

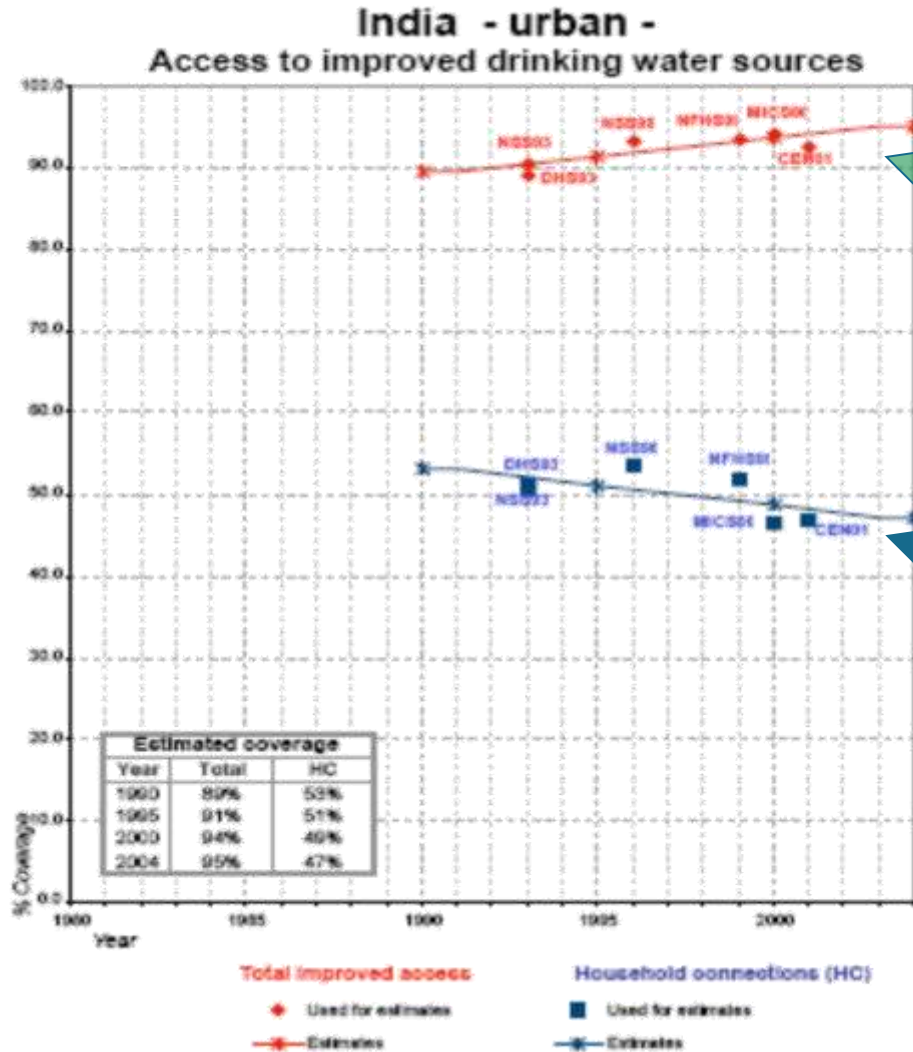


# PERFORMANCE ASSESSMENT SYSTEMS (PAS)



## Tools and Methods

# India Water Supply - improved basic access but decline in household level services



Basic access in urban India has reached nearly 95% by 2004.

% Household level connections in urban India has declined from 54% in 1990 to 47% by 2004.

# Chawl residents shell out lakhs but taps remain dry

Gujarat Mahila Housing Sewa Trust accused of duping Rajeevmagar residents of lakhs of rupees under pretext of helping them get regular water supply and drainage connections



Residents of Rajeevmagar, Gujarat, who have spent lakhs of rupees on water supply and drainage connections, are still facing the same problem. The Gujarat Mahila Housing Sewa Trust (GMHST) has been accused of duping the residents. The trust has been accused of collecting lakhs of rupees from the residents and not providing them with regular water supply and drainage connections. The residents are now demanding a refund of the money they have spent.

## Public agenda >>>

### 'Dahod has poor health services'

"Despite living in a district headquarters, we get drinking water once in four days. Both state and central governments have neglected us. Except 108 emergency services, healthcare services in the district are shoddy. The Congress candidate is well-educated and well-qualified."



## Water situation grave in state, warns expert

The water situation in Gujarat is grave and could become alarming in next five years if regulations of groundwater and depletion water quality because of uncontrolled industrialisation and unplanned urbanisation is not checked. This warning was given by Dr. N. K. Mehta, the advisor to chief minister of Gujarat.

Portrait of M Ramachandran, Secretary, Urban Development Ministry. **Way forward for India's urban reforms**  
REFORMS in the urban sector have become necessary to ensure sustainable development, efficient infrastructure services and strong local governance. It is recognising this point that when the Jawahar Lal Nehru National Urban Renewal Mission was launched as a major flagship programme in December, 2005, it was emphasised that the main thrust of the revised strategy of urban renewal will be to ensure improvement in urban govern...

# Coming soon: a law to guarantee govt service

accepted, it will be assumed that all formalities have been completed and a time limit will be set for each official's work. If the official does not complete the work within the time limit, it will be assumed that the official has resigned.

## Govt set to privatise urban civic services



The government is set to privatise urban civic services. This move is expected to improve the efficiency of the services and reduce the cost to the government. The services to be privatized include water supply, sewerage, and solid waste management.

## govt plans to map slums

The government plans to map slums across the country. This is part of a larger initiative to improve the living conditions of the urban poor. The mapping will help in the identification of slums and the planning of infrastructure and social services.

# Problems with WSS services and the Response...

## Water woes: Kapurai villagers threaten stir against VMC

Villagers accuse civic body of providing better facilities to newly-developed colonies

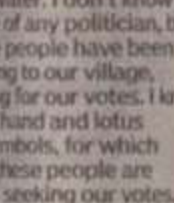


The villagers in Kapurai are threatening a protest against the Villagers Municipal Corporation (VMC). They accuse the VMC of providing better water supply and drainage facilities to newly-developed colonies, while neglecting the needs of the villagers. The villagers demand that the VMC provide them with the same level of services.

The JNNURM programme states, undertaking a total of 23 reforms over a 7-year mission period from 2005. Milestones have been set for such as: 1. Public disclosure law has been enacted by 16 states. 2. Mahatadasa and Pradesh have abolished the urban stamp duty to the desired level of 3%. 3. Bodies have shifted to accrual-based entry system of accounting. 43 out of 63 mission cities have started handing over the urban poor, three North East have for the first time legislation for construction of urban local bodies and Bharatnagar held urban local body after a gap of 23 years. Twenty five have introduced computerised registration of land and property and 10 states have undertaken revision of...

## 'Acute scarcity of drinking water'

"We have school, and facilities like power supply and 108 services. But there is an acute scarcity of drinking water. We have to walk long distances to fetch clean water. I don't know the name of any politician, but some people have been coming to our village, asking for our votes. I know only hand and lotus symbols, for which these people are seeking our votes."



Yugalben Jharia, Kapurai

## JNNURM needs pvt help as state funding dries up

The JNNURM programme needs private help as state funding dries up. The government is facing a significant funding gap for the programme, and is looking for private investment to fill the gap. The private sector is expected to play a key role in the implementation of the programme, particularly in the areas of infrastructure and social services.



Central govt covering 50% of project cost for urban water provision. The urban water provision project is a key component of the JNNURM programme. The central government is providing 50% of the project cost, while the state government provides the remaining 50%. The project is expected to improve the water supply and sanitation facilities in the urban areas.

# Need to ASSESS PERFORMANCE... TRACK INVESTMENTS and OUTCOMES

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- Little is known about the **quality, service levels and financial sustainability of WSS services**
- Only limited information available on **access of urban poor** households to water and sanitation services
- This makes assessment of impact from **past investments** difficult

- Need for a **standardized information system** for comparable and regular situational analysis
- This can support improved **allocation of resources** and decision making
- **Grants** from state and central governments can be linked to local performance



# Need for Performance Information in urban water and sanitation

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- Aggregate statistics suggest **good coverage** of water and sanitation in urban areas in India
- BUT little is known about the **quality, level and financial sustainability of service**
- Only limited information on **access of urban poor** households to water and sanitation is available
- Lack of WSS information leads to **misallocation of resources**
- Difficult to assess **impact of past investments**

*Resources for WSS is not a major constraint – around USD 10 billion invested in urban WSS over 7 years –Gujarat has allocated over One Billion USD for Sanitation*



# WHAT IS PAS?

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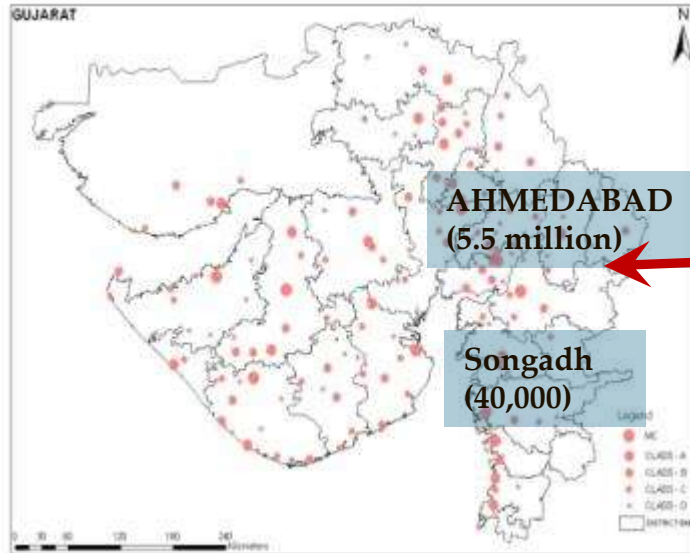
## THE FIRST STATEWIDE BENCHMARKING EFFORT IN INDIA

- ❑ Past efforts by ADB, WSP and Government of India
  - Covered only **a few (20 to 25) cities** through a **one-time effort**
  - **Lack of standard set of indicators** with clear definitions
  - **Data reliability issues**
  - **Lack of use** by utilities or state/national governments
- ❑ GoI recently initiated benchmarking in UWSS through its **Service level Benchmarking (SLB) IN 27 Cities**



- ❑ Establish **Statewide** Urban WSS Performance Assessment System
- ❑ **Cover all 400 towns** in the two states– support development of performance measurement for different size-class of towns
- ❑ Not a one-off event but **implemented for 5 years** and linked to GOI's **Service Level Benchmark** Initiative
- ❑ Plan to **mainstream** in local and state government **data systems, planning, monitoring, review and fund allocation (budget) processes** over the Project period

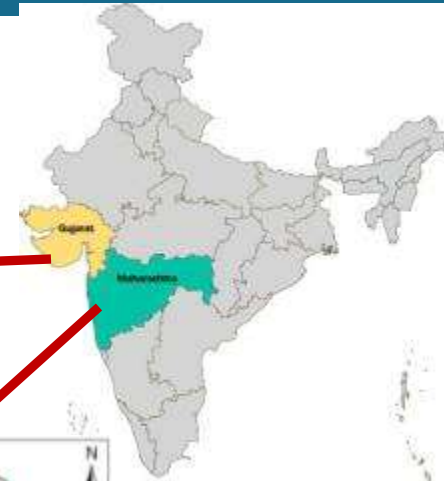
# States and Urban Coverage - PAS Project



**Gujarat State**

**166 Urban Centers**

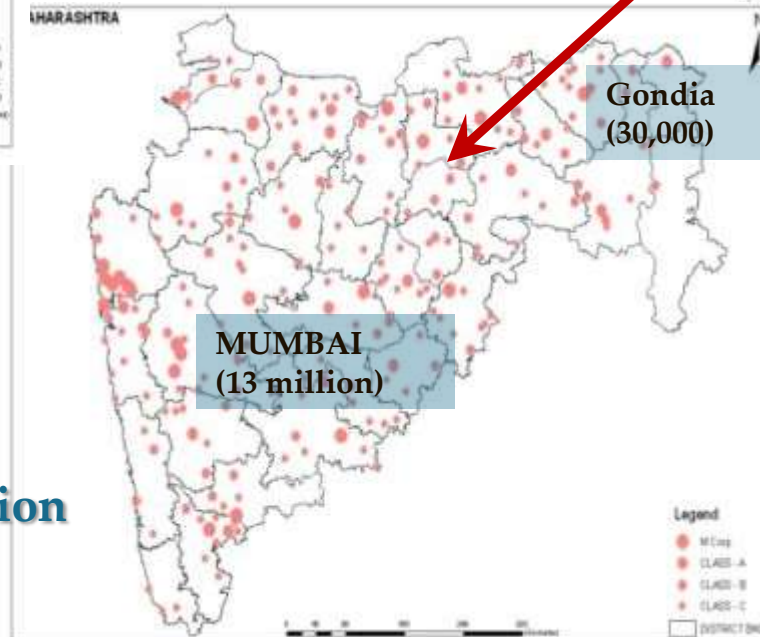
**Population – 24 million**



**Maharashtra State**

**248 Urban Centers**

**Population – 51 million**



# Mainstreaming PAS

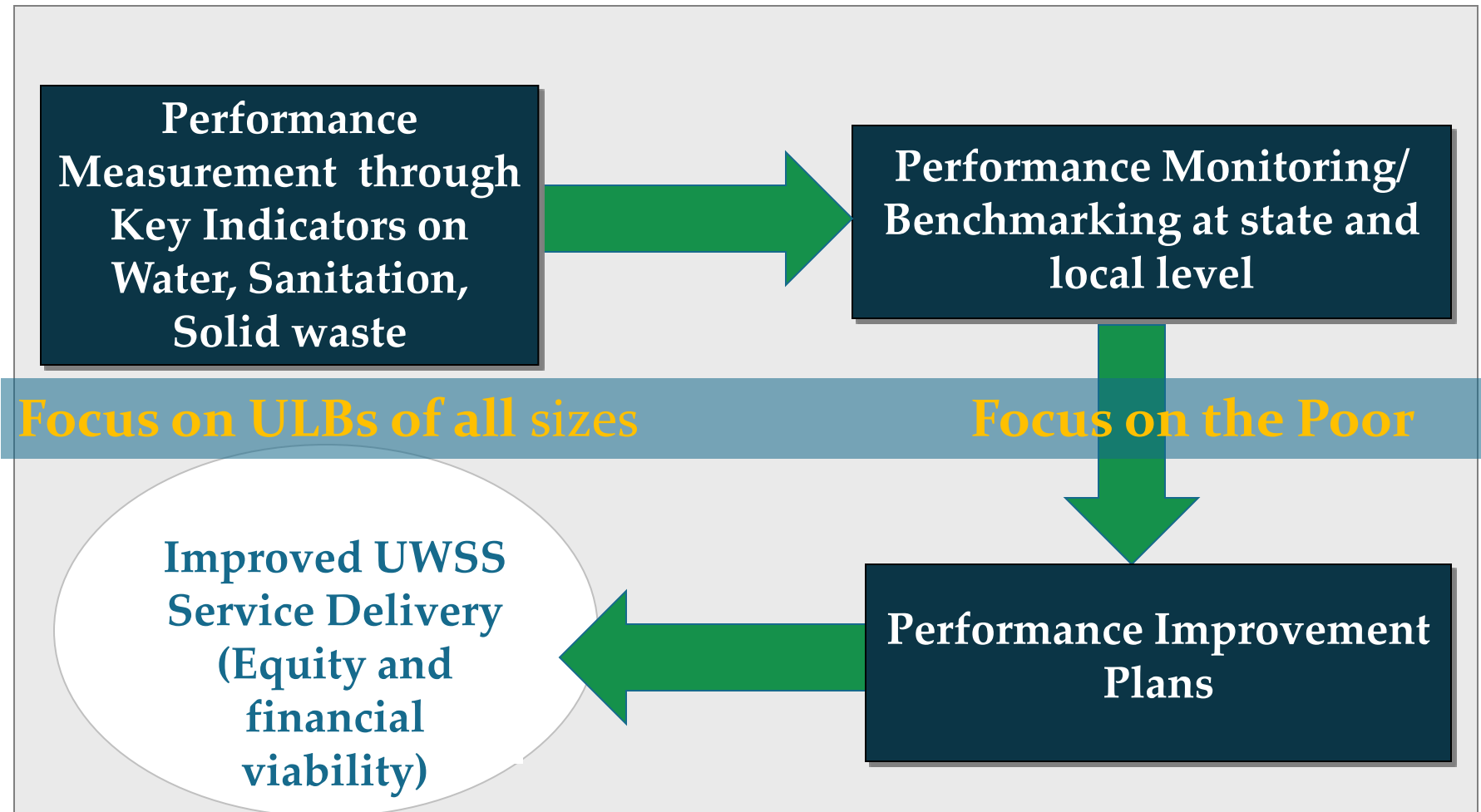
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- Links established with GOI's Service Level Benchmark (SLB)
- CEPT team provided initial inputs for 4 of the 27 pilot cities studies
- CEPT represented on the advisory panel of GOI to roll out SLB in all states
- 13<sup>th</sup> Finance Commission has provided USD 2 billion as performance based grants
- JNNURM-2 to be linked to performance



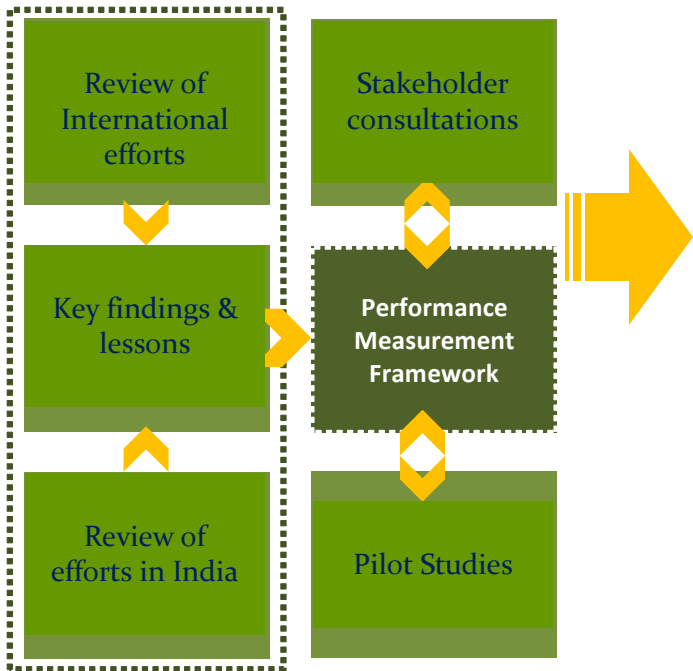
# WHAT IS PAS?

A sustainable statewide performance assessment system for improving access to the poor and un-served, and achieve financial sustainability



# Performance Measurement framework

## Evolution of measurement framework



GOALS		
<b>Universal Coverage</b>	<b>Service Levels &amp; Quality</b>	<b>Financial Sustainability</b>
Access and Coverage	Quantity Continuity Quality	O&M Cost Recovery
REFORMS		
<b>Equity (connections)</b>	<b>Efficiency in operations</b>	<b>Eff. in Billing/collection</b>
Zonal variations Slums	Extent of NRW, treatment, reuse  Complaint redressal Metering	Collection efficiency
LOCAL ACTION		
<b>Equity (inhabited area)</b>	<b>Efficiency in operations</b>	<b>Cost Effectiveness</b>
Equity (pop/shared facility)  Coverage of utility network across the city	Quantity and quality  NRW  Complaint redressal Staffing	Costs (losses, unit O&M & electricity expenditure)  Billing(arrears)

# Performance Monitoring

Alignment of PAS information with state and central government programs to track progress on performance



- 13<sup>th</sup> Finance Commission
- Standardized Service level benchmark
- JNNURM/ UIDSSMT
- MSNA/ Sant Gadge Baba
- Nirmal Gujarat
- Regular reporting to DMA/ DoM

Gujarat and Maharashtra state wide PAS web portal for performance monitoring

The screenshot shows the homepage of the Performance Assessment System (PAS) web portal. The header includes the 'pas' logo (performance assessment system) and a login section with 'Username' and 'Password' fields. The main navigation menu includes 'Home', 'Performance Assessment', 'Resources', and 'About Us'. The page title is 'The Project'. The main content area features a large image of red water valves and a text box stating: 'The project is to develop a Performance Assessment System (PAS) for Urban Water supply and Sanitation using appropriate methods and tools to measure, monitor and improve delivery of the services in cities and towns in India.' Below this, there are three columns: 'State Profile' (36% of cities in DSC are solely dependent on groundwater), 'City Profile' (45% of slum settlements in ASC do not have water supply connections), and 'Features' (2.5 billion people do not have access to adequate sanitation). The footer contains small text: 'Best viewed in IE8 & IE9 Resolution © 2008-2012 IISIT Hyderabad. All rights reserved.'

# Performance Improvement

Using PAS to improve service levels...

ULB present service level						Benchmark
Coverage	45%	60%	70%	80%	90%	100%
Per capita supply	90 lpcd	100 lpcd	110 lpcd	120 lpcd	125 lpcd	135 lpcd
Continuity of supply	4 hours	8 hours	12 hours	16 hours	20 hours	24 hours
Cost recovery	35%	50%	65%	75%	90%	100%

ULBs needs to know about **how** to improve service delivery and achieve desired targets...

# Performance Improvement

## Tools for stepwise improvement planning

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Identify key improvement areas and strengths after comparative assessment of all performance indicators

Interpret

Compare

Prioritize

Sequential guide through a range of action areas to improve performance

Contextual assessment

Options for improvement

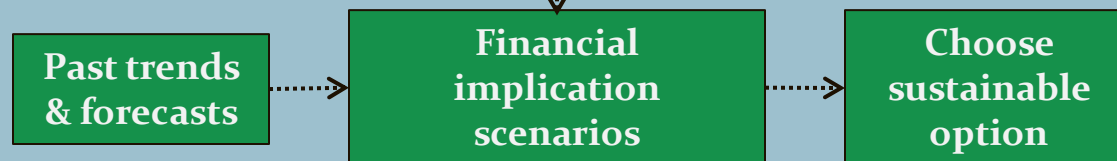
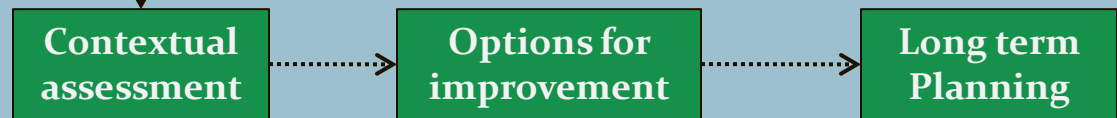
Long term Planning

Weigh financial implications of selected action areas through alternative scenarios

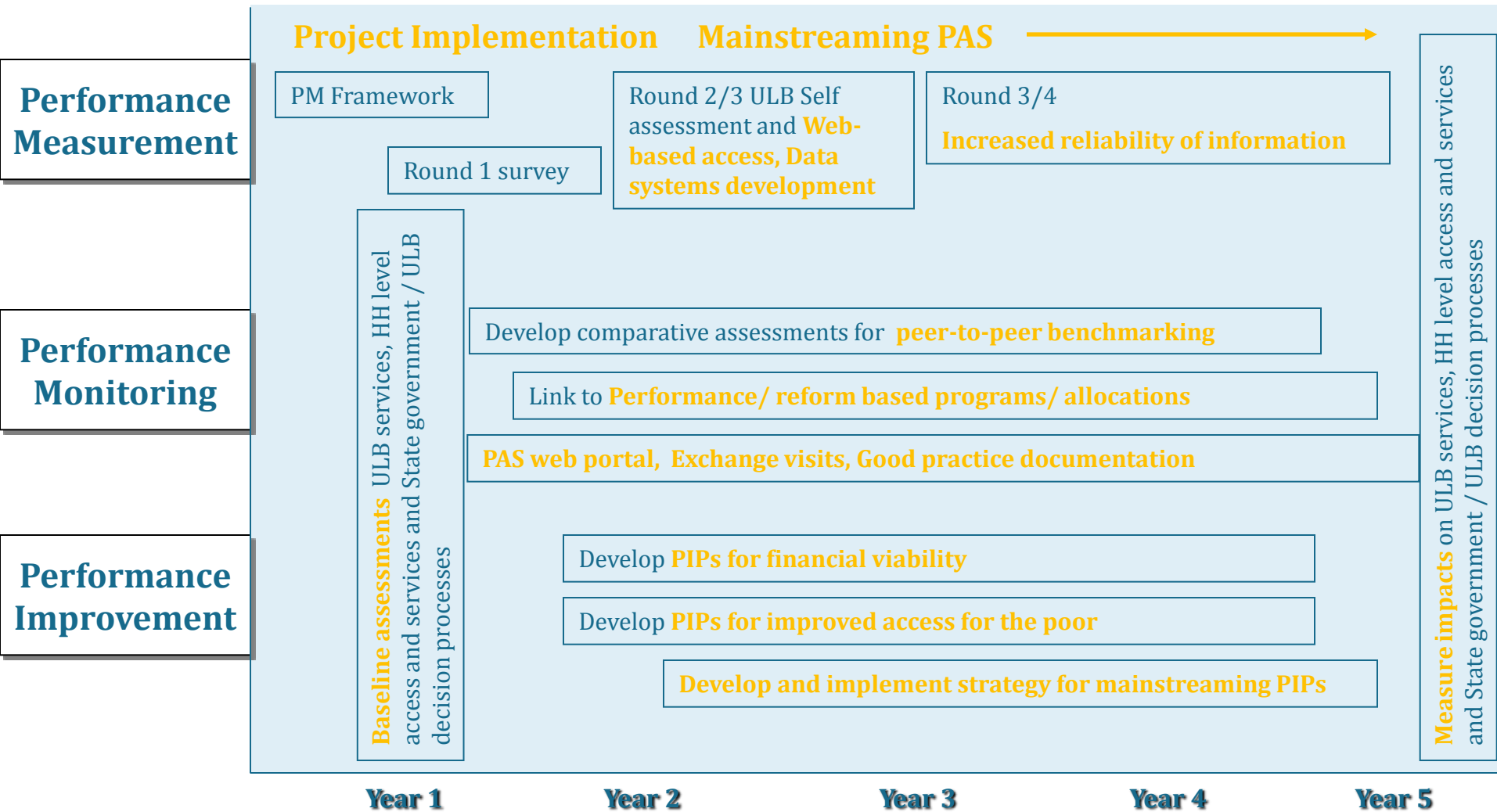
Past trends & forecasts

Financial implication scenarios

Choose sustainable option



# 5-Year Plan for PAS





**Thank You**