



# Operationalizing SLB Framework

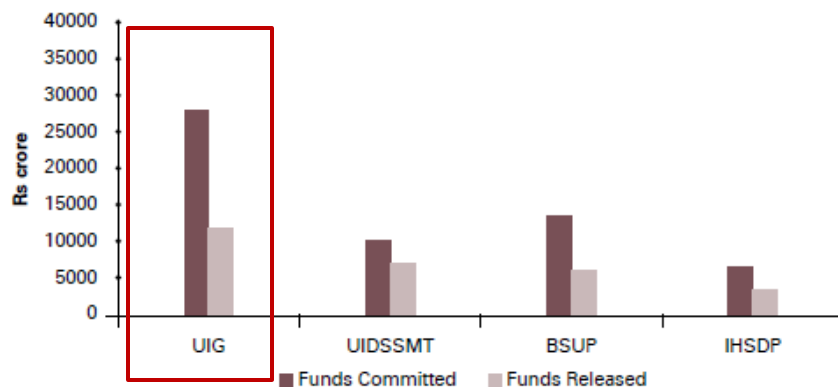
Workshop on Capacity Building for Service Level Benchmarking (SLB)

6<sup>th</sup> February 2014 Goa

# JNNURM: UWSS a priority

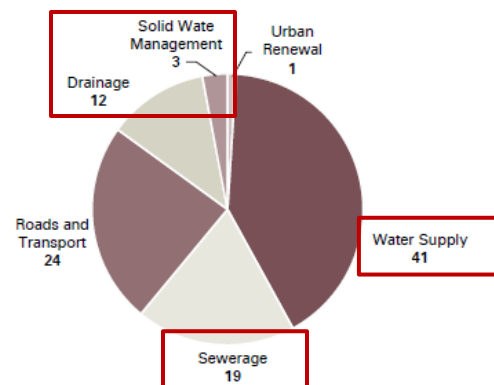
- Largest urban infrastructure funding by GoI in 2005 through JnNURM with allocation of Rs. 66,000 crore
- **Water sector** accounted for largest share at **41%**, with **UWSS** getting **>70%** of the funding
- Good monitoring of project implementation – but need for better data on **outcome or service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

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- ❑ 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

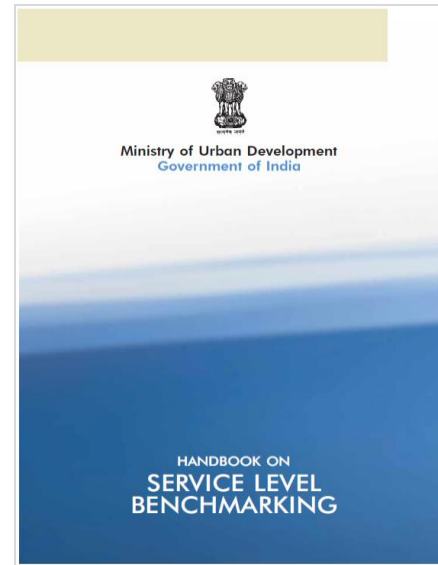
- ❑ Started in 2006 with a MoUD constituted Core Group
- ❑ National level workshop in July 2008 to adopt benchmarks
- ❑ Finalization of a Handbook on Service Level Benchmarks
- ❑ MoUD supported pilot implementation in 28 cities over 2009-10





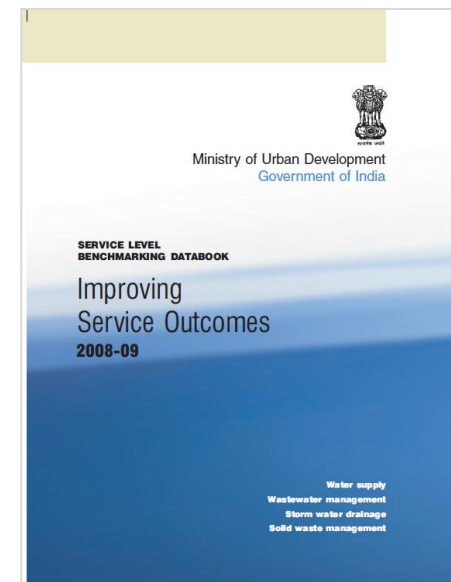
# SLB – Pilot Phase

- 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 13<sup>th</sup> 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-10<sup>th</sup> Dec 2010



Andhra Pradesh- Vishakapatnam-30<sup>th</sup> Nov 2010



Andhra Pradesh- Rajahmundry -4<sup>th</sup> January 2011



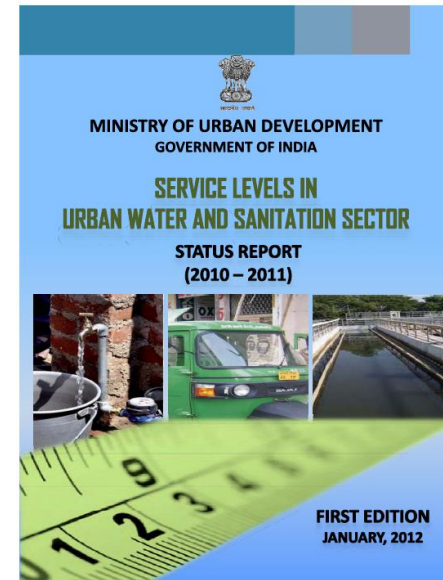
Orissa- Bhubaneswar-25<sup>th</sup> Feb 2011



Orissa- Bhubaneswar-25<sup>th</sup> Feb 2011



Orissa- Bhubaneswar-26<sup>th</sup> 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

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- **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

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- **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

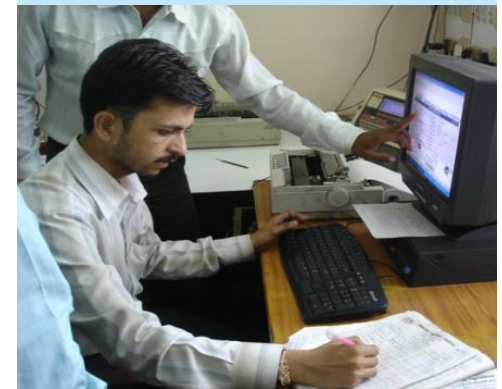
Use of on-line  
modules for SLB

General Information				
General Information	Water Supply	Sewerage and Drainage	Solid Waste Management	Sanitation
GENERAL INFORMATION : FY 2009-2010				
1. Demographics				
1.1 Population (Census 2001/2011)	Persons	102216		
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)	Persons	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

# State SLB Cell - Maharashtra

राज्यातील नागरी स्थानिक संस्थांच्या पायाभूत सुविधांतर्गत Service Level Benchmarks ची राज्यस्तरीय कक्ष निर्मिती व त्याची कार्यकक्षा (TOR) विहीत करण्याबाबत

महाराष्ट्र शासन

पाणी पुरवठा व स्वच्छता विभाग

शासन निर्णय क्र.एसएलबी२०१२/प्र. क्र.११४/पापु२२

मंत्रालय, मुंबई ४०० ०३२

दिनांक : १० एप्रिल , २०१२

वाचा:- १. शासन निर्णय, पाणी पुरवठा व स्वच्छता विभाग, क्र. नापापु२००८/प्र.क्र.१/पापु२२ दि. २२ ऑक्टोबर, २००८  
२. शासन निर्णय, पाणी पुरवठा व स्वच्छता विभाग क्र. नापापु २००८/प्र.क्र.१९८/पापु२२ दि. २३ डिसेंबर, २००८

□ GoM's Water Supply and Sanitation Dept. (WSSD) constituted a **State SLB Cell** at All India Institute of Local Self Government, Mumbai as per the **SLB GR 2012** with details of:

1. **Terms of Reference**
2. **Action plan for SLB Cell with roles and responsibilities**
3. **Review and monitoring system**
4. **Budgetary provisions**



Workshops on SLB- conducted by the GoM

# Calendar of Activities of Gujarat/Maharashtra SLB Cells

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



# 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  
વાર્ષિક લવાજમનો દર રૂ. ૩૦૦૦/-

सत्यमेव जयते

## The Gujarat Government Gazette EXTRAORDINARY PUBLISHED BY AUTHORITY

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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- Maharashtra SLB Cell

- ❑ **Centralised data collection** from the year 2008-09 to 2012-13
- ❑ 2009-10,10-11 data collection through Centralised Workshops at Directorate of Municipal Administration's (DMA) office
- ❑ **Capacity Building Workshops** for all ULBs at AIILSG, Mumbai for hands on training on online data entry into PAS website
- ❑ **2012-13 - 40% ULBs doing online entry from their offices**
- ❑ **2013-14- more than 90% ULBs doing online entry from their offices**
- ❑ **Data Entry Manual in Marathi** prepared for online data systems



2009- PAS team filling data for ULBs



2012 onwards- ULBs filling data on their own

RNI No. MAHBIL/2009/31748  
Reg. No. MH/MR/South-324/2010-12



## महाराष्ट्र शासन राजपत्र असाधारण भाग एक-अ-मध्य उप-विभाग

वर्ष ४, अंक ७]

शनिवार, मार्च ३१, २०१२/चैत्र ११, शके १९३४

[पृष्ठे २, किंमत : रुपये २०.००

असाधारण क्रमांक ४८

प्राधिकृत प्रकाशन

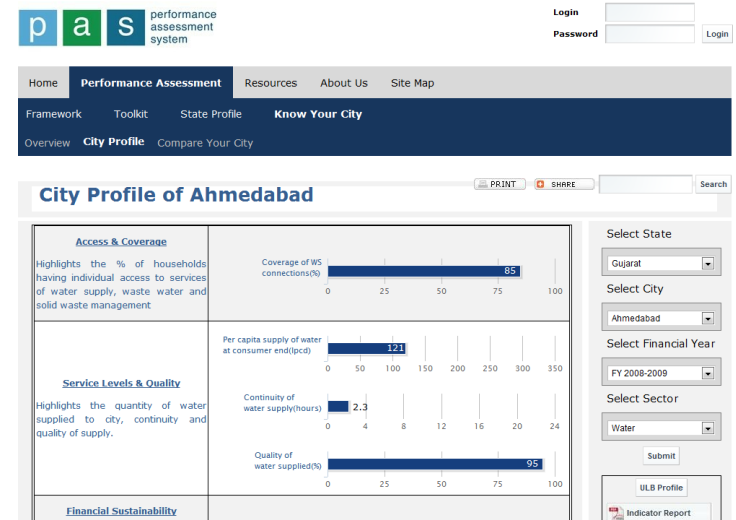
महाराष्ट्र जिल्हा परिषदा व पंचायत समित्या, ग्रामपंचायती, नगरपरिषदा, प्राथमिक शिक्षण आणि स्थानिक निधी लेखापरीक्षा अधिनियम यांखालील (भाग चार-ब मध्ये प्रसिद्ध करण्यात आलेले आदेश व अधिसूचना यांव्यतिरिक्त) आदेश व अधिसूचना.

नगरविकास विभाग

मंत्रालय, मुंबई ४०० ०३२, दिनांक ३१ मार्च २०१२.

# 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	80.0



# ULB level target setting model

Target Model provides guidance for setting annual targets for SLB indicators – as per the 13<sup>th</sup> 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



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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

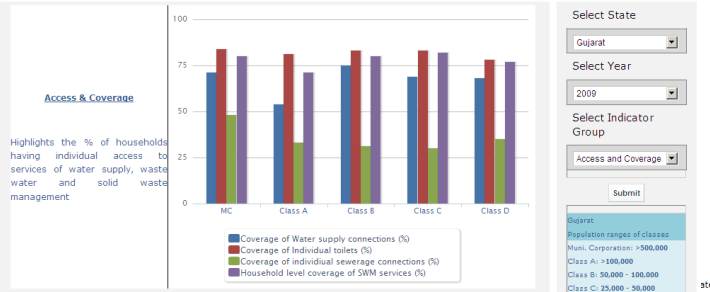
WATER SUPPLY		
Total water produced (MLD)	3.2	Supply Days
Ground water (MLD)	2.4	
Surface water (MLD)	0.8	
Average daily volume treated (MLD)	0.8	
Installed storage capacity (MLD)	1.2	No. of supply days in a month
Total water connections (nos.)	3,141	
Water connections in slums (nos.)	150	
Area covered 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	1,936,892	
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

### Checklist

Completed

Not completed

% figures indicate the number of indicators generated to total number of indicators in the sector

Name	Water	Sewage	SWM	Equity Info	Reset	Indicator Report
Ahmedabad	KPI: 100.00% LAI: 84.21%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 100.00%	KPI: 75.00% LAI: 61.54%	Reset	Report
Bhavnagar	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 100.00%	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: 73.68%	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

Select Class

Municipal Corporation

Select Financial Year

FY 2011-2012

Submit

Download Data for All Years

Download KPIs-LAIs for All ULBs

Download Gazette in Excel

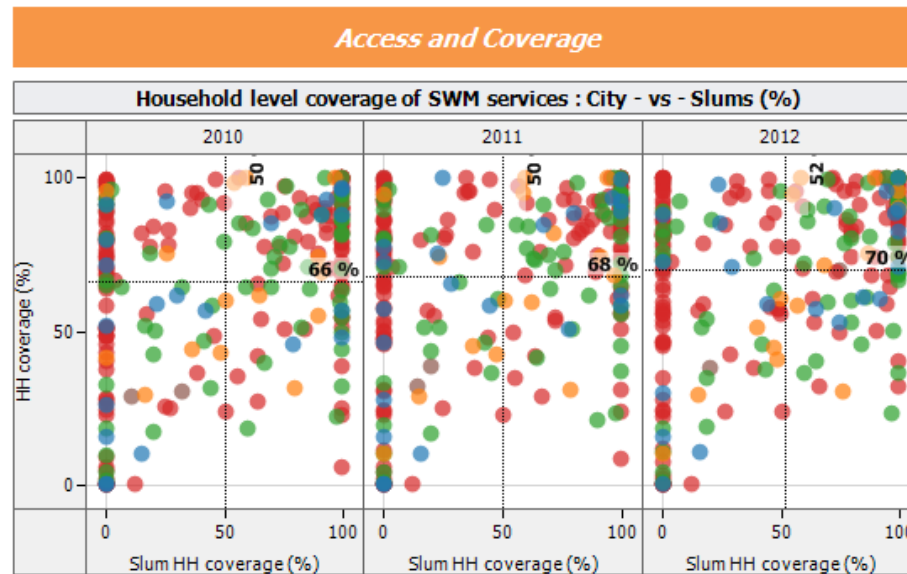
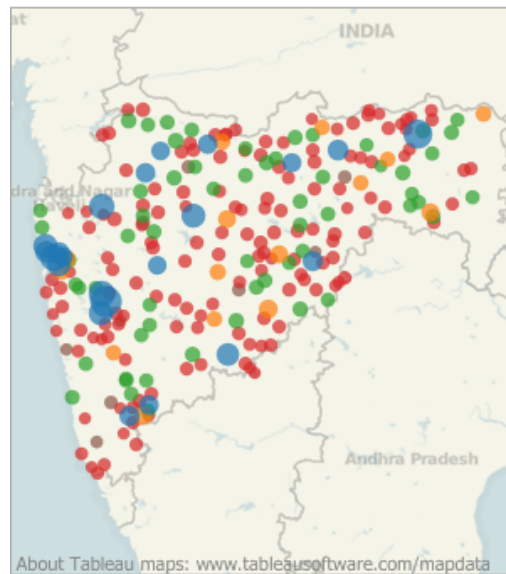
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# Monitoring through State level dashboards

## Dashboard Showing Performance Indicators for **SWM Services**



Select State Maharashtra

Select Class All

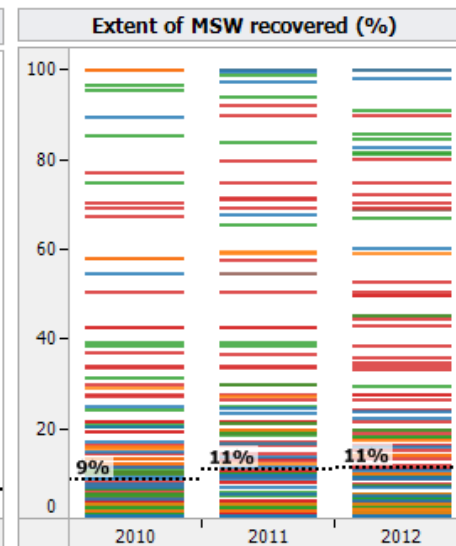
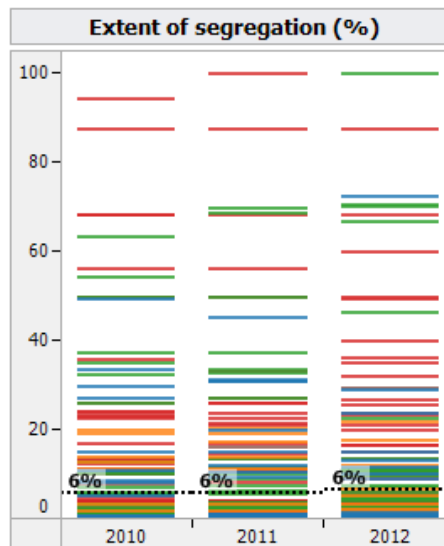
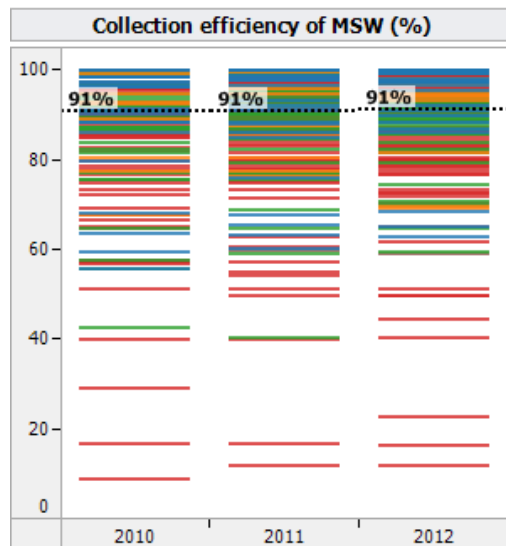
Population

- ≤ 15,000
- 2,000,000
- 4,000,000
- 6,000,000

Legend

- MC
- A
- B
- C
- NP

### Service Levels and Quality



Select ULB

Achalpur  
Ahmadpur  
Ahmednagar  
Akkalkot  
Akola  
Akot  
Alandi  
Alibagh  
Amalner  
Ambad  
Ambajagai  
Ambernath  
Amravati  
AnjangaonSurji

Next



# Monitoring through City level dashboards

Dashboard Showing **SWM SLB Indicators** for **Navi Mumbai** (Class: MC)

## Access and Coverage

Captures the door to door collection of MSW.

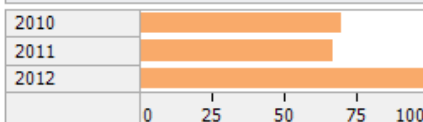
### Coverage (%)



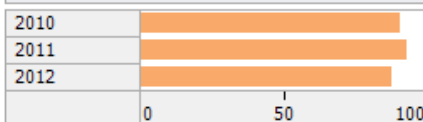
## Equity in Service Delivery

Highlights the variations in city level coverage as well as between poor and non-poor HHs in the city

### Slum coverage (%)



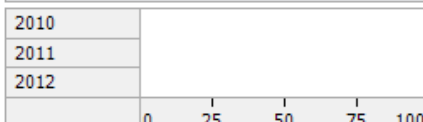
### Collection efficiency of MSW (%)



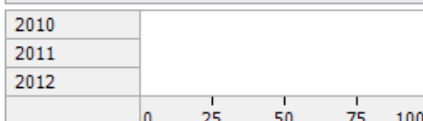
## Service Levels and Quality

Highlights the collection efficiency, extent of segregation and extent of recycling of MSW.

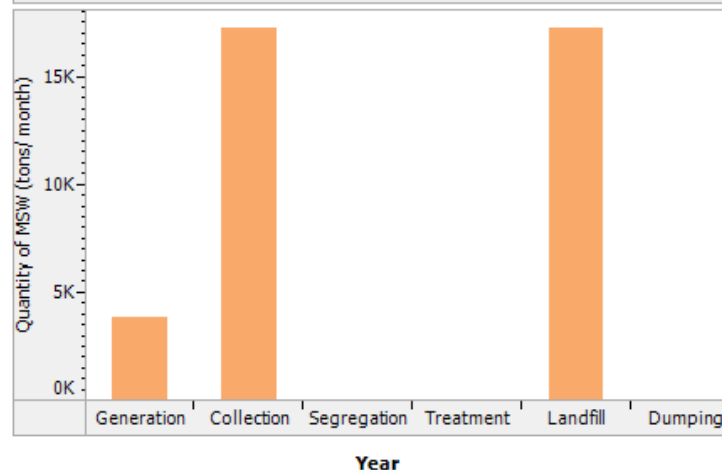
### Extent of segregation (%)



### Extent of MSW recovered (%)



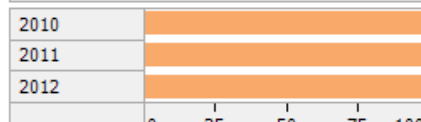
### SWM Value Chain



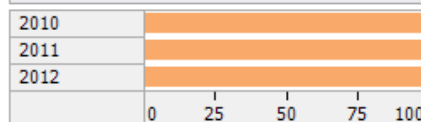
## Efficiency in Service Operations

Highlights extent of scientific disposal, efficiency of complaint redressal and collection efficiency of charges.

### Complaint redressal efficiency (%)



### Extent of scientific disposal (%)



### Select ULB

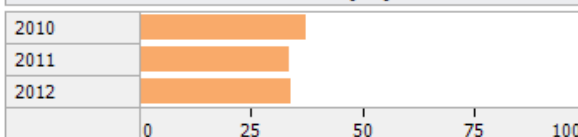
Murtijapur  
MurudJanjira  
Murum  
Nagpur  
Naldurg  
Nanded  
Nandgaon  
Nandura  
Nandurbar  
Narkhed  
Nashik  
Navapur  
**Navi Mumbai**  
Nernavabapur  
Nilanga  
Osmanabad  
Pachgani  
Pachora  
Paithan  
Palghar  
Pandharkavda  
Pandharpur  
Panhala  
Panvel  
Paranda  
Parbhani  
Parli  
Parola  
Partur  
Pathardi  
Pathari  
Datur

State

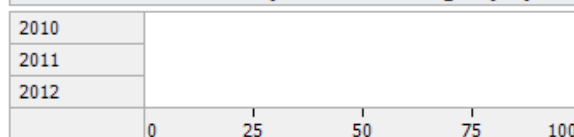
## Financial Sustainability

Highlights the revenues accrued to expenses incurred in service operations

### Cost recovery (%)



### Collection efficiency of taxes/ charges (%)





# 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

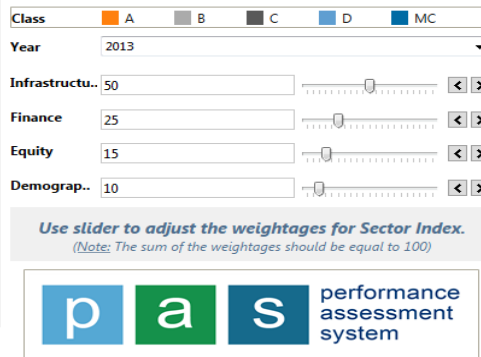
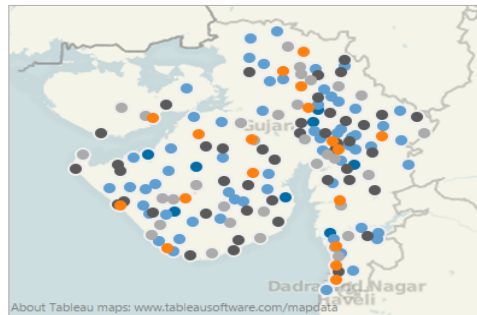
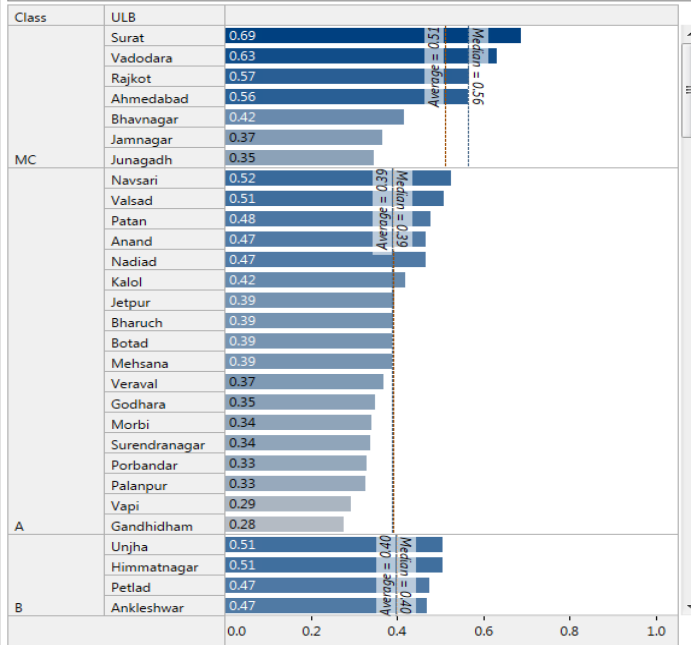
4 – Urban Equity Indicators

- 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.

# Ongoing activities under State SLB Cells-1

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- ❑ **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
- ❑ Assessing ULB performance and ranking for an **Urban Service Development Index**
- ❑ Development of **city level ISIP** to improve data reliability

# Ongoing activities under State SLB Cells-2

- ❑ **Monitoring the impact of various GoG & GoI schemes/ programs** particularly for Water, sanitation and SWM - e.g. SJMMVY, Nirmal Gujarat, MSNA, UIDSSMT, JNNURM, etc.
- ❑ Support in developing **centralized MIS system for Municipal finance**
- ❑ Support to **data analysis for preparation of reports**: e.g. For the 14<sup>th</sup> FC, Planning Commission, SFC etc.
- ❑ Preparation of guidelines for formation of **SLB Cell at ULB Level**. (More than 25% ULBs have already formed SLB Cells)

# Integrating SLB within NeGP

## ❑ **MMP for Municipalities**

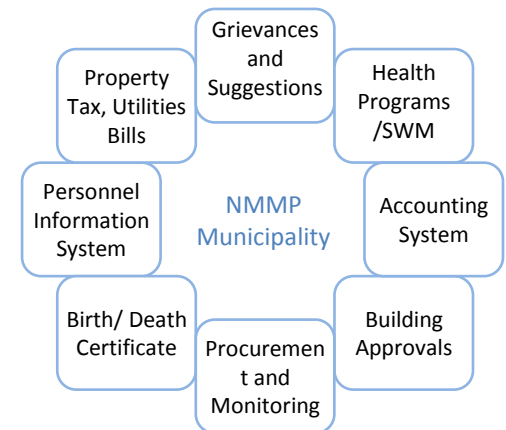
- ✓ 35 JnNURM Cities as pilot
- ✓ Development of e-Municipality application as a State Level Software Solution

## ❑ 8 modules

- ✓ core Service/management functions

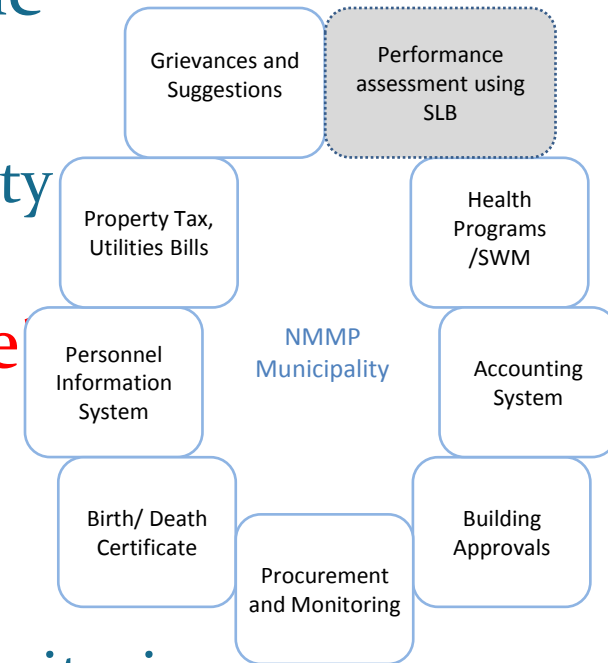
## ❑ Model guidelines suggested a State Level Software Solution (SLSS)

- ✓ Not widely followed, but Odisha MMP RfP (Dec 2013) as a SLSS
  - Integrating with, and adding to, existing e-Municipality modules
  - Bhubaneshwar (Corp.) and Puri (Muni.)



# Integrating PAS-SLB within NeGP

- ❑ National e-governance programme
- ❑ Seizing the opportunity
  - ✓ Relatively early stage of e-Municipality roll out
- ❑ **Incorporate SLB as the 9<sup>th</sup> module**
  - ✓ Largely aggregation from the other 8 modules; easy to do
  - ✓ Assessment and Improvement tools
  - ✓ Faster compliance and state level monitoring
    - Dashboards, comparisons, ranking, social audit
    - Ushering in Performance linked grant regime
- ❑ Develop both **state and city level modules**



# Agencies for UWSS Services

States	Sector	Water supply	Wastewater	Solid Waste Management
Goa <sup>1</sup>	Infrastructure Creation	Public Works Department (PWD)		Urban Local Body
	O & M			
Rajasthan <sup>2</sup>	Infrastructure Creation	<ul style="list-style-type: none"><li>▪ Rajasthan Urban Infrastructure development project (RUIDP)</li><li>▪ Public Health Engineering Department (PHED)</li></ul>	<ul style="list-style-type: none"><li>▪ Rajasthan Urban Infrastructure development project (RUIDP)</li><li>▪ Urban Local Body</li></ul>	Urban Local Body
	O & M	Public Health Engineering Department (PHED)	Urban Local Body	
Maharashtra <sup>3</sup>	Infrastructure Creation	<ul style="list-style-type: none"><li>▪ Maharashtra Jeeven Pradhikaran (MJP)</li><li>▪ Urban Local Body</li></ul>		Urban Local Body
	O & M	<ul style="list-style-type: none"><li>▪ Maharashtra Jeeven Pradhikaran (MJP)</li><li>▪ Urban Local Body</li></ul>	Urban Local Body	
Gujarat <sup>4</sup>	Infrastructure Creation	<ul style="list-style-type: none"><li>▪ Gujarat Urban Development Mission (GUDM)</li><li>▪ Gujarat Urban Development Company (GUDC)</li><li>▪ Urban Local body</li></ul>		Urban Local Body
	O & M	Urban local body		

<sup>1</sup> PWD and UD are two separate departments in Goa

<sup>2</sup> In Rajasthan, Department of Local Government supervises and controls the functioning of all ULBs. And implements water and sewerage schemes through Rajasthan Urban Infrastructure Development and Finance Corporation (RUIDFCO)

<sup>3</sup> MJP is under Water Supply and Sanitation Departmen (WSSD) whereas Urban Development Department supervises and controls the functioning of all ULBs

<sup>4</sup> GUDM, GUDC and ULBs are under the administrative control of Urban Development Department in Gujarat



# Way Forward for Western 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
- ❑ Explore adding a **SLB module in e-Municipality**

# Way Forward for Western states– City level

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- ❑ 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**

