,000 and the loss was of Rs 2,000. In the year 1981-82 according to un-audited accounts they have shown a marginal profit of Rs 2,000/ against the turn over of Rs 51,000. Considering the volume of turn over, its operation is not considered useful or profitable. Nor does it have any future potential as it is not located on any Highway or in a big town. The area around is also not likely to offer much potential as it is almost totally rural. The Committee therefore feel that it will be advantageous to wind up this complex and hand over the restaurant building to some other department for official use.

(xiv) Sand Piper Rewari

This is a complex has come up very recently and is somewhat above the normal line of activities of the Corporation as it has no potential available to other complexes which are located on Highways or other Trunk roads. It is essentially an in town restaurant and most of its customers are likely to come from the town people. The Committee therefore feel that even though it is too early to recommend any thing but it appears that the project has not picked up primarily because it did not taken into account the social conditions of the area. The Committee feel that if cabins or partitions are provided to ensure privacy to the customers, some sale may be picked up and the project might make a beginning.

## 8 Finalisation of Annual Accounts

The Committee observe that although the Statutory Auditors were appointed on 18.3.1981 by the Comptroller and Auditor General of India/Company Law Board for the three years from 1977-78 to 1979-80 the accounts have been audited up to 1977-78 only. The Committee feel that the delay in the preparation and audit of accounts is fraught with the risk of financial irregularities and embezzlements going unnoticed for a long time apart from inordinate delay in the examination and authentication of the financial result of the operation of the Corporation. The Committee fail to appreciate that in view of this position how far the Corporation are able to review their own financial performance with a view to taking time steps to bring down the losses and eliminate wastages, excess expenditure, etc.

The Committee, therefore, strongly recommend that the time lag between the appointment of statutory auditors and the certification of accounts by them and again between the audit completed by the Accountant General and the compliance of his observations by the statutory auditors should be cut short to the minimum span, so that the intended purpose of appointing statutory auditors for consecutive 3 years is fully achieved.

The Committee further desire that the annual accounts for the years 1978-79 and 1979-80 for which the Statutory Auditors (Chartered Accountants) already stand appointed since 18.3.1981 should be got completed expeditiously and a compliance report sent to the Committee.

## 9 General Recommendations

The Committee would like to reiterate that the interruption of power supply to major complexes is not in the interest of smooth functioning of these complexes and adversely affects their business. Such unsatisfactory service also affects the image of the Corporation and of other organisations of the State. Therefore the Committee strongly recommend that the major complexes where air conditioned accommodation is provided particularly the complexes around Delhi should be served by independent feeder lines. The Committee hope that the State Government would intervene in the matter and ensure that such feeder lines should be provided as early as possible.

2 The Committee have observed that various Governments Companies and undertakings as also the District Administration have to incur expenditure and make arrangements for catering from time to time. The Committee feel that in view of the facilities available with the Corporation such business should invariably be given to the Corporation. In general, the services of the Corporation should be availed of at all the Government functions held at various places from time to time where catering arrangements are required. It will be appropriate if general direction in this regard is issued by the State Government to all concerned.

3 During the on the spot study the Committee observed that when officials and other V I P s have to be provided with meals in their official capacity at various complexes a large number of other individual/staff/outside rs have also necessarily to be served with meals. On such occasions, it becomes embarrassing and even impossible for the staff of the complexes to deny such facilities to the attendants/staff who are entitled to such facilities.

The Committee, therefore feel that the department concerned should be billed for the actual number of meals served not only for the V I P s / officials alone. The Committee feel that this will eliminate not only excess expenditure on the part of the Corporation and department but also the waste pilferage and unauthorised consumption. The Government may consider the feasibility of issuing suitable instructions in the matter.



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## 10 APPENDIX

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## HARYANA TOURISM CORPORATION LTD

Statement showing the position of outstanding debtors more than three years

## UNIT SOHNA

S No	Name of Party	Amount
1	2	3
1	Mr M S Saini Add C I M	280 00
2	Sh C R Wahı S D E Elec I B D	10 9 5
3	Chief Executive Officer S & D A G R G	334 50
4	Sh M S Saini S D M NNL	385 00
5	Director Tourism Haryana Chandigarh	170 75
6	S D M Ferojpur Jhirka	35 00
7	President of Working Fed of India G P G	260 00
8	Kr Vijay Paul Ex Dy Speaker Haryana Chandigarh	7 725 61
9	D C Gurgaon	15,859 08
10	Director Hospitality Chandigarh	2,645 73
11	D P R O Gurgaon	1,039 24
12	D P R Haryana Chandigarh	284 64
13	Finance Ministry, New Delhi	60 00
14	Spl Representative Haryana Government	2,510 42
15	Sh John Driver T Depp	100 00
16	Sh Charan Jaj Indukar Chandigarh	207 07
17	S K Bansal, C A	178 48
		<hr/> 32,086 47 <hr/>

## UNIT GURGAON

1	Director Public Relation Haryana Chandigarh	2,637 03
2	Sh Rattan Lal G A to D C	60 93
3	D S P Gurgaon	22 50

1	2	3
4	Sh Kr Vijay Paul Singh, Ex Dy Speaker	1,633 00
5	D P R O Gurgaon	549 31
6	Niab Tehsildar Gurgaon	177 00
7	Director Tourism Haryana Chandigarh	1,339 17
8	D C Gurgaon	924 69
		<hr/> 7,343 63 <hr/>
UNIT SULTANPUR LAKE		
1	D C Gurgaon	2 297 34
2	Director Public Relation Chandigarh	834 38
3	Director Hospitality Organisation Chandigarh	836 63
4	Director Tourism Haryana	1 228 68
		<hr/> 5 197 03 <hr/>
UNIT NARNAUL		
1	D C Narnaul	1,124 50
2	Sh Pusha Ram, M L A	974 80
3	D P R O Narnaul	724 50
4	Rao Dalip Singh	1,000 00
5	S M O Narnaul	138 00
6	S D O Public Health	271 03
7	M C Narnaul	333 21
8	M/s Ajay Furniture	330 60
		<hr/> 4 896 64 <hr/>
UNIT DHARUHERA		
1	D C Narnaul	547 16
2	Rottery Club New Delhi	801 40
3	Director Hospitality Organisation Haryana	479 73
4	Director Tourism Haryana Chandigarh	2,000 00
5	P & T Deptt	201 00
6	M/s Supplier Interior New Delhi	985 85
		<hr/> 5 015 14 <hr/>





1	2	3
---	---	---

**UNIT MAGPIE FARIDABAD**

1	Lion Club Faridabad	113 58
2	Director Public Relation	603 99
3	Sh Inder Singh Sehgal	5 126 65
4	Director Tourism Haryana	9 708 18
5	Sh Arjun Bhatia	143 27
6	D C Gurgaon	623 80
7	Haryana State Cooperative	141 86
8	Naib Tehsildar	230 86
9	Director Industries Officer	52 51
10	Sh Dimple Wears Faridabad	8,906 67
11	Director Small Saving	1,121 88
12	Chief Administrator HUDA	206 26
		<hr/> 26,979 54 <hr/>

**UNIT HODAL**

1	M/s Suppliers	3,738 74
2	D C Gurgaon	- - 120 00
3	Director Hospitality Chandigarh	- - 714 78
4	Joint Director Public Relation	70 36
		<hr/> 4 653 88 <hr/>

**UNIT BAD KHAL LAKE FARIDABAD**

1	Rattan Cane Arts	4,460 00
2	Gian Chand & Sons	2,384 70
3	Dass Photo Electronic	80 36
4	XEN Housing Board	142 47
5	Estate Officer HUDA	1,560 20
6	Karna Industries Pvt Ltd	2,090 00
7	D C Gurgaon	170 00



1	2	3
8	Haryana Tourism Deptt	51 53
9	Haryana-Tourism Government Deptt	5 045 00
10	Table Tennis Association	745 29
11	Greanes Cotton Mills	171 80
12	Executive Engineer Electrical Division	5 000 00
13	Director Public Relation	1,091 80
14	Assistant Director (Hospitality Deptt )	9 666 30
15	R C Mathani	1,094 15
16	Pahadio Seet	48 00
17	Cox & King	1,548 76
18	L M Mehta	109 58
19	Gangi Public Relation	1,000 00
20	Haryana State Small Insustries	2 778 45
21	Rokutes Travells Ag	90 00
22	Taj Group of India	936 24
23	Vipul Store South Export	37 50
24	S D O Thermal Power	221 25
25	D P Goel	598 22
26	Xen H S E B Faridabad	537 51
27	H Kumar	138 79
28	Exhibition Kathmandu	100 50
29	Mohan Lal Nehru Sports	1,600 00
30	G M Super Bazar	206 31
31	Capital Floor Mills	483 91
32	President Child Welfare	139 51
33	Laxmi Floor Mills	509 38
34	Partap Steel	9 38
35	K.C Neelan	1,018 76

1	2	3
36	Eicher Tractor	9 38
37	Addl Director	56 76
38	Inder Singh	548 17
39	Xen P W D	251 75
40	Xen Public Health	192 33
41	Xen National Highway	203 60
42	Sh B Bahl	48 13
43	Smt Manju Devi	51 00
44	Electronics India Ltd	1 212 54
45	K.C Sharma Sp Rep	593 83
46	Defence Bakers	18 75
47	Union Cerbid Delhi	96 22
48	Santosh Singh	100 00
49	Jhon Sein & Sohn Sein	2,000 00
50	Fisheries Deptt B Lake	444 23
51	Shiv Ram Inspector	241 07
		<hr/> 51,936 41 <hr/>
52	Eng India Ltd	5,205 69
53	Ramesh Chand I A S	335 00
54	J M A Industries	470 91
55	Massorie A/C	140 00
56	Comm Education	55 02
57	P A to Principal Secty to C M	79 59
58	Deptt of Industries	1 082,88
59	Atlas Sonepat	803 55
60	Labour Comm Office Faridabad	620 00
61	Pardeep Painters	2,412 00



1	2	3
62	Flame Marketing House	4 106 00
63	Thomson & Co	62 00
		<u>67 309 05</u>

#### UNIT SURAJKUND

1	Sanjay Traders	1,474 50
2	Director Hospitality	5,349 62
3	M/s Special Rep Accounts	204 42
4	M/s Cox and Kings	3,802 75
5	D P R O Haryana	2,063 05
6	Tek Ram M L A	777 96
7	B S Bawa	318 04
8	S P Singh	80 00
9	Municipal Corporation	646 00
10	Xen P W D Gurgaon	7,540 00
11	Mr Charan Singh M D	2,764 00
12	Mr D S Parwana	700 00
13	Xen P W D Faridabad	1540 00
14	M/s Kirloshor	420 00
15	Malik Tent House	478 00
		<u>28,158 34</u>

#### UNIT SONEPAT

1	D P R Haryana	93 00
2	D P R O Sonapat	75 38
3	Central Co op Bank Ltd	1,676 50
4	G M H B Ltd	516 35
		<u>2,361 23</u>



1	2	3
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**UNIT SAMALKHA**

1	M/S Charanjeet & Co	68 70
2	Subhash Saluja	30 00
3	Dy Director Hospitality	148 82
		<hr/> 247 52 <hr/>

**UNIT PANIPAT (Sky lark)**

1	Tehsildar Panipat	606 10
2	Xen P W D B & R	4,865 00
3	Art Gallery N Delhi	287 00
4	S D E P W D B & R PPT	2,195 20
5	Nalini Khanna	21 50
6	Director Hospitality	495 36
7	Capital Handloom	60 00
8	Mobrose Ghee Cream	2,120 98
9	Ramesh Handloom	14 50
10	Kapoor Handloom	70 25
11	S Customer	736 25
12	Rashmi Handloom	89 80
		<hr/> 11,561 94 <hr/>

**UNIT PANIPAT (FILLING STATION)**

1	Excise & Tax Comm	646 70
2	Goc A/Cantt	7 125 09
3	S P Kamal	98 64
4	Xen Tharmal	1,959 00
5	Dy Director Hospitality	98 35
6	Director Tourism Chandigarh	1,875 89
7	Rennu Industry	220 75
		<hr/> 12,024 42 <hr/>



1	2	3
UNIT ROHTAK (MYNA)		
1	D P R O	249 42
UNIT JIND		
		NIL
UNIT ROHTAK (TILYAR)		
1	United Filmart	59 02
2	G O C Hissar	2 240 37
		<hr/> 2 299 39 <hr/>
UNIT BHIWANI		
1	Improvement Turest	3 000 00
2	Press & W	84 72
3	C M O Bhiwani	639 00
4	D P R Haryana	59 82
5	D H O Haryana	79 45
6	D P R O Bhiwani	25 37
7	Gashu Ram	26 00
		<hr/> 3 914 36 <hr/>
UNIT PINJORE		
1	Sham Films Production	561 85
2	Director Tourism U T	36 82
3	Cadbury India Ltd	423 78
4	Dy Speaker H V S Chandigarh	18 22
5	Speaker H V S Chandigarh	3 505 44
6	Under Sectt Protocol	217 12
7	Rajinder Pal Jindal Kalka	255 00
8	Sh Baldev Tayal M L A	45 00
9	S H O Pinjore	294 22
10	Sh Kirloskar Bros	565 00
11	Photoes	563 00
12	Sh S L Gupta	144 00
13	Director Agriculture HRA	314 54
14	H M T Super Bazar	2,363 20

1	2	3
5	S K Bansal	44 58
6	Haryana Agro Industries	68 29
7	M/S Star Constructions	895 01
		<hr/> 1 790 02 <hr/>

PUFIN

NIL

## UNIT YOUTH HOSTEL PANCHKULA

1	D P R Haryana	68 73
2	M/S Ajanta Art Studio	560 00
3	M/S Raj Deep	27 28
4	Principal Viduan Niketan Jaipur	434 38
5	Director Hospitality	38 50
6	S D E Kalka	797 50
		<hr/> 1 926 39 <hr/>

## UNIT OASIS (KARNAL)

1	Haryana Emporium	11,007 83
2	S D O H S E B Karnal	1,477 87
3	S P Karnal	117 60
4	Ministry External Affairs	20 00
5	Director Tourism Haryana Chandigarh	5,624 05
6	S B I Eco Karnal	4 722 25
7	Administrator Municipal Committee Karnal	1 165 10
		<hr/> 24,134 70 <hr/>

## UNIT KARNA LAKE (KARNAL)

1	Controller Raj Bhawan	1,509 27
2	G M Sugar Mill Karnal	47 24
3	Sh Chander Singh SHO	500 00
4	Sh Raghbir Singh M P	162 07
5	Part View Cafe Karnal	136 80
6	Director Culture Affairs Govt of India N Delhi	929 53
7	Excise and Taxation Officer Karnal	450 63
8	Xen Mumek Block Karnal	393 21
9	M/S Charangi Lal	544 16

1	2	3
10	M/S Lelly Drycleaning Chandigarh	204 00
11	Sh S K Gandhe	400 00
12	S D E Karnal	208 58
13	O S D to C M Haryana	260 00
14	Sec Red Cross Society	8,263 04
15	H C S Officer Associations	320 02
16	UnderSecy to Himachal Govt	126 14
17	Dy Secy Ministry of Education	541 70
18	M/S Krishna Enterprises	675 00
19	Sh Kanwal Sagar	450 17
20	S D O P W D B & R Karnal	413 49
21	B D O PNP	239 20
22	D I G C I D Karnal	51 26
23	Xen P W D B & R	1,741 01
24	Deputy Commissioner Karnal	6 366 20
		<hr/> 26,812 72 <hr/>

## UNIT PIPLI

1	D C Kurukshetra	2,387 80
2	Xen B & R	50 46
3	Customers Telephone	383 20
4	Tehsildar Kurukshetra	16 15
5	Director Tourism Haryana	1,505 08
6	Director Public Relation	1 663 96
7	Director Hospitality	216 35
8	Distt Sports Officer	36 75
9	Lely White Drycleaners	47 53
10	Jasbir Singh	42 08
11	Gian Chand I A S	77 80
12	K C Sharma, I A S	57 46
13	Ashok Kumar	307 46
14	All India Congress Committee	1,772 98
15	Block Cong Committee	60 53
16	Block Cong Committee Kaithal	1 714 24
17	Block Cong Committee Kurukshetra	546 42
		<hr/> 10 884 25 <hr/>



1	2	3
L—1 KARNAL		
1	Super Sales L—1 Karnal	21 257 90
2	All Asia Enterprises	1,241 16
3	Rajesh Malhotra Karnal	8 752 15
4	Ram Lal Karnal	192 00
5	M/S Dev Sons & Co	5 000 00
6	M/S Devki Nandan PNP	3 134 72
7	Sh Surinder Mahajan Karnal	2 500 00
8	Sh Gurcharan Singh Karnal	400 00
9	Sh Gian Chand Batra	24 038 00
10	Sh Harbans Nagpal Karnal	4 800 00
11	Sh Himat Singh Jind	2 459 15
12	Sh Jagdish Rai PNP	87 10
13	Sh Jai Kishan Karnal	956 35
14	Sh Mohinder Singh Karnal	2 200 00
15	Smt Santosh Kumari Mahajan	13,382 75
		<hr/> 90,401 28 <hr/>
UNIT GHARAUNDA		NIL
HISSAR PROJECT		NIL



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