



Operationalizing SLB Framework

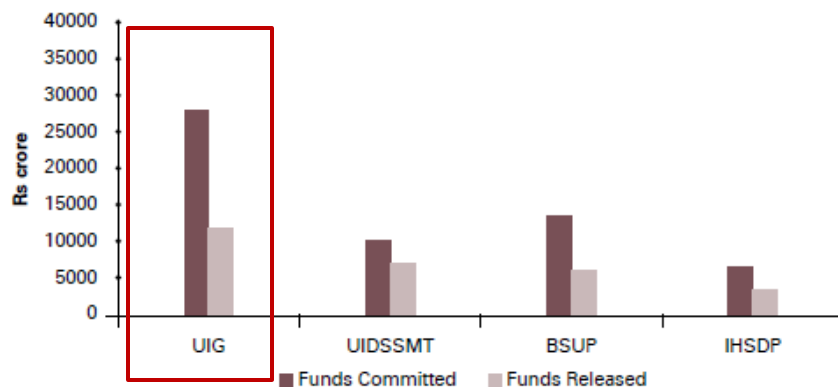
Workshop on Capacity Building for Service Level Benchmarking (SLB)

21 November, 2013, Shillong

JNNURM: UWSS a priority

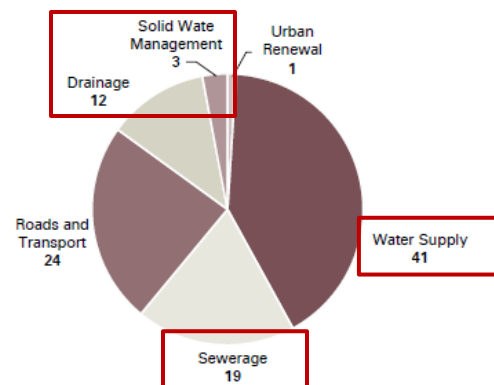
- Largest urban infrastructure funding by GoI in 2005 through JnNURM with allocation of Rs. 66,000 crore
- **Water sector** accounted for largest share at **41%**, with **UWSS** getting **>70%** of the funding
- Good monitoring of project implementation – but need for better data on **outcome or service delivery improvements**

JNNURM: Funding from Government of India
(as on 31 December, 2010)



Perfc Source: MoUD, Government of India.

JNNURM: Spending by Sector for UIG and UIDSSMT
(as on 1 December, 2010)
(per cent)



Source: MoUD, Government of India.

Need for performance information

- 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** and only limited information on **access of urban poor** households to water and sanitation
- Lack of WSS information leads to:
 - ✓ misallocation of resources and
 - ✓ it is difficult to assess **impact of past investments**

Need to move from
Infrastructure funding
to
Improved service delivery



Past Efforts for UWSS Performance Assessment in India

To provide baseline information for selected cities, initiate benchmarking and annual business planning

**Utility data book
sponsored by ADB
and MoUD
(2007)**

**28 Cities
(0.30 – 120 lakhs)**

*Awareness
Generation
& Status
Assessment*

**CRISIL Advisory
Services study
sponsored by WSP
(2003 – 2004)**

**20 cities: 15 M Corp, 2 city boards, 2
municipalities, and a private operator
13 utilities in Phase 1 and
16 utilities in Phase 2**

*Status
Assessment*

**NIUA study
sponsored by
CPHEEO
(1999 – 2000)**

**One time assessment of
300 Class I cities in India**

Why Service Level Benchmarking ?

- ❑ Different performance indicators under different initiatives
- ❑ Varying definition or the assessment method
- ❑ Externally driven initiatives
- ❑ One time efforts and not institutionalised
- ❑ Need to move from Measurement to Performance Improvement and Management

SLB – Start up Phase

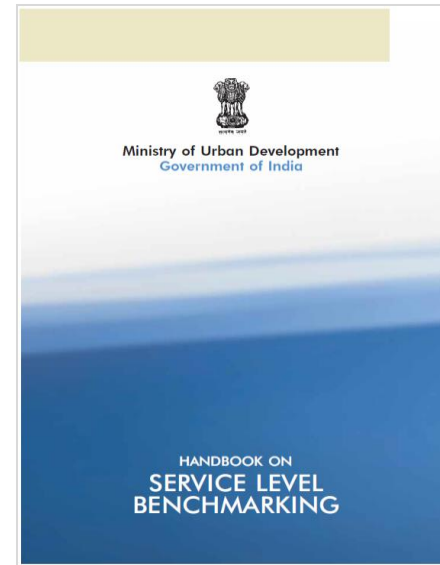
- ❑ Started in 2006 with a MoUD constituted Core Group
- ❑ National level workshop in July 2008 to adopt benchmarks
- ❑ Finalization of a Handbook on Service Level Benchmarks
- ❑ MoUD supported pilot implementation in 28 cities over 2009-10



SLB – Pilot Phase

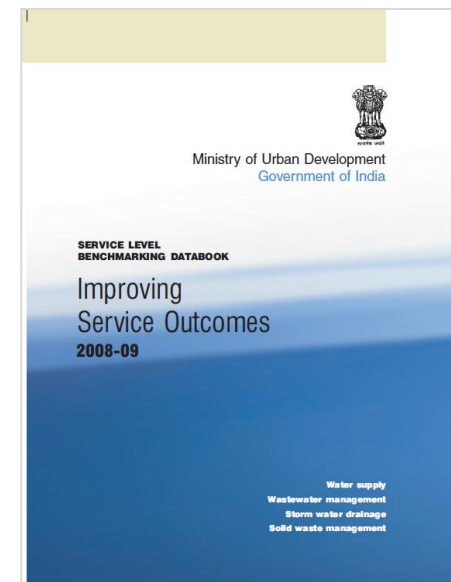
- Four services covered
 - Water supply
 - Sewerage
 - Storm water drainage
 - Solid waste management

- **SLB Handbook** provides detailed guidelines on the definition, calculation methodology, monitoring guidelines, a service goal (to be achieved over a period of time) and data reliability grading scale.



Handbook on Service level benchmarking

Data book for 2008-09 Produced by 2010



Impetus with 13th FC Performance Grants

- ❑ *The 13th FC, endorsed operationalizing of SLB Process*
- ❑ It introduced a performance based grant.
- ❑ Performance grant can be accessed only if the state complies with nine specified conditions
- ❑ One of the conditions : **The State government must gradually put in place standards for delivery of four essential services – as per the MOUD's SLB Handbook.**

Condition 8 : Standards for service delivery

- ❑ State governments must put in place *standards for delivery of essential services* provided by the local bodies for four services viz., water supply, sewerage, solid waste management, and storm water drains on lines of handbook for SLB by MoUD)
- ❑ State Government *must notify or cause all ULBs to notify* by the end of a fiscal year the service standards and targets
- ❑ A notification should be *published in the state gazette* to ensure compliance
- ❑ Service Level Benchmarking as one of the nine conditionalities for allocation of performance based grants to ULBs, which amount to approx. **Rs.8000 crores over 2010-15.**

SLB – Roll Out (2010-11)

SLB NATIONAL ROLL OUT WORKSHOPS



Andhra Pradesh-Hyderabad-10th Dec 2010



Andhra Pradesh- Vishakapatnam-30th Nov 2010



Andhra Pradesh- Rajahmundry -4th January 2011



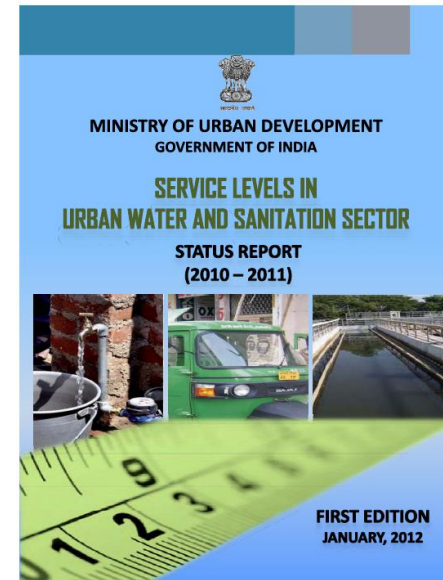
Orissa- Bhubaneswar-25th Feb 2011



Orissa- Bhubaneswar-25th Feb 2011



Orissa- Bhubaneswar-26th Feb 2011



Data book 2010-11

- ❑ Training and regional workshops for 1600 officers from State and City Governments
- ❑ Over 1400 municipalities and municipal corporations from 13 states notified current service levels for 2010-11 and targets for 2011-12

SLB – National Workshop 2013

- ❑ MOUD held a National Workshop on "**Service Level Benchmarks (SLB): Moving from Measurement to Monitoring and Improvement**" in February, 2013 at Ahmedabad, in partnership with CEPT University, WSP, and ASCI
- ❑ **Experiences of various states** shared in using the SLB Framework.
- ❑ **Online system for SLB** in Gujarat and Maharashtra appreciated



MOU between MOUD and CEPT University

- **Orientation workshops** with all states to demonstrate SLB online systems and process for operationalizing SLB at state level
- **SLB Data book for 2013** using data and indicators submitted by ULBs through state governments
- **Support to SLB national steering committee meetings**

Going forward – MOUD and state governments

- The MoUD is incorporating the **SLB principle in its programs/initiatives**
 - JNNURM, UIDSSMT, Satellite Townships program, National Water Awards and National Urban Awards.

- **Emerging lessons for state wide efforts from:**
 - Statewide scaling up in **Maharashtra, Gujarat and Karnataka**
 - **Orissa and Madhya Pradesh** are in the process of scaling up to a larger number of cities in their respective states.

ULB level agenda going forward

- **5-point SLB agenda for ULBs:**
 1. Track performance over time
 2. Compare performance with peers
 3. Identify areas for improvement
 4. **Set targets** for performance
 5. **Report/ Disclose** performance to all stakeholders (e.g. councillors, citizens)

Formation of State Level SLB Cell

- ❑ State level SLB Core team to constitute Senior Functionaries from State Urban Development Departments, Parastatals etc.
- ❑ To be headed by State level Nodal Officer
- ❑ Organize training for City level teams and other officials; extend hand-holding support where needed
- ❑ Coordinate database management at state level and to facilitate notification of baseline data and targets for each year

State Level SLB Cell Composition

- ❑ 3-4 Member SLB Cell in the State at the office of Secretary, Urban Development / Directorate of Municipal Administration
- ❑ Experts to include
 - ❑ Two public health engineers with experience in Water Supply, Sewerage and Storm Water Drainage (one in small states)
 - ❑ One Public health officer with experience in Solid waste management
 - ❑ One MIS expert

Formation of City Level SLB Cell

- ❑ City level SLB team to consist officials from water supply, sewerage, storm water drainage and solid waste management
- ❑ Training to support generation of baseline data, data validation and fixation of targets
- ❑ Subsequently prepare performance improvement plans

Establish/Support
SLB cell at ULB level

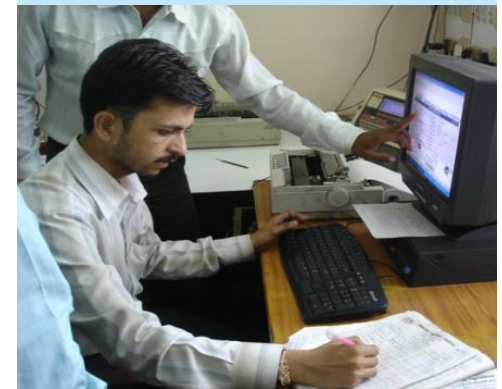
Use of on-line
modules for SLB

General Information				
General Information	Water Supply	Sewerage and Drainage	Solid Waste Management	Sanitation
GENERAL INFORMATION : FY 2009-2010				
Name: Submit Go Back to Data Entry View it				
1. Demographics				
Item	Unit	2008-2009	2009-2010	
1.1 Population (Census 2001/2011)	Persons	102316		
1.2 Decadal Growth Rate of the City	%			
1.3 Population (Present Year)	Persons	127316		
1.4 Number of Households (Census 2001/2011)	Number	21463		
1.5 Number of Households (Present Year)	Number	26731		
1.6 Family Size (Census 2001/2011)	Persons	4.77		
1.7 Family Size (Present Year)	Persons	4.76		
1.8 Number of Slums (2001/2011)	Number			
1.9 Number of Slums (Present Year)	Number	11837		
1.10 Number of Slum Households (2001/2011)	Number	11837		
1.11 Number of Slum Households (Present Year)	Number			
1.12 Number of Properties (2001/2011)	Number			
1.13 Number of Properties (Present Year)	Number	29972		
1.14 Number of Election Wards (2001/2011)	Number			
1.15 Number of Election Wards (Present Year)	Number			
1.16 Total City Area (Census 2001/2011)	Sq.m	16.00		
1.17 Present Town/City Area	Sq.m	16.00		
1.18 Population Density (Present Year)	Number			

Establish systems
and capacity to
provide reliable data
for SLB in four
sectors



Use BM data in
developing
Performance
improvement plans
(PIP & ISIP)



City Level SLB Cell Composition

- ❑ Constitution of 4-5 Member SLB Cell at the office of Municipal Commissioner / CEO
- ❑ Experts to include
 - ❑ Two public health engineers with experience in Water Supply, Sewerage and Storm Water Drainage (one in small ULBs)
 - ❑ One Public health officer with experience in Solid waste management
 - ❑ One MIS expert

State SLB Cell Composition - Gujarat

GoG's Urban Development Department (UDD) constituted a **State SLB Cell** with details of its:

- a) **constitution,**
- b) **Terms of Reference**
- c) **calendar of activities**

	Name / Title	Position
1	Principal Secretary UD & UHD	Chairperson
2	Additional Secretary (Project) UD & UHD	Member
3	Managing Director GUDC	Member
4	Municipal Commissioner AMC, Ahmedabad	Member
5	Municipal Commissioner RMC, Rajkot	Member
6	Director of Municipalities	Member
7	Chief Officer, Anand Municipality	Member
8	Chief Officer, Himmatnagar Municipality	Member
9	Chief Officer, Morbi Municipality	Member
10	Prof Dinesh Mehta, CEPT	Member
11	Prof Meera Mehta, CEPT	Member
12	Ms. Manvita Baradi, UMC Ahmedabad	Member
13	Sewage Expert Engineer	Member
14	SWM Expert	Member
15	MIS Expert	Member
16	Add Chief Ex. Officer GUDM	Member Secretary

Calendar of Activities of Gujarat SLB Cell

Period	Activities	Outputs
January to March	On-line data entry, performance assessment and targets by ULBs: Performance indicators and targets for all SLB indicators	<ul style="list-style-type: none"> ▪ Preliminary Assessment Report for current status and targets ▪ Gazetted service levels and targets for UWSS in Gujarat by March 31st each year
April to June	SLB data analysis and dissemination	<ul style="list-style-type: none"> ▪ Annual Assessment Report with profiles for each ULB with SLB indicator results ▪ Workshop to share and review and the annual performance assessment and ULB level targets
Throughout the year	Capacity building and related activities; Support for ULB level improvement Plan	<ul style="list-style-type: none"> ▪ Training of ULBs and exchange visits ▪ City level consultations, preparation of city level ISIP and PIPs

Performance Measurement Activities Gujarat SLB Cell

- **Data collection** for years 2008-09; 2009-10 and 2010-11 by visiting all 166 ULBs and
- **Online centralized data collection** in 2011-12 onwards with **30% ULBs doing online entry from their offices**
- **Manual in Gujarati** prepared for online data systems
- **Introductory films** on “performance measurement” for elected officials and ULB staff



Extra No. 18



REGISTERED No.L-2 G/GNR/84
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The Gujarat Government Gazette EXTRAORDINARY PUBLISHED BY AUTHORITY

Vol. LIII]

FRIDAY, MARCH 30, 2012/CAITRA 10, 1934

Separate paging is given to this Part in order that it may be filed as a Separate Compilation.

PART I-A

CENTRAL SECTION

Orders and Notifications (Other than those published in Part IV-B)
under the Gujarat Local Boards, Village Panchayats, Municipal
Boroughs, District Municipal, Primary Education and Local
Fund Audit Acts.

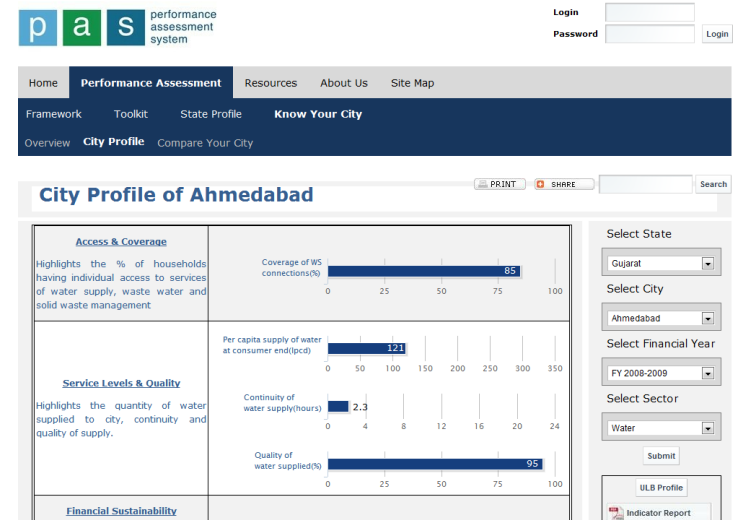
URBAN DEVELOPMENT AND URBAN HOUSING DEPARTMENT

NOTIFICATION

Sachivalaya, Gandhinagar, 30th March, 2012.

Performance Measurement Activities Gujarat SLB Cell

- ❑ **SLB-PAS web portal**– with data for **5 years** for all ULBs – one of largest data bases on WSS
- ❑ **On-line modules** for **measurement** and **target setting**
- ❑ Data collection through the State Level SLB cells established at GUDM, Government of Gujarat
- ❑ Compiled SLB indicators and target, gazetted, submitted to GoI.
- ❑ **Support provided by CEPT University and UMC**



Target Setting for Achalpur for FY 2012-2013

The 13th Central Finance Commission (CFC) which submitted its report in 2010 has recommended specific performance based grants for urban local bodies.

One of the conditions to access these grants is the notification of service standards for the sectors of water supply, sewerage, storm water drainage and solid waste management by the state government. The notified service standards are targets to be set for each ULB through a consultative process. The targets have to be entered for each of the indicators listed in the table below for the year 2012-13.

Water supply: KPIs	2008-2009	2009-2010	2010-2011	2011-2012	Target for 2011-2012	Target for 2012-2013
Coverage of water supply connections(%)	39.0	46.7	48.9	47.9	100	100.0
Per capita supply of water at consumer end(lpcd)	51.0	95.5	92.9	84.8	135	135.0
Extent of metering of water connections(%)	95.3	97.7	97.8	97.9	100	100.0
Extent of non-revenue water(%)	63.0	53.1	54.1	57.8	20	25.0
Continuity of water supply(hrs per day)	4.0	3.0	3.0	3.0	4	5.0
Efficiency in redressal of customer complaints(%)	92.0	89.9	92.2	96.3	80	100.0
Quality of water supplied(%)	98.0	96.3	96.5	97.0	100	100.0
Cost recovery in water supply services(%)	169.0	122.8	91.0	165.7	100	180.0
Efficiency in collection of water supply related charges(%)	40.0	48.1	43.7	37.8	60	60.0

On-line data entry module & Targets entry



You are signed in as Amod ULB.
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Home Performance Assessment Resources About Us **Data Entry** Site Map

PERFORMANCE ASSESSMENT SYSTEM (PAS) PROJECT Amod

General Information **Water Supply** Sewerage and Drainage Solid Waste Management Equity Related Information Reliability

WATER SUPPLY : FY 2012-2013

1. COVERAGE OF WATER SUPPLY CONNECTIONS

Water Service Coverage - Number of Connections			
Item	Unit	2011-2012	2012-2013
1.1 Domestic Connections (Metered Functional)	Number	NA	NA
1.2 Domestic Connections (Metered Non-Functional)	Number	NA	NA
1.3 Domestic Connections (Unmetered)	Number	3200	3001
Domestic connections (Total)	Number	3200	3001
1.4 Bulk supply Apartments (Metered Functional)	Number	NA	NA
1.5 Bulk supply Apartments (Metered Non-Functional)	Number	NA	NA
1.6 Bulk supply Apartments (Unmetered)	Number	NA	NA
Bulk supply Apartments (Total)	Number	0	0
1.7 Bulk supply Layouts/Societies (Metered Functional)	Number	NA	NA
1.8 Bulk supply Layouts/Societies (Metered Non-Functional)	Number	NA	NA



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Checklist Target Setting

Target Setting for Patdi for FY 2012-2013

The 13th Central Finance Commission (CFC) which submitted its report in 2010 has recommended specific performance based grants for urban local bodies.

One of the conditions to access these grants is the notification of service standards for the sectors of water supply, sewerage, storm water drainage and solid waste management by the state government. The notified service standards are targets to be set for each ULB through a consultative process. The targets have to be entered for each of the indicators listed in the table below for the year 2012-13.

Water supply: KPIs	2008-2009	2009-2010	2010-2011	2011-2012	Target for 2011-2012	Target for 2012-2013
Coverage of water supply connections(%)	68.0	66.0	67.6	66.8	90	100.0
Per capita supply of water at consumer end(lpcd)	61.9	82.2	85.0	84.4	130	130.0
Extent of metering of water connections(%)	NA	NA	NA	NA	0	NA
Extent of non-revenue water(%)	0.0	10.6	12.6	12.6	10	8.0
Continuity of water supply(hrs per day)	1.3	3.0	3.0	3.0	3	3.0
Efficiency in redressal of customer complaints(%)	100.0	100.0	100.0	100.0	80	100.0
Quality of water supplied(%)	100.0	100.0	100.0	100.0	95	100.0
Cost recovery in water supply services(%)	103.0	88.3	144.9	118.6	70	91.0
Efficiency in collection of water supply related charges(%)	95.3	63.8	58.7	31.8	90	48.0
Coverage of water supply connections in slums(%)	ND	40.0	40.0	40.0	NA	80.0

Trends in status and previous year target for each indicator can be viewed while entering targets for the next year

STANDARDISED SERVICE LEVEL BENCHMARKS

PERFORMANCE ASSESSMENT SYSTEMS (PAS) PROJECT

TARGET MODEL

USER GUIDE		ULB TARGET					GUIDELINES				
WATER SUPPLY		WASTE WATER			SOLID WASTE		SUMMARY				
CLASS: 8		POPULATION		HOUSEHOLDS		BASIC INFORMATION		SLUM POPULATION SHARE		AREA (sq kms)	
CITY: Kadi		77,778		17,831		12%		20			
WATER SUPPLY											
KPIs and action areas		Ongoing Projects	2009-10	2010-11	2011-12	2012-13	Projected for 2013-14	SET TARGET FOR 2013-14			
Ongoing distribution network expansion project											
No of HHs served		1,500									
Project cost (Rs in lakh)		4									
Coverage of individual water supply connections (%)			85	84	86	91	96	100	TARGET		
Number of households served with individual connections			13,784	14,167	14,857	16,239	17,739	10,383			
Additional number of households connected/required to achieve				383	690	1,382	1,500	650			
Income generated by increasing coverage (Rs in lakh)							10	1,500			
										Per connection charges paid by citizen (Rs / connection)	
Source augmentation											
Additional water withdrawal (MLD)		2									
If source of water is bulk purchase then specify bulk water charge		4									
Project cost (Rs in lakh)		4									
Per capita supply at consumer end (lpcd)			110	110	120	127	151	150	TARGET		
Water production requirement (MLD)			13.0	13.0	14.8	14.8	16.8	15.8			
Residential water consumption including public taps			8.3	8.5	10.4	10.7	12.1	12.0			
Additional water augmentation done/required to achieve target				0.0	1.8	0.0	2.0	0.0			

ULB level target setting model

Target Model provides guidance for setting annual targets for SLB indicators – as per the 13th FC requirements. It helps to assess feasible targets based on trend analysis as well as ongoing capital works

STANDARDISED SERVICE LEVEL BENCHMARKS

PERFORMANCE ASSESSMENT SYSTEMS (PAS) PROJECT

TARGET MODEL

USER GUIDE		ULB TARGET		GUIDELINES			
WATER SUPPLY		WASTE WATER		SOLID WASTE		SUMMARY	
CLASS: B		BASIC INFORMATION					
CITY: Kadi		POPULATION	HOUSEHOLDS	SLUM POPULATION SHARE	AREA (sq kms)		
		77,778	17,831	12%	20		

WATER SUPPLY									
KPIs and action areas		Ongoing Projects	2009-10	2010-11	2011-12	2012-13	Projected for 2013-	SET TARGET FOR 2013-14	
Ongoing distribution network expansion project									
No of HHs served		1,500							
Project cost (Rs in lakh)		4							
Coverage of individual water supply connections (%)			85	84	86	91	96	100	TARGET
Number of households served with individual connections			13,784	14,167	14,857	16,239	17,739	18,389	
Additional number of households connected/ required to achieve				383	690	1,382	1,500	650	
Income generated by increasing coverage (Rs in lakh)							10	1,500	Per connection charges paid by citizens (Rs / connection)
Source augmentation									
Additional water withdrawal (MLD)		2							
If source of water is bulk purchase then specify bulk water charge		4							
Project cost (Rs in lakh)		4							
Per capita supply at consumer end (lpcd)			116	116	138	137	151	150	TARGET
Water production requirement (MLD)			13.0	13.0	14.8	14.8	16.8	15.8	
Residential water consumption including public taps			8.3	8.5	10.4	10.7	12.1	12.0	
Additional water augmentation done/ required to achieve target			0.0		1.8	0.0	2.0	0.0	

Performance Monitoring Online – Gujarat SLB Cell



performance
assessment
system

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Important Links

About Us

News Scan

Framework

Toolkit

State Profile

Know Your City

City profile of all SLBs

State profile of all SLBs

Background of Amod

GENERAL INFORMATION		
Class	Class D	No. of slum settlements
District	Bharuch	Slum population
Area (sq.km.)	19.5	Slum households
Total city population	15,727	Total annual city capital receipts
Total households	3,852	Total annual city capital expenditure
Density (persons per sq.km.)	850.6	Total annual city revenue receipts
Total municipal staff	63	Total annual city revenue expenditure

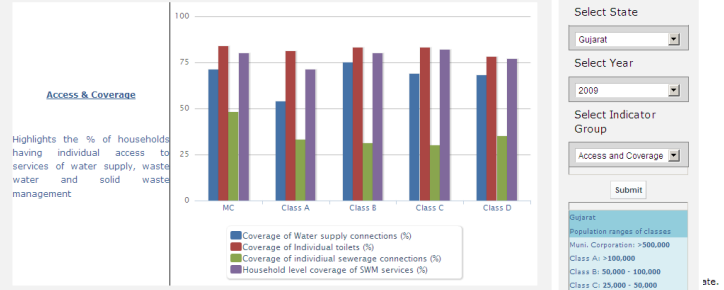
WATER SUPPLY		
Total water produced (MLD)	3.2	Supply Days
Ground water (MLD)	2.4	
Surface water (MLD)	0.8	
Average daily volume treated (MLD)	0.0	
Installed storage capacity (MLD)	1.2	No. of supply days in a month
Total water connections (Nos.)	3,141	
Water connections in slums (Nos.)	150	
Area covered by network (sq.km.)	14.3	
No. of days of supply in a month	30	Annual revenue receipts from water
Annual revenue receipts from water	1,007,822	
Annual revenue expenditure on water	1,936,891	
Annual capital expenditure on water	0	

WASTE WATER		
Area covered by waste water network (sq.km.)	0.0	Access to Toilets
Underground sewerage network (sq.km.)	0.0	
Covered drains (sq.km.)	0.0	
Open drains (sq.km.)	0.0	
Total sewerage connections (Nos.)	0	% of households with access to individual toilet
Sewerage connections in slums (Nos.)	0	
Installed STP treatment capacity (MLD)	0.0	
Annual revenue receipts from WW	0	
Annual revenue expenditure on WW	137,660	% of households with access to community toilet
Annual capital expenditure on WW	0	

City Profile of Amod



Access and Coverage

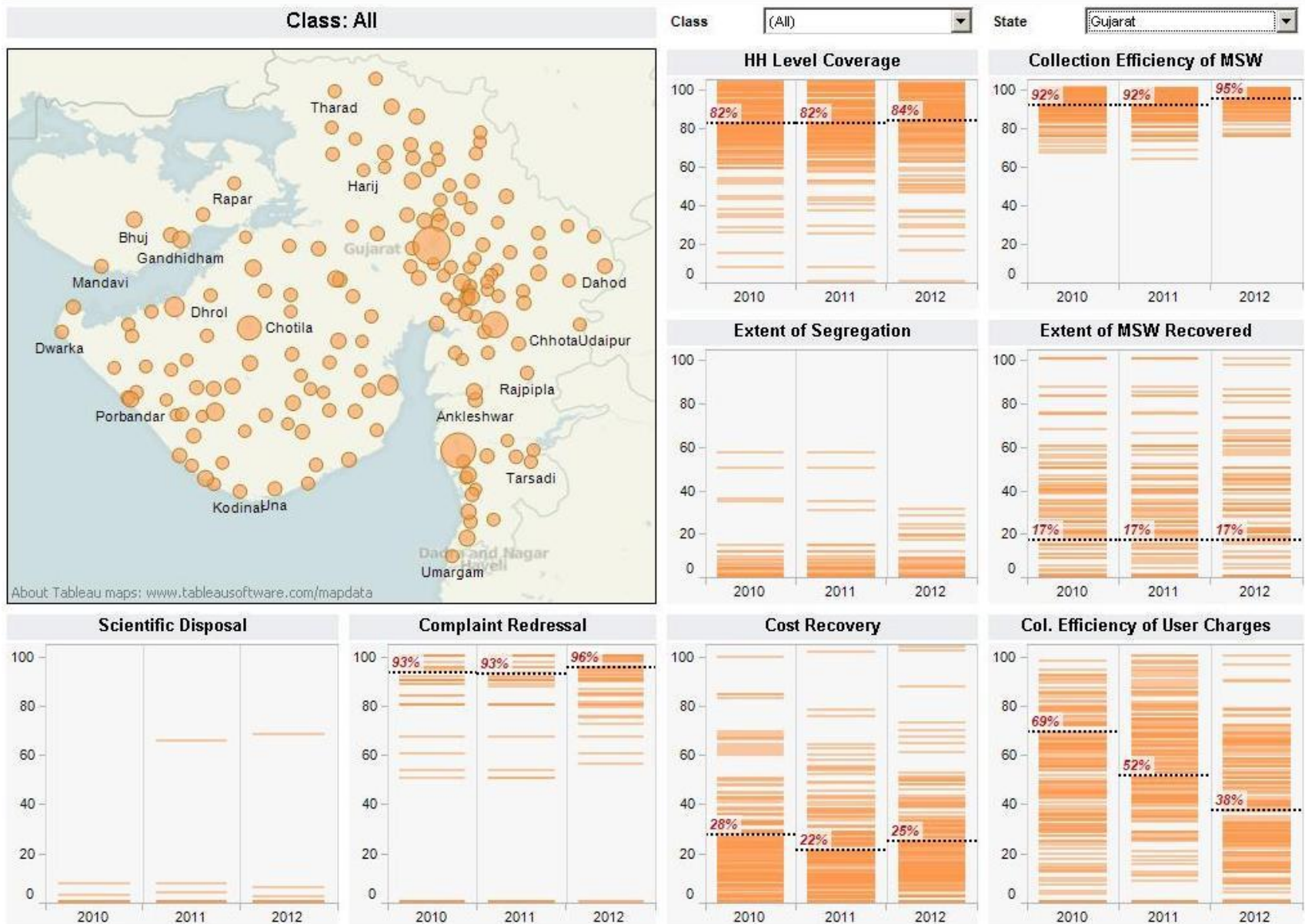


Monitoring of data entry/ targets

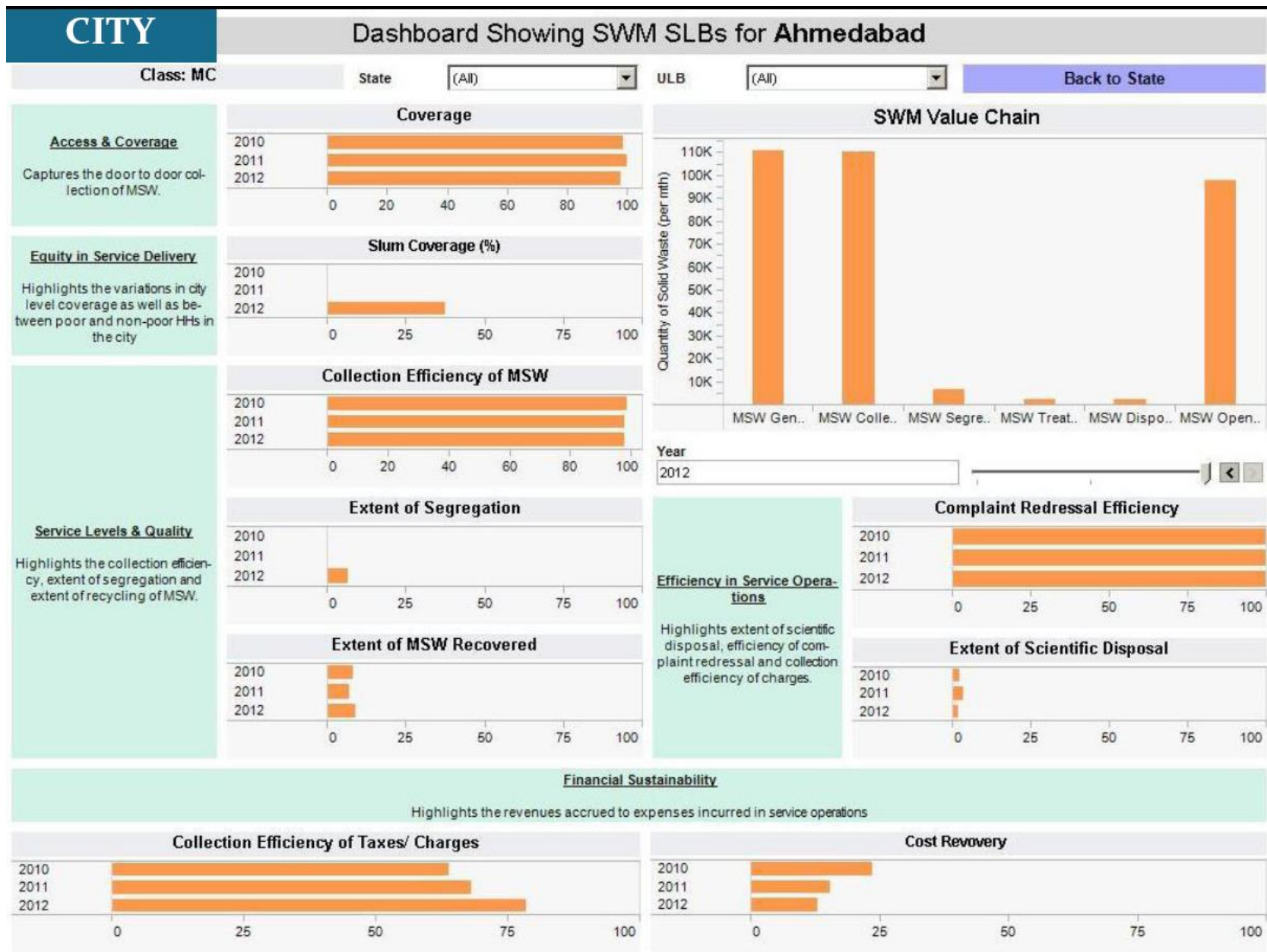
Checklist	Approval Status	Target Setting	Contact Person	Support Request	Login Report
Completed Not completed					
% figures indicate the number of indicators generated to total number of indicators in the sector					
Name	Water	Sewage	SWM	Equity Info	Indicator Report
Ahmedabad	KPI: 100.00% LAI: 84.21%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 81.54%	Reset Report
Bhavnagar	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 92.31%	Reset Report
Gandhinagar	KPI: 100.00% LAI: 86.84%	KPI: 100.00% LAI: 96.15%	KPI: 100.00% LAI: 91.67%	KPI: 100.00% LAI: 84.62%	Reset Report
Jamnagar	KPI: 100.00% LAI: 89.47%	KPI: 100.00% LAI: 80.77%	KPI: 100.00% LAI: 91.67%	KPI: 100.00% LAI: 92.31%	Reset Report
Junagadh	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 100.00%	Reset Report
Rajkot	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 100.00%	Reset Report
Surat	KPI: 77.78% LAI: 71.69%	KPI: 77.78% LAI: 65.38%	KPI: 75.00% LAI: 83.33%	KPI: 0.00% LAI: 38.46%	Reset Report
Vadodara	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 96.15%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 92.31%	Reset Report

Monitoring through State level dashboards

Dashboard Showing Performance Indicators of SWM for Gujarat



Monitoring through City level dashboards



Dashboards showing ranking of cities

Overall Index

Urban Development Index

Dimensions

Demography

Municipal Services

Urban Finance

Urban Equity

Indicators

3 – Demography Indicators

13 – Municipal Service Level Indicators

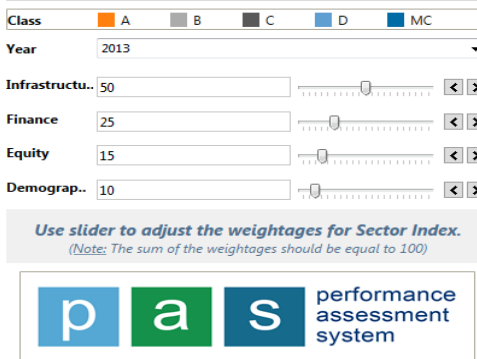
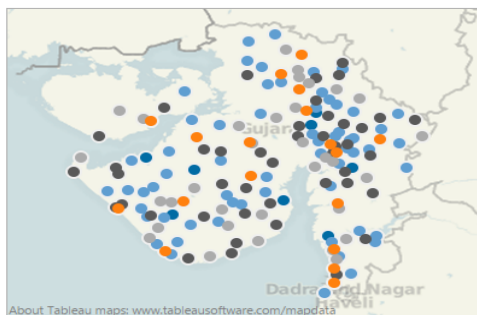
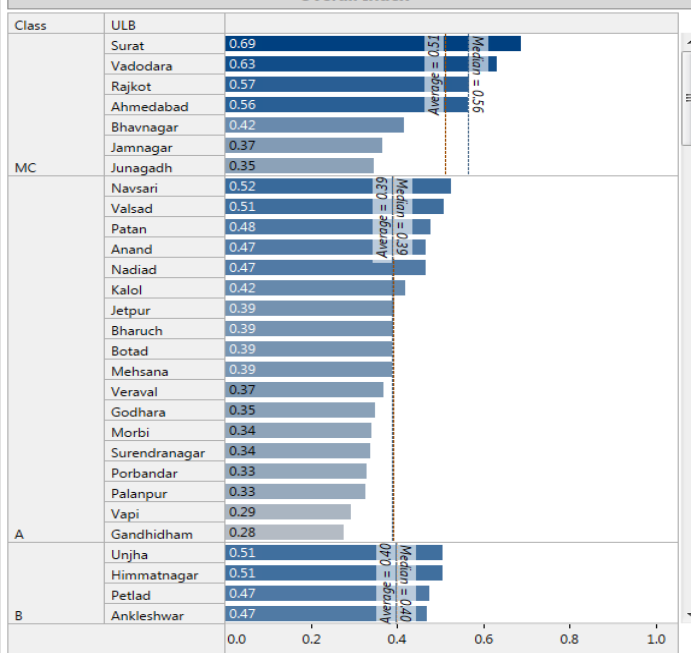
5 – Urban Financial and Management Indicators

4 – Urban Equity Indicators

- Similar to human development index (HDI), urban development index (UDI) was calculated using 25 indicators identified under 4 dimensions:
 - Demography
 - Municipal services
 - Urban finance
 - Urban equity

Ranking of Cities for 2013

Overall Index



- The dashboard shows class-wise ranking as per the UDI value scored by a city.
- The weightage for each dimension can be changed as and when required.
- It also allows the user to locate the cities on the map to identify regions that are performing good or vice-versa.

Gujarat: Ongoing activities under SLB Cell

- ❑ **Assessment of investment requirements** by sub-sectors for next 5 years in the UWSS sector
- ❑ Analysis of **cost recovery** and proposal for **tariff indexation**
- ❑ **Water audit** studies to assess NRW and improve data reliability
- ❑ Proposals for **universal introduction of bulk water metering** in the state
- ❑ Assessing ULB performance and ranking for an **Urban Service Development Index**
- ❑ Development of **city level ISIP** to improve data reliability

Gujarat : Ongoing activities under SLB Cell

- ❑ **Monitoring the impact of various GoG & GoI schemes/ programs** particularly for Water, sanitation and SWM - e.g. SJMMVY, Nirmal Gujarat, UIDSSMT, JNNURM, etc.
- ❑ Support in developing **centralized MIS system for Municipal finance**
- ❑ Support to **data analysis for preparation of reports**: e.g. For the 14th FC, Planning Commission, SFC etc.

Way Forward for NE states– State level

- ❑ Constitute a **State SLB Cell** through a GR
- ❑ Develop a **calendar of activities**
- ❑ Support **annual performance assessment and target setting** using **online SLB measurement and monitoring systems** and annual workshop
- ❑ Support selected cities for **ISIP and integrating SLB monitoring in their own e-governance**
- ❑ Assess **state priorities** and initiate **performance improvement** activities
- ❑ Initiate use of SLB for policy development and investment planning

Way Forward for NE states– City level

- ❑ Constitute a **City SLB Cell**
- ❑ Design and implement **data collection systems** to feed into online monitoring, link with e-governance where possible
- ❑ Systems to generate **periodic performance reports** and collation/ analysis of indicators for review
- ❑ Develop **Performance Improvement Plans** to achieve set targets
- ❑ Create systems for incentives and penalties to attain targeted performance levels

Thank You

