

Monitoring System for Performance Management

SURAT MUNICIPAL CORPORATION

The year 1994 was a turning point in the history of Surat as the outbreak of plague put a question mark on whether the city would ever be a viable place to live for most people. Surat had been experiencing high rate of population growth. A large population of migrant labour lived under terrible conditions in slums, infrastructure for civic services was grossly inadequate and so was the delivery of services by the Surat Municipal Corporation (SMC).

Within the SMC, the officers had responsibilities but no authority, the departments functioned in compartments and there was little interaction between senior officers and field staff. As a result they had incomplete information about actual conditions in the city. The post-plague transformation of Surat is the result of an urban local body's successful effort to convert a crisis into an opportunity. The systematic approach that the SMC took to achieve this goal has now evolved into a unique Management Information System (MIS).

The overall goal of these initiatives in the SMC is to evolve a complete, integrated MIS. Enabled by information technology, it would eventually become the engine for e-governance. The subsystems developed so far serve certain common objectives:

1. Monitor the main activities of each function with appropriate performance indicators
2. To facilitate coordination among concerned departments
3. Provide relevant information to decision makers and those responsible for implementation
4. The information system should be result oriented. It should measure efficiency and effectiveness

SIGNIFICANT BUILDING BLOCKS OF THIS MIS

The most significant building blocks of this MIS are as follows:

1. **Daily Activity Reporting System:** This is a system of monitoring and reporting information on public health engineering activities in all wards and zones of the city. Under this system, the sanitary supervisor of each ward office prepares a daily report of all activities performed in the ward. The report is submitted to the zonal office at the end of each day. Each zone compiles the reports of all wards of the zone and sends these to the commissioner's office early next day. A daily activity report is put up before the health and engineering department committees which meet daily. The reports were discussed in details and decisions were taken jointly. Exhibit 1 shows the list of topics on which relevant performance indicators were reported.
2. **Daily disease Monitoring system:** The plague experience in 1994 motivated the SMC to put into place an extremely comprehensive disease surveillance system. Incidents of seven major diseases are monitored and reported daily. The monitoring network consists of 368 institutions including 2 municipal hospitals; 1 government hospital; 24 urban health centres; 5 major private trust hospitals; 275 private providers; and 61 small private medical institutions and labs. Whenever an epidemic is suspected, intense surveillance activity is undertaken.
3. **Grievance Redressal system:** SMC introduced a public grievance redressal system to receive and address the complaints of citizens about any of the municipal services. Earlier the complaints were received in ward and zonal offices using a red and white card system. These are separate cards for the health and engineering departments. This system has now been expanded to receive complaints through all possible modes (in person, telephone, fax, pager, or internet) round the clock. The complaints are assigned different priorities – e.g. to be attended immediately / within 24 hours / within 48 hours / within 72 hours / within 7 days. The complaints are monitored every day by concern staff. Appropriate MIS reports are prepared to monitor and assess the efficiency with which the complaints are being handled.
4. **Management Information System:** The SMC has been computerizing the operations of its departments and zones since about five years. Simultaneously, an MIS cell was established to network the zones and departments with the head office and to provide an integrated MIS for the whole organization. The monitoring systems described in the earlier sections of this report are also integrated with this system. MIS of the SMC generates a total of 14 reports using on-line data feed from departments and zones. Exhibit 3 provides a list of reports currently generated.

RESULT AND IMPACTS

As a result, SMC has improved sanitation services. There is an increased responsiveness to complaints and decline in the incidence of water borne diseases and malaria. Additionally, there is a better information management system.



Surat Municipal Corporation

ULB PROFILE

POPULATION (2001 CENSUS)	2702304
POPULATION (PROJECTIONS -2009)	3874185
NO. OF ZONES	7
CLASS OF ULB	Municipal Corporation

Exhibit 1: Daily activity reporting system

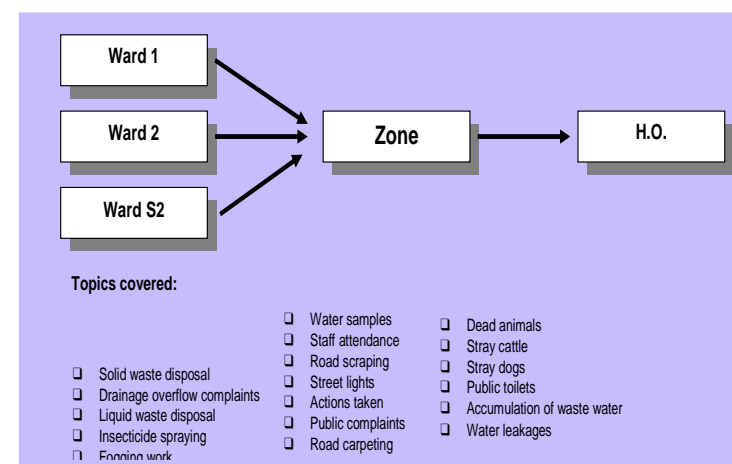


Exhibit 3: MIS reports of SMC

- Ward wise Daily Activity Reports
- Zone wise Daily Activity Reports
- Capital Expenditure Summary Report
- Capital Works Review Reports
- Stage of Development Works Report
- Progress of Tax Collections
- Physical Status of Trenching Works in the City
- Status of Pending Applications (all departments)
- Weekly Review of Activities (illegal connections; polluting units; unauthorized connections; TP schemes)
- Computer Hardware and Software Report
- Report on Hawkers
- Report on cleaning of drains
- Utilization of Municipal Assets (water supply, drainage, buildings)
- Status of Water Meters