

A Glance at Journey of 5 years

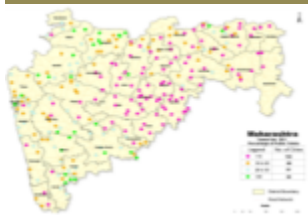
PAS Project – Timeline

Baseline Assessments

Performance Measurement



Performance Monitoring



Performance Improvement



FRAMEWORK DEVELOPMENT

MAINSTREAMING
Performance Assessment

Performance framework

Continuing web-based online assessments

Round I

Information Improvement Plans

National Roll out- State SLB Cells

Develop regular annual reports, standard web-based ULB profiles

PAS web portal, Exchange visits, Good practice documentation

Use of performance information for setting priorities and monitoring

Sanitation framework across the value chain

Support local governments in preparing PIPs and CSPs

Innovative sanitation financing options

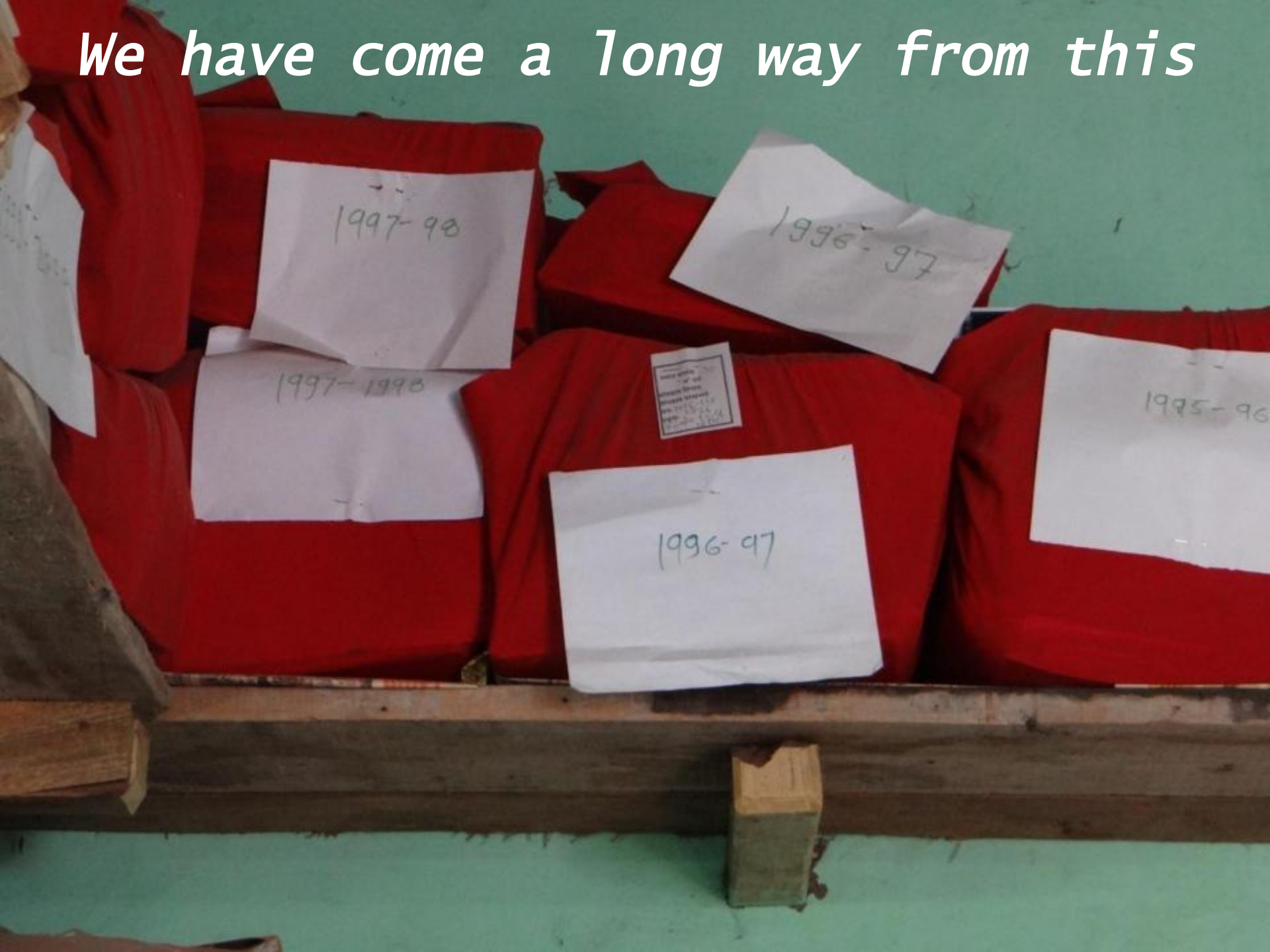
Support plans for ODF, wastewater management

Post Project Assessments

YEAR I	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8
2009	2010	2011	2012	2013	2014	2015	2016

Performance Measurement

We have come a long way from this

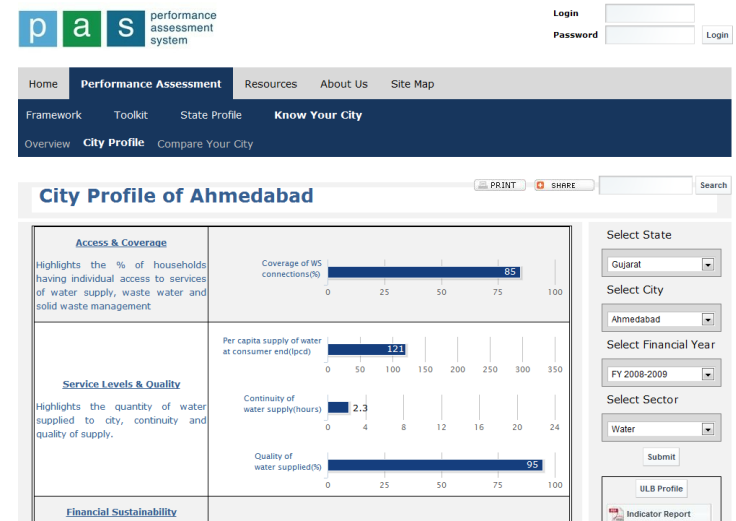


Online data entry



Performance Measurement Activities in Gujarat and Maharashtra

- ❑ **SLB-PAS web portal** – with data for **6 years** for all ULBs – one of largest data bases on UWSS
- ❑ **On-line modules** for **measurement** and **target setting**
- ❑ Data collection through the State Level SLB cells established at GUDM, Government of Gujarat and at AIILSG, Government of Maharashtra
- ❑ Compiled SLB indicators and target, gazetted, submitted to GoI.



You are signed in as Achalpur ULB. [Sign Out]

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(pcd)	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	100.0
Efficiency in collection of water supply related charges(%)	40.0	48.1	43.7	37.8	60	80.0

Performance Measurement Activities in Gujarat and Maharashtra

Sustaining the data collection: More and more cities are beginning to fill data themselves



Year 1 : Capacity Building of ULBs on Benchmarking

Year 2: Development of Online data entry module

Year 3: Institutionalization of PAS at State Level

Year 4: Institutionalization of PAS at city Level

Year 5 : Strengthening of SLB Cells at state and ULB level

Year 6: Endorsement of PAS online tools and methods by the Ministry of Urban Development, GoI

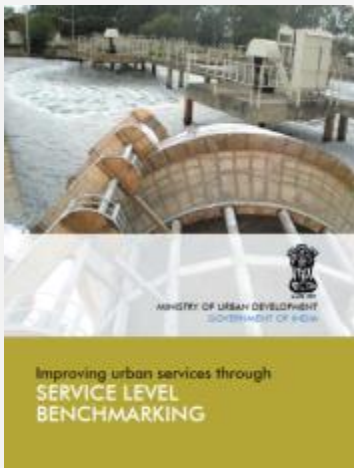


More of blank faces and lots of question marks



City staffs are confident about data entry

Activities as National Technical Support Partner



SUPPORT TO SLB NATIONAL STEERING COMMITTEE MEETINGS

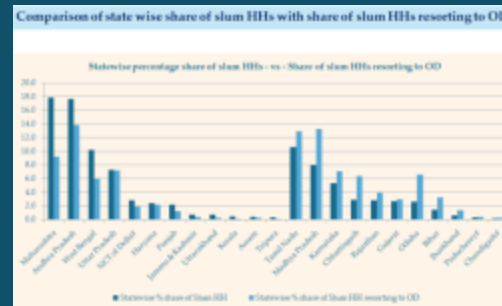


ORGANISE CAPACITY BUILDING WORKSHOPS



NATIONAL DATABASE FOR SLB BASELINE AND TARGETS

State	Indicator	Value
Andhra Pradesh
...



CEPT designated as The National Technical Support Partner to help mainstream PAS in other states
-Target at least 3 states in 2 years

National database For 1800 cities For 18 states for 3 years

MoU with Ministry of Urban Development on **Roll out in ALL States**

Regional Capacity Building Workshops for SLB

MoU with Ministry of Urban Development on Roll out in ALL States



Southern Regional Workshop in Partnership with IIT Chennai



Western Regional Workshop in Partnership with AILSG



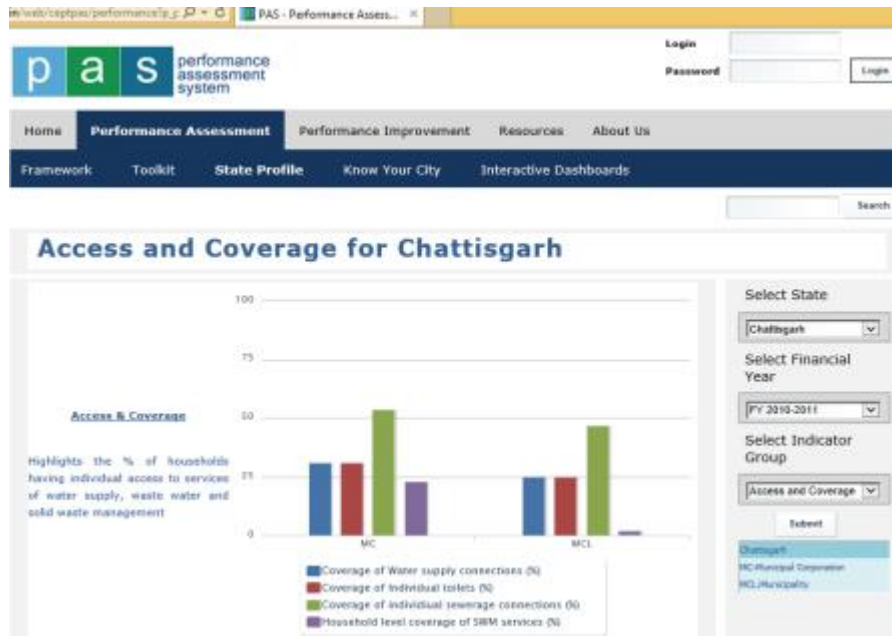
North East Regional Workshop in Partnership with IIM Shillong



North Regional Workshop in Partnership with NIUA

Replication of PAS in Other States

Chhattisgarh State has used online PAS – SLB module for the year 2013-14



Madhya Pradesh has requested CEPT to provide support for use of SLB online application

Sanjay Kumar Shukla I.A.S.
Commissioner

Directorate, Urban Administration and Development
Madhya Pradesh
Patla Shaban, Shivaji Nagar, Bhopal - 462 016
Tel. : (0755) 2552356 Fax : (0755) 2552591
e-mail : commissioner@mpurban.gov.in
website : www.mpurban.gov.in

No. 325 /MPUIHP/Engg./2014/ Bhopal, Dated: 16 /05/2014

To,
Shri Sanjay Ranjan,
National Coordinator-SLB,
Ministry of Urban Development,
Room 312-B, Nirman Bhawan, Maulana Azad Road,
New Delhi 110001.

Sub: - "SLB-PAS model" developed by the CEPT University.
Ref:- Dr. Ashok Singhvi, IAS, Joint Secretary (UD), MoUD, Gol D.O. No. - N-11025/33/2008-UCD- Vol.IV Dated 31/01/2014.

Please refer the above mentioned letter of Joint Secretary, MoUD, Gol. It is requested that for use of SLB online application, CEPT University Ahmadabad may kindly be directed to assist Urban Administration Department, Government of M.P.

The nodal officer of this office is Shri Suresh Sekhar (Superintending Engineer) Phone- 0755-2554085, Mob - 09425168717, email-asekhar.ce@mpurban.gov.in.

(Sanjay Kumar Shukla)

No. 326 /MPUIHP/Engg./2014/ Bhopal, Dated: 16 /05/2014

Copy to:-
1. Joint Secretary & Mission Director, JNNURM, Gol, Ministry of Urban Development, Nirman Bhawan, New Delhi-110011.

(Sanjay Kumar Shukla)

Online module for monitoring of municipal finance: Gujarat

- ❑ Absence of web-based financial database management system is one of the major barrier for financial assessment at state level
- ❑ Municipal finance data collated and compiled at state level in hard format
- ❑ PAS is supporting GoG in setting up online module for municipal finance
- ❑ Help in creating robust information base for municipal finance

Format Showing Revenue/Capital Expenditure of ULB

You are signed in as Kadi ULB. | Sign Out |

Home Performance Assessment Performance Improvement Resources About Us **Data Entry** Site Map

General Information Tax Collection **Income Details** Revenue Expenditure Debt Information Revenue Grant Capital Grant Liabilities

પત્રક - ૪
Patrak - 4
મહેલો વિસ્તર દર્શાવતું પત્રક
Expenditure Details

(અ) સહાયતા અને અન્ય (બી) કૌશલ્ય અને
(A) Revenue Expenditure and (B) Capital Expenditure

વિસ્તાર Details	Account Code	માસિકીકરણ વર્ષ ૨૦૧૨-૧૩ FY 2012-13 (In Rupees)	માસિકીકરણ વર્ષ ૨૦૧૩-૧૪ FY 2013-14 (In Rupees)
૧. જીવનરક્ષક સેવા Fire Fighting Service			
સહાયતા અને અન્ય No. of Stamps			<input type="text"/>
સહાયતા અને અન્ય Establishment Expenditure			<input type="text"/>
પર્યાવરણ અને સંભાળના વર્ષ O & M Expenditure			<input type="text"/>
અન્ય વર્ષ Other Expenditure			<input type="text"/>
કુલ સહાયતા અને અન્ય વર્ષ Total Revenue Expenditure		૦	૦
(બી) કૌશલ્ય અને અન્ય Capital Expenditure			<input type="text"/>
કુલ સહાયતા અને અન્ય વર્ષ Total Revenue and Capital Expenditure		૦	૦

૨. સ્ટ્રીટ લાઇટ સેવા
Street Light Service

સહાયતા અને અન્ય
No. of Stamps

સહાયતા અને અન્ય
Establishment Expenditure

વીજા અને/અથવા
Electricity / Fuel expenditure

Format showing income details of ULB

You are signed in as Kadi ULB. | Sign Out |

Home Performance Assessment Performance Improvement Resources About Us **Data Entry** Site Map

General Information Tax Collection **Income Details** Revenue Expenditure Debt Information Revenue Grant Capital Grant Liabilities

પત્રક - ૩
Patrak 3
મહેલો વિસ્તર દર્શાવતું પત્રક
Income Details

પત્રક - ૩
Patrak 3
મહેલો વિસ્તર દર્શાવતું પત્રક
Income Details

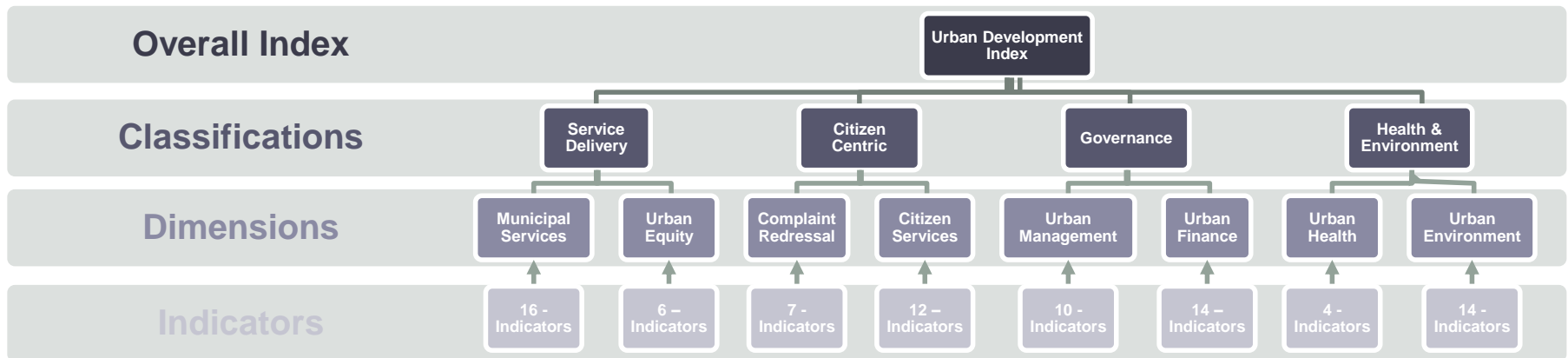
(અ) સ્થાવરની આવક
(A) Tax income

વિસ્તાર Details	Account Code	માસિકીકરણ વર્ષ ૨૦૧૨-૧૩ FY 2012-13 (In Rupees)	માસિકીકરણ વર્ષ ૨૦૧૩-૧૪ FY 2013-14 (In Rupees)
૧ સંકલિત Consolidated Tax		૦.૦૦	૦.૦૦
૨ ડ્રેનેજ વેરો Property Tax	11001	૦.૦૦	૦.૦૦
૩ સ્ટ્રીટ લાઇટ વેરો Street Light Tax	1100501	૦.૦૦	૦.૦૦
૪ સામાન્ય પાણી વેરો General Water Tax	1100201	૦.૦૦	૦.૦૦
૫ ખાસ પાણી વેરો Special Water Tax	1100203	૦.૦૦	૦.૦૦
૬ સામાન્ય સંરક્ષણ વેરો General Conservancy Tax	1100401	૦.૦૦	૦.૦૦
૭ ખાસ સંરક્ષણ વેરો Special Conservancy Tax	1100203	૦.૦૦	૦.૦૦
૮ ડ્રેનેજ વેરો Drainage Tax	1100301	૦.૦૦	૦.૦૦
૯ વાહન વેરો Vehicle Tax	1100701	૦.૦૦	૦.૦૦
૧૦ થીયેટર વેરો Theatre Tax	11008002	૦.૦૦	૦.૦૦
૧૧ તોલ વેરો Toll Tax	1105201	૦.૦૦	૦.૦૦

Ranking of cities for Maharashtra – Online system

Framework and online module for city ranking is developed for Urban development department of Government of Maharashtra

Structure for dashboards showing ranking of cities



Similar to human development index (HDI), urban development index (UDI) is calculated using 83 indicators identified under 8 categories (dimensions):

- 1_ *Municipal Services,*
- 2_ *Urban Equity,*
- 3_ *Complaint Redressal,*
- 4_ *Citizen Services,*
- 5_ *Urban Management,*
- 6_ *Urban Finance,*
- 7_ *Urban Health,*
- 8_ *Urban Environment*

PERFORMANCE ASSESSMENT SYSTEM (PAS) PROJECT
Achalpur

CITY BENCHMARKING : FY 2013-2014

Demographics		2012-2013	2013-2014
Item	Unit		
1 Population (Present Year)	Person	112940.9	112940.9
2 Number of Households (Present Year)	Number	23014.0	23014.0
3 Number of Slum Settlements (Present Year)	Number	32.0	32.0
4 Number of Slum Population (Present Year)	Number	112940.9	112940.9
5 Number of Slum Households (Present Year)	Number	11175.0	11175.0

Performance Monitoring

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	8
District	Bharuch	Slum population	4,800
Area (sq.km.)	18.5	Slum households	1,260
Total city population	15,737	Total annual city capital receipts	59,05,524
Total households	3,252	Total annual city capital expenditure	12,656
Density (persons per sq.km.)	850.6	Total annual city revenue receipts	7,185,203
Total municipal staff	63	Total annual city revenue expenditure	7,483,892

WATER SUPPLY

Total water produced (MLD)	3.2
Ground water (MLD)	2.4
Surface water (MLD)	0.8
Average daily volume treated (MLD)	0.0
Installed storage capacity (MLD)	1.2
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	1,067,822
Annual revenue expenditure on water	1,036,891
Annual capital expenditure on water	0



WASTE WATER

Area covered by waste water network (sq.km.)	0.0
Underground sewerage network (sq.km.)	0.0
Covered drains (sq.km.)	0.0
Open drains (sq.km.)	0.0
Total sewerage connections (Nos.)	0
Sewerage connections in slums (Nos.)	0
Installed STP treatment capacity (MLD)	0.0
Annual revenue receipts from WW	0
Annual revenue expenditure on WW	131,663
Annual capital expenditure on WW	0



City Profile of Amod

Select State: Gujarat
 Select City: Amod
 Select Financial Year: FY 2006-2009

Access & Coverage
 Highlights the % of households having individual access to services of water supply, waste water and solid waste management.
 Coverage of WS connections: 100%

Service Levels & Quality
 Highlights the quantity of water supplied to city, continuity and quality of supply.
 Per capita supply of water at consumer end: 5.4
 Continuity of water supply (hours): 3.5
 Quality of water supplied: 100%

Financial Sustainability
 Highlights the revenues accrued to agencies incurred in service operations.
 Cost recovery (DSM) in WS services: 33%

Equity in Service Delivery
 Highlights the variations in city level coverage as well as between poor and non-poor sets in the city.
 Coverage of WS connections in 'slum settlements': 12%

Efficiency in Service Operations
 Highlights extent of non-revenue water, functional metering of water connections, and collection efficiency of charges.
 Extent of non-revenue water: 50%
 Efficiency in redressal of customer complaints: 100%
 Extent of functional metering of water connections: 0%
 Efficiency in collection of WS related charges: 22%

Access and Coverage

Select State: Gujarat
 Select Year: 2009
 Select Indicator Group: Access and Coverage

Highlights the % of households having individual access to services of water supply, waste water and solid waste management.

Monitoring of data entry/ targets

Checklist | Approval Status | Target Setting | Contact Person | Support Request | Login Report

% 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: 84.83%	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

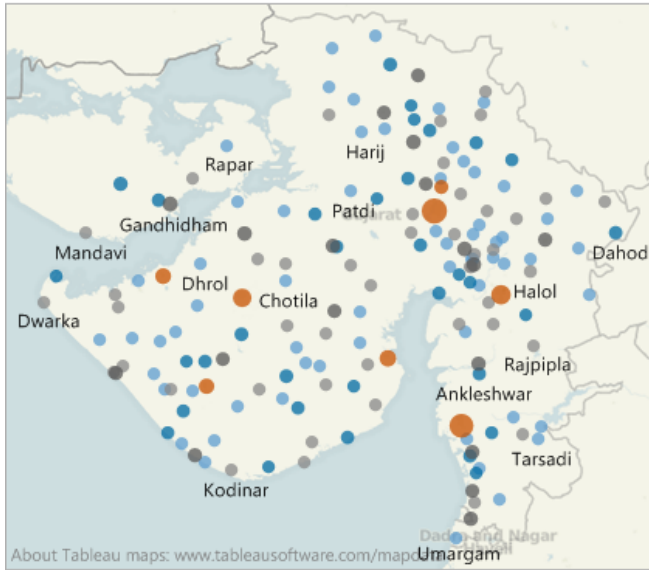
Select Class: Municipal Corporation
 Select Financial Year: FY 2011-2012

Submit

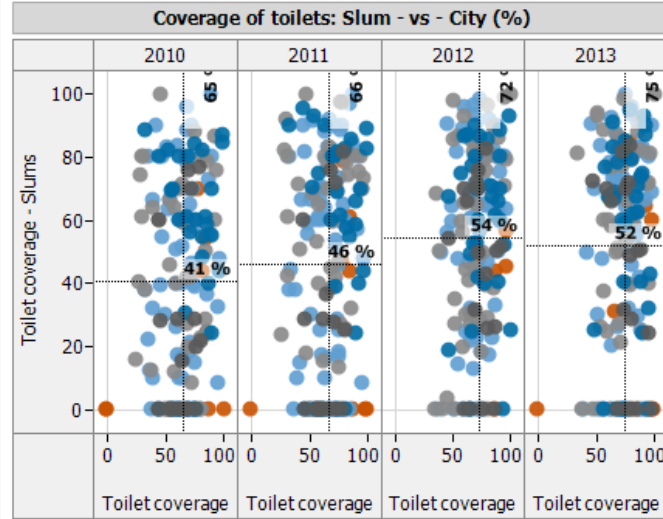
Download Data for All Years
 Download KPIs-LAIs for All ULBs
 Download Gazette in Excel
 Download Gazette in PDF
 Download SLB Target Excel

Analysis of Indicators by Interactive Dashboards

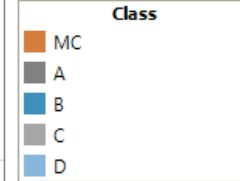
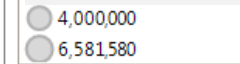
Dashboard Showing Performance Indicators for **Wastewater Services**



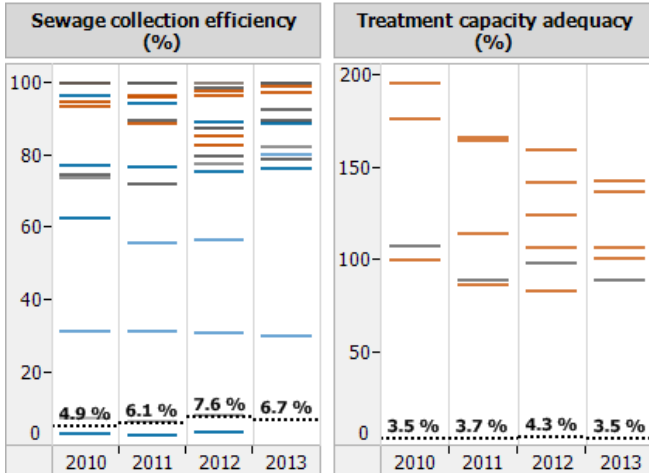
Access and Coverage - Toilets



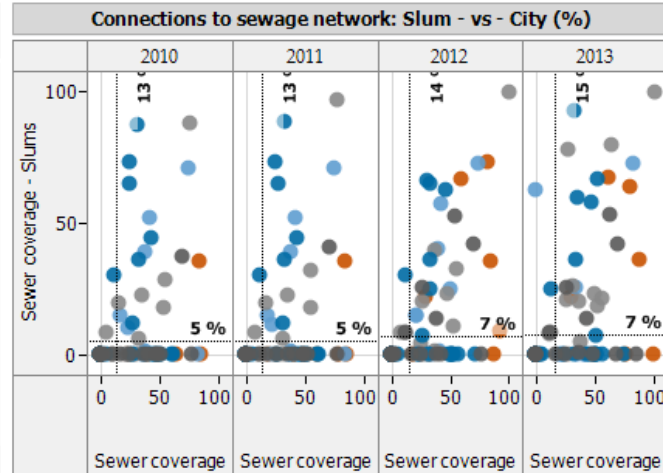
Interactive data visualization that provides valuable insight



Service Levels and Quality



Access and Coverage - Sewer network



Select ULB

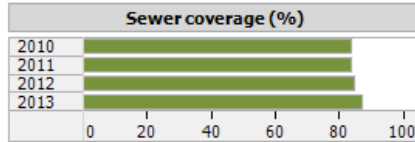
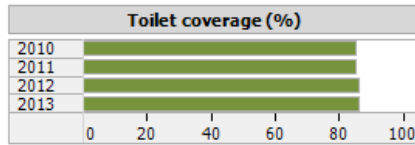
- Ahmedabad
- Amod
- Amreli
- Anand
- Anjar
- Anklav
- Ankleshwar
- Babra
- Bagasra
- Balasinor
- Bantawa
- Baravala



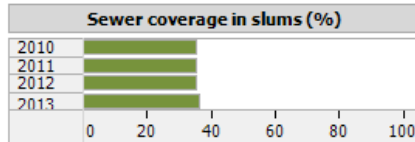
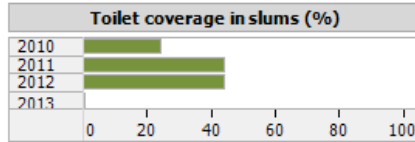
Analysis of Indicators by Interactive Dashboards

Dashboard Showing **Wastewater SLB Indicators for Vadodara** (Class: MC)

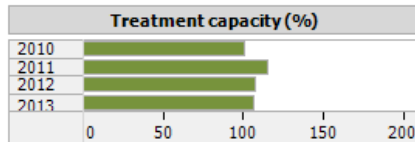
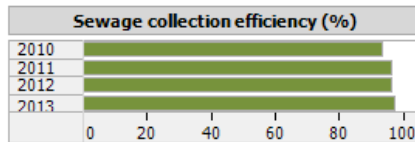
Access and Coverage
Highlights the % of HHs having access to services of waste water (sanitation and sewerage)



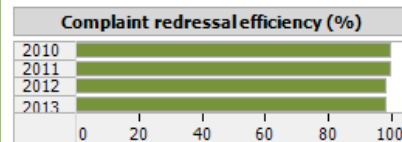
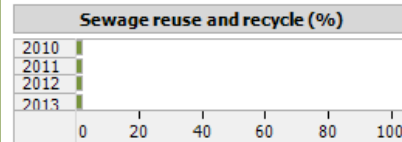
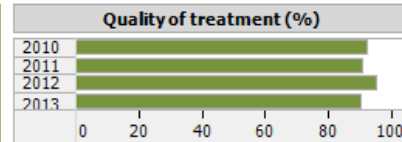
Equity in Service Delivery
Highlights the variations in city level coverage as well as between poor and non-poor HHs in the city



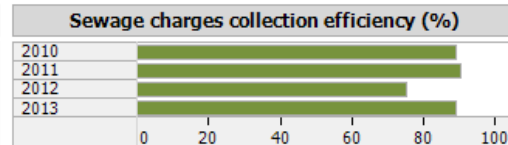
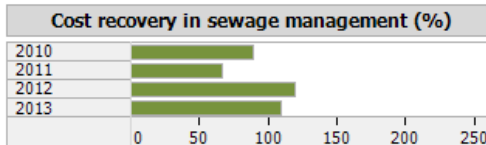
Service Levels and Quality
Highlights the quantity of WW collected and treatment capacity of Sewage Treatment Plant



Efficiency in Service Operations
Highlights extent of WW treatment before disposal, reuse/ recycling of wastewater, and collection of sewerage related charges



Financial Sustainability
Highlights the revenues accrued to expenses incurred in service operations



ULB Overview				
	2010	2011	2012	2013
Area (sqkm)	159	159	159	159
Present Population (1000's)	1,631	1,667	1,713	1,739
Households (1000's)	384	396	407	416
Slum population (1000's)	290	252	252	252
Slum HHs (1000's)	58	50	50	49
Total revenue income (Million Rs)	5,620	5,357	4,556	5,647
Total revenue expenditure (Million Rs)	4,098	4,500	4,121	5,128
Capital receipts of ULB (Million Rs)	2,311	1,624	2,462	1,162
Capital expenditure by ULB (Million Rs)	4,423	3,788	1,088	3,578

Interactive data visualization that provides valuable insight

Thanaadh

Allows drilling down from indicators, charts and maps to read data better

Allows combination of multiple data sources to keep track of performance

Visnagar

Vyara

Wankaner

State



Integrating PAS-SLB within NeGP

❑ MMP for Municipalities

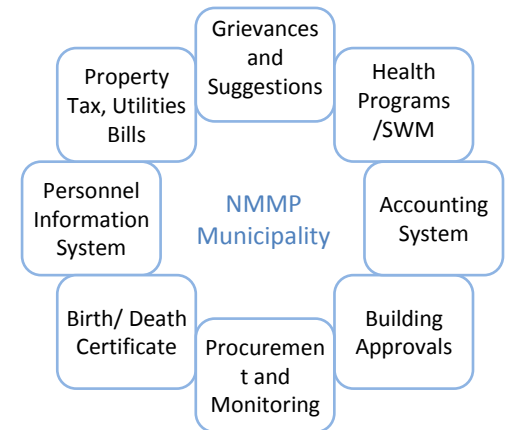
- ✓ 35 JnNURM Cities as pilot
- ✓ Development of e-Municipality application as a State Level Software Solution

❑ 8 modules

- ✓ core Service/management functions

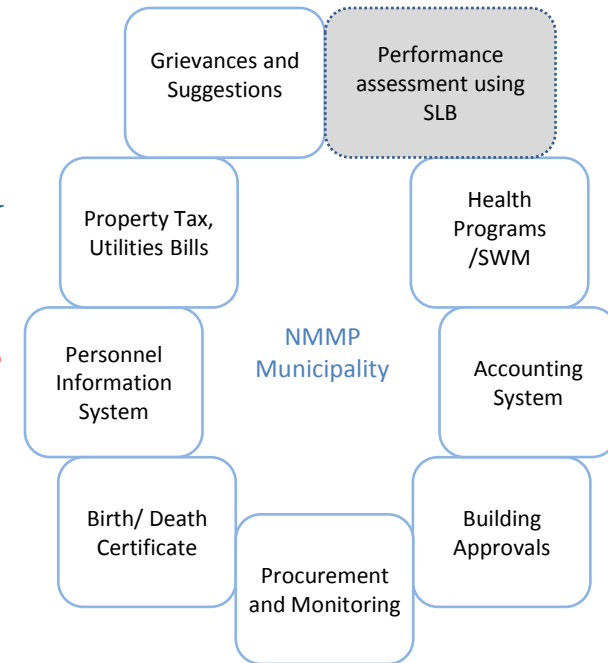
❑ Model guidelines suggested a State Level Software Solution (SLSS)

- ✓ 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 9th 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**



Enhancing e-Gov for SLB Mainstreaming - A Case of Kadi

City Dashboard – Conceptual

- Key Statistics
- Property Tax
- Water Supply
- Waste Water
- SWM
- Storm Water
- Street Light
- Park- Garden
- Road
- Complaints
- Birth-Death
- Accounts
- Revenue
- Budget
- Projects



Property Tax



Water Supply



Waste Water



Solid Waste Management



Complaints Redressal



Revenue/ Accounts



Street light



Roads
19

City Dashboard: Water Supply

KADI



KADI

PERFORMANCE INDICATOR: WATER SUPPLY

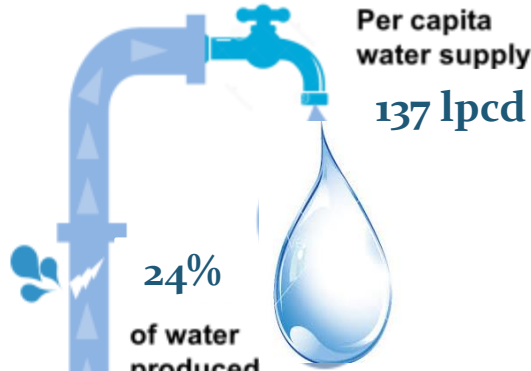
Data is based on SLB indicators for the year 2012-13



Narmada Bulk Water

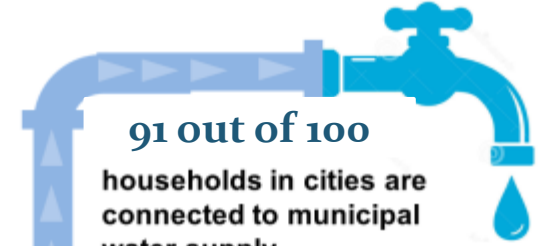
14.8 ML
Daily Water
Production

100%
water
produced
by ULBs
is surface
water



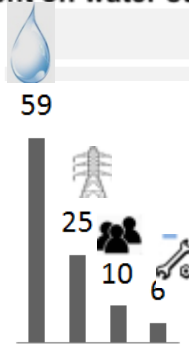
24%
of water
produced
does not
fetch
revenues

3.6 ML Daily
water loss



70%
water
taxes are
collected

Where every 100 Rupees
spent on water supply goes



NO City supplies 24*7
water

1 Hr Average hours of
water supply

30 Average days of
supply in a month

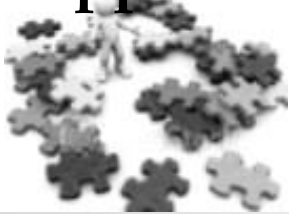


Rs 1596 Cost per connection
Rs 600 tariff per connection

Performance Improvement

Approach to performance improvement planning

Conventional Approach



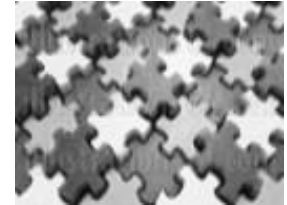
'PROJECT'
based approach

Oriented towards **OUTPUTS**

SUPPLY DRIVEN

Focus on **INDIVIDUAL PROJECTS**

PAS Approach



'SERVICE'
based approach

Oriented towards **OUTCOMES**

Starting point is current performance – **NEED DRIVEN**

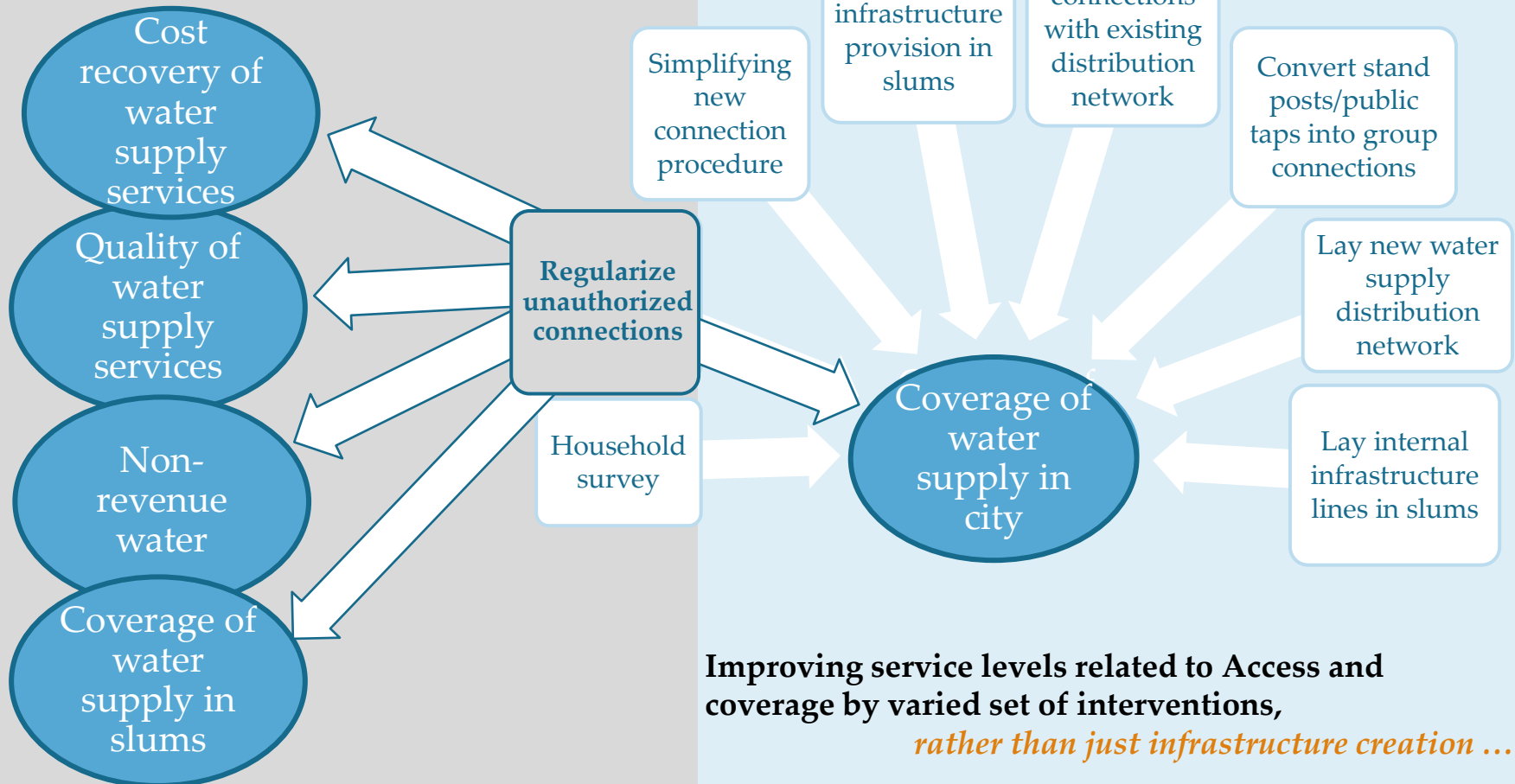
Focus on **SECTORAL SOLUTIONS**

Integrated approach for SERVICE IMPROVEMENT PLANNING

Focus on moving away from 'infrastructure investment plans' to evolving 'service improvement plans' which include wide set of actions for improving service delivery.

Multi-layered links between improvement actions and performance indicators,

as against big singular project proposals ...



Integrated approach for FINANCIAL PLANNING

Assess aggregate funding demand from all improvement actions

Financial implications of each Improvement

Capital expenditure	Revenue generation
Operating and maintenance expenditure	Effect of inflation based on phasing

Aligning both these financial streams to evolve sustainable 'Financing Plan'

External sources of funds

Exploring funding pattern possible for each improvement action

Internal sources of funds

Exploring options to increase revenue from own income sources

Assess financial health and extent of revenue surplus available

Municipal finances or urban local bodies

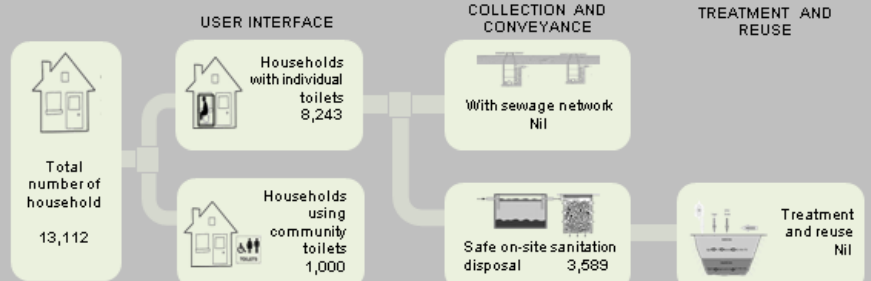
Past trends of municipal finances	Forecasting for finances for Business as Usual scenario
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Dashboard to compare different options

SANITATION VALUE CHAIN

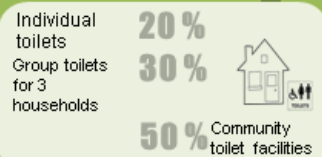
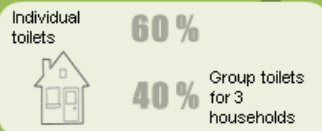
SINNAR CITY

Status of current situation

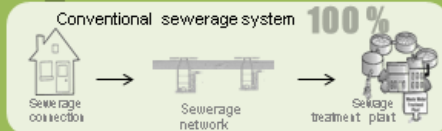


Meeting the infrastructure gap

Options for Household level access



Options for City level access



Select Option 1

W/W disposal option	None	On-site sanitation	Sewerage (Grants)	Sewerage (Debt)
None	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual + group	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Indiv + group + community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Select Option 2

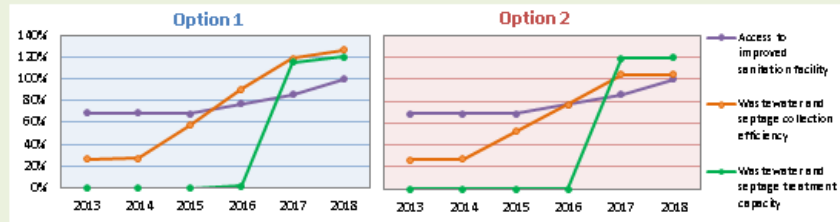
W/W disposal options	None	On-site sanitation	Sewerage (Grants)	Sewerage (Debt)
None	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual + group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Indiv + group + community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sanitation options for comparison

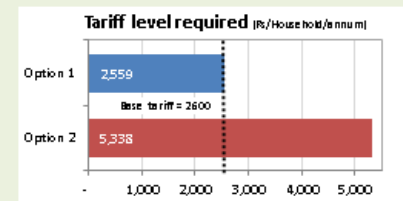
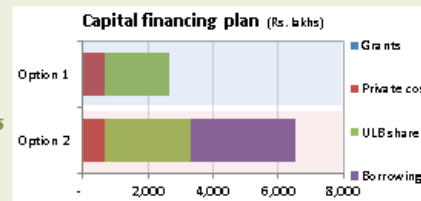
	OPTION 1 Individual + shared toilets On-site sanitation system	OPTION 2 Individual + shared toilets Sewerage system (Debt)
Toilet		
W/W disposal		
CapEx	2645	6543
O&M	3.2	12.5
Revenue	7.6	4.6

All figures are in Rs. Lakhs

Impact on service levels



Financial implications



Summary of Action plan

Select made: CAPITAL EXPENDITURE

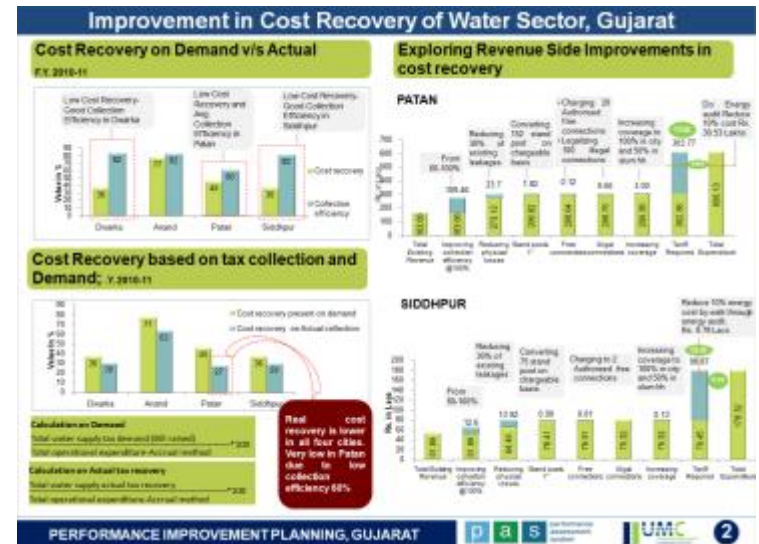
Option 1	2014	2015	2016	2017	2018
Refurbish individual toilets	-	36	39	3	-
Refurbish community toilets	0	1	-	-	-
Refurbish public toilets	3	5	-	-	-
New individual toilets	-	-	286	306	328
Improve septage collection	-	-	-	-	-
New settled sewer	-	472	505	540	-
New suction emptier trucks	-	-	-	-	-
Fecal sludge treatment plans	-	11	-	-	-
Primary treatment plant	-	54	57	-	-

Option 2	2014	2015	2016	2017	2018
Refurbish individual toilets	-	25	27	28	-
Refurbish community toilets	0	1	-	-	-
Refurbish public toilets	3	5	-	-	-
New individual toilets	-	-	286	306	328
New sewerage network	-	666	666	666	-
Sewage treatment plant	-	161	172	-	-

Areas of city support

Support for development of Improvement Plans

- 15 Class - A cities of Maharashtra to develop PIPs
- Preliminary water audits in 10 cities of Gujarat
- Information System Improvement Plan (ISIP) for Vadodara Municipal Corporation
- Linking SLB – PAS with existing e-governance system of KDMC module in Maharashtra and 2- 3 cities in Gujarat
- Piloting Public Grievance Redressal System, cost recovery, services for the poor and drinking water quality surveillance in Gujarat



Strengthen global links

- ❑ UN post 2015 discussion - contributions to sanitation indicators and human rights group
- ❑ IWA specialist group for Performance Indicators and Benchmarking to influence global benchmarking efforts in looking at developing country contexts.
- ❑ Formal partnership with The UNESCO-IHE (Netherland) in their Pro-poor Benchmarking (PROBE) programme
- ❑ Capacity Building programme for Benchmarking water and sanitation for the poor

**A NEW GLOBAL PARTNERSHIP:
ERADICATE POVERTY AND TRANSFORM
ECONOMIES THROUGH SUSTAINABLE
DEVELOPMENT**

The Report of the High-Level Panel of Eminent Persons on
the Post-2015 Development Agenda



Policy Research and Papers on Performance Assessment

Accountability and Incentives for Improving Performance in Urban Water Supply and Sanitation in India

Meera Mehra* and Danish Mehra**

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 ** Professor Emerita, Faculty of Planning, CEPT University, Ahmedabad 380009, India (E mail: dmehra@cept.ac.in, dmehra19@rediffmail.com)

Abstract
 In India, urban water and sanitation services are provided by state government departments or municipal governments. Unlike the water utilities in other Asian countries, whose accountability is measured through performance indicators, in India little attention is paid to performance measurement. Of the three forms of accountability – external, downward and internal – a major focus in India is on upward accountability. However, this is limited to financial accountability and not performance incentives. For downward accountability, efforts are underway through governments, but need further strengthening. The internal accountability processes are weak and need to be enhanced using performance targets at ULG level and its decentralized units. However, for these to work effectively, operational autonomy for water departments or ‘ring-fencing’ their operations from other municipal activities is needed.

Keywords
 Performance Indicators, accountability, incentives, urban, local government, India

BACKGROUND AND CONTEXT
 Great strides have been made in India in improving access to basic water and sanitation services during the last two decades. India has already achieved its target for the Millennium Development Goals for water supply, with 96% population having access to basic water supply in urban areas in 2008. However, a few anomalies stand out. First, access to improved level of service (house level connections) has actually worsened from 52% in 1990 to 48% in 2008. For sanitation, access to safe basic sanitation continues to stagnate at 54% in 2008 and another 21% had access to only shared facilities. An estimated 16% of urban population resorts to open defecation.¹ While the focus in India is on infrastructure investments, performance or service delivery measures like hours and reliability of supply and financial sustainability is very poor. Indian cities fare far worse than cities in South East Asia and Africa.² Transforming infrastructure creation to delivery of good quality services remains a key issue.

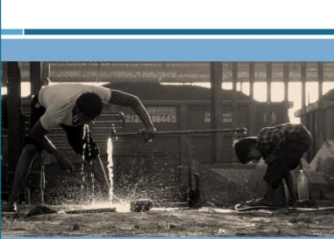
¹ Based on information reported in JMP (2010). Basic services are as defined by the WHO UNICEF Joint Monitoring Program for tracking the MDG target.
² Based on performance reported for 20 utilities in India (ADB and MORF 2007) and 40 utilities in South East Asia (GIZ/WWF and ICRD 2007).

BENCHMARKING IN EMERGING ECONOMIES: The Performance Assessment System (PAS) Project in India

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 **Professor Emerita, School of Planning, CEPT University, Ahmedabad, India
 ***Research Associate, School of Planning, CEPT University, Ahmedabad, India


ABSTRACT
 Benchmarking of water and sanitation services in emerging countries pose serious challenges. This is because the conventional approach used in more developed countries does not work when water supply is intermittent, often unattended and a large number of consumers who are poor depend on shared connections. For sanitation, cities often do not have sewerage infrastructure and population also lacks access to basic sanitary facilities for capture and storage.



Performance Measurement Framework for Urban Water and Sanitation
 Volume I: Approach and Framework

CEPT University
 May 2010

pas performance assessment system




Performance Benchmarking of Urban Water Supply and Sanitation in Gujarat: Data Book (2008-09)

Part I

CEPT University
 April 2011

pas performance assessment system



PAS/SLB e-Data
 Guidelines for Online Tool for SLB Checklist and Target Setting

CEPT University
 All India Institute of Local Self-Government
 Urban Management Center
 December 2012

pas performance assessment system **UMC**


Accounting and incentives for improving performance of UEWSS in India

Benchmarking in Emerging economies: The Performance Assessment System Project in India

Performance Measurement Framework for UWSS

Performance Benchmarking of UWSS (Data book 2008 – 09)

PAS – SLB e-data guidelines for online data entry



Executive Summary


Equity in Service Delivery of Urban Water and Sanitation in Gujarat

Results from Household Survey

Sponsored by PAS Project, CEPT University

Prepared by ORS Centre for Social Research, CEPT University, Ahmedabad, Gujarat, India, July 2011

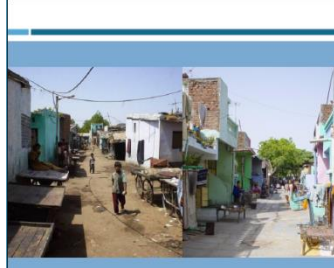
pas performance assessment system



Financing and Monitoring Urban Water Supply and Sanitation in Gujarat

CEPT University
 June 2011

pas performance assessment system



Capturing Spatial Analysis of Slums in Global Monitoring

CEPT University
 April 2012

pas performance assessment system

Urban Drinking Water Security and Sustainability in Gujarat*
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 ** Professor Emerita, Faculty of Planning, CEPT University, Ahmedabad 380009, India (E mail: dmehra@cept.ac.in, dmehra19@rediffmail.com)


1. Introduction
 With rapid economic development, Gujarat has also experienced rapid urbanisation. The share of urban population has grown from 22% in 1991 to 37% in 2001, making it the third most urbanised state in the country. Trends over the last decade suggest that in 2011 the urban population is likely to be nearly 50% of the state's total population in 2011 (Census 2010b).¹ The recent McKinsey report (McG 2010)² on India's urbanisation states that Gujarat will be 46% urban with 44 million urban residents in 2030.

One of the key challenges of urbanisation in Gujarat is provision of drinking water. A large part of the state is water stressed and has serious shortage of drinking water. In this paper, we attempt to show that with Narendra's water seeping the interests of Kutchch, North Gujarat and Saurashtra, and the Government of Gujarat's priority to this sector, there is now a possibility of drinking water security for urban areas of the state. Narendra has elevated the need to transport water to markets and towns during the harsh summer months. However, with rapid growth of urban population and rising consumption of water due to change of life-style in urban areas, it is likely that the

¹ Mehra, Meera and Danish Mehra (2011) 'Urban Drinking Water Security and Sustainability in Gujarat', in R. Parthasarathy, Ramdas H Dhokale (Eds) Sector Seminar Project on the River Narmada (D.R). Report on Fair and Rapid Network, Chapter 5, pp. 22-74. Concept Publishing Company, New Delhi.

² An internal assessment from the initial house listing exercise for the 2011 Census suggests that urban population in the state may already be close to 50% in 2010. This would mean doubling of urban population in Gujarat from 18 million to 36 million in a decade. Three of India, Ahmedabad, September 23, 2010 and Census Report (2010). 'State of Gujarat will be an urban state', Daily News and Analysis, June 2.

³ McKinsey Global Institute, India's Urban Awakening: Building Better Cities, Sustaining Economic Growth, April 2010



Performance Benchmarking of Urban Water Supply and Sanitation in Gujarat
 Data Book (2009-13)

City Profiles

CEPT University
 December 2013

pas performance assessment system

Equity in Service delivery of UWSS in Gujarat and Maharashtra

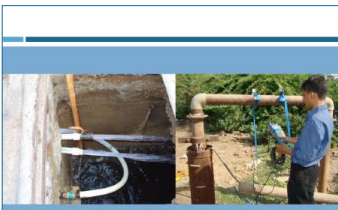
Financing and monitoring UWSS in Gujarat and Maharashtra

Capturing Spatial analysis of slums in Global Monitoring

Urban drinking water security and sustainability in Gujarat

Performance Benchmarking of UWSS (Data book 2009 – 2013)


Policy Research and Papers on Performance Improvement



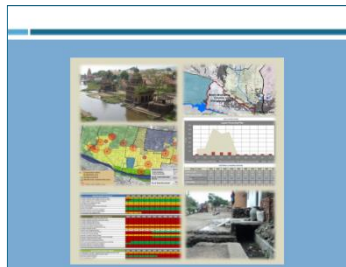
Preliminary Water Audit for Estimation of Water Losses and Strategy for Loss Reduction
City of Kalol, Gujarat, India

Submitted to:
FAS Project
CEPT University

Prepared by:
Eminent Techno Consultants
In association with Multi Media Consultants Pvt Ltd
November 2010




Preliminary water audit for estimation of water losses and strategy for loss reduction – City of Kalol

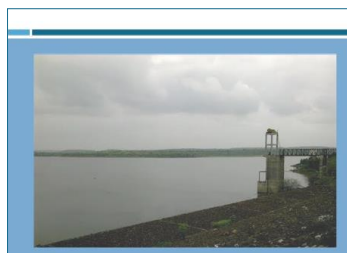


Performance Improvement Planning for Urban Water Supply and Sanitation Services

CEPT University
June 2013





Performance Improvement planning for UWSS




Performance Improvement Plan for Bhusawal

Prepared by:
CEPT University and AILSG in consultation with Bhusawal Municipal Council
January, 2012





Performance Improvement Plans for class A cities of Maharashtra

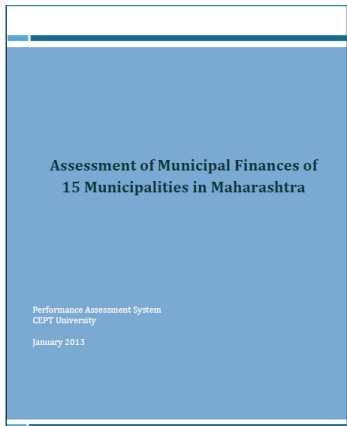


Road Map towards 24x7 Water Supply in Class 'A' Municipal Councils in Maharashtra

CEPT University
April 2013




Road map towards 24x7 WS in class A municipal councils in Maharashtra

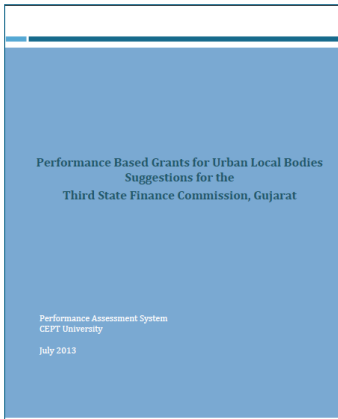


Assessment of Municipal Finances of 15 Municipalities in Maharashtra

Performance Assessment System
CEPT University
January 2013




Assessment of Municipal finance of 15 municipality in Maharashtra

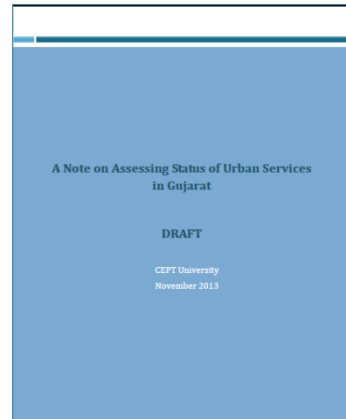


Performance Based Grants for Urban Local Bodies Suggestions for the Third State Finance Commission, Gujarat

Performance Assessment System
CEPT University
July 2013




Performance based grants for ULBs Suggestions for the third SFC



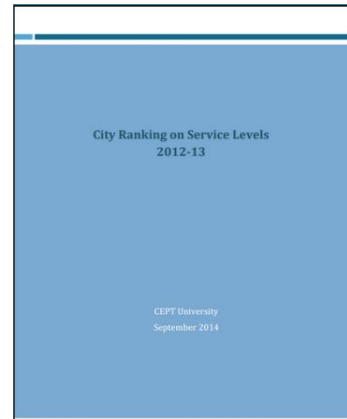
A Note on Assessing Status of Urban Services in Gujarat

DRAFT

CEPT University
November 2013





Assessing status of urban services in Gujarat (Draft)

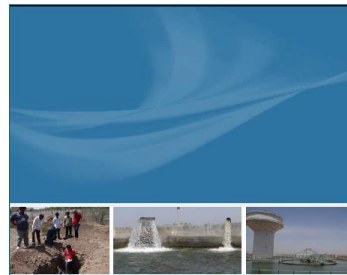


City Ranking on Service Levels 2012-13

CEPT University
September 2014





Ranking of Service levels (Draft)




Preliminary Water Audit Study: Rajkot Municipal Corporation

CEPT University
February, 2013





Preliminary water audit study – 10 cities in Gujarat



Water audit in selected urban local bodies of Gujarat: A Summary Report

August 2014

Water audit in selected ULBs of Gujarat: A summary report

Thank you

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PAS project

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