A Glance at Journey of 5 years

PAS Project – Timeline

Baseline Assessments

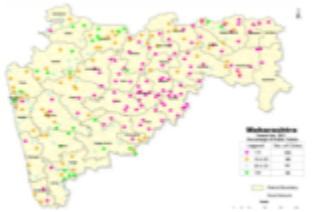
Post Project Assessments

FRAMEWORK DEVELOPMENT

MAINSTREAMING Performance Assessment

Performance Measurement

Performance Monitoring

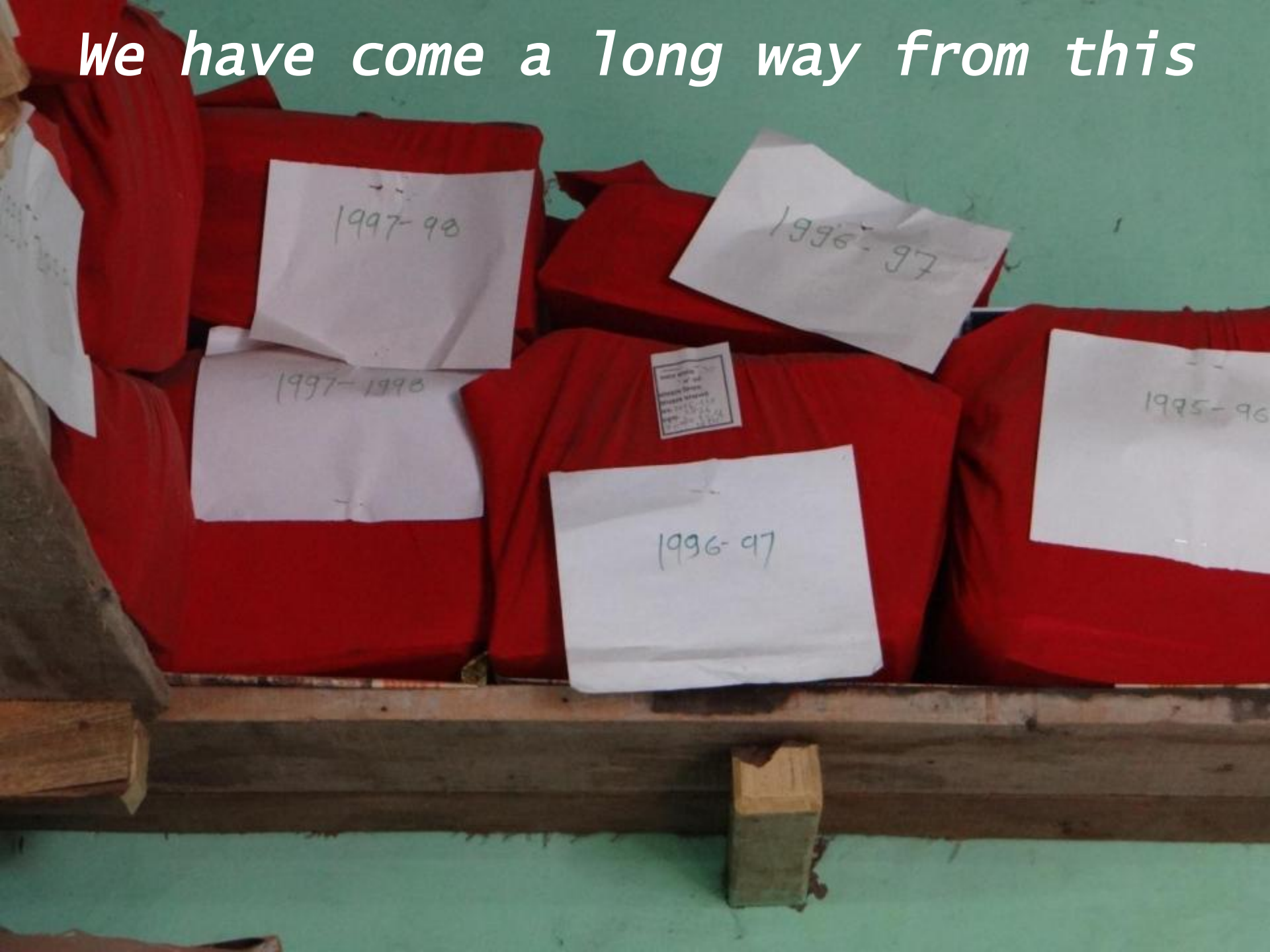


Performance Improvement

- 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

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

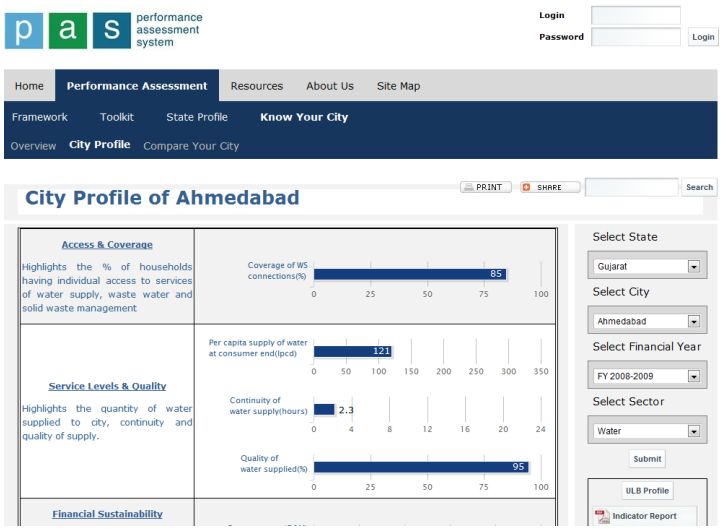
Performance Measurement

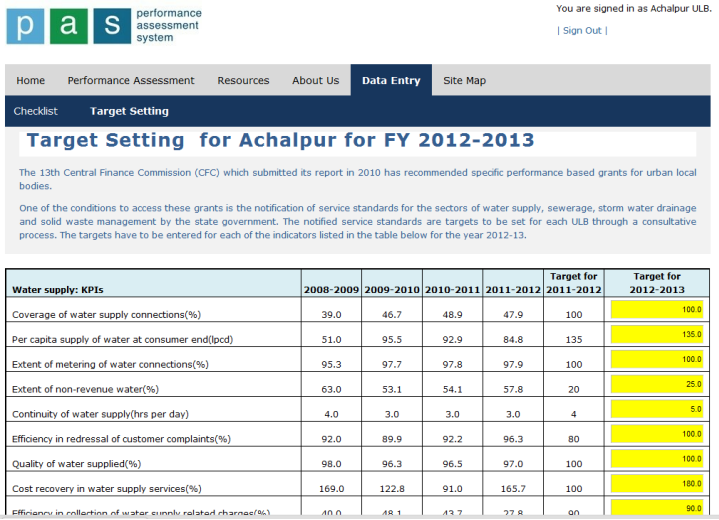

We have come a long way from this
1997-98
1996-97
1997-1998
1996-97
1995-96

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.





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	27.8	90	90.0

Performance Measurement Activities in Gujarat and Maharashtra

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

More of blank faces and lots of question marks

City staffs are confident about data entry

Year 1 : Capacity Building of ULBs on Benchmarking

Year 2: Development of Online data entry module

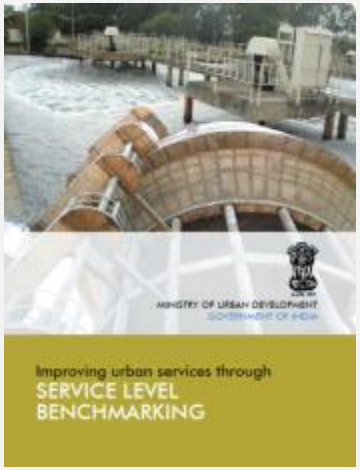
Year 3: Institutionalization of PAS at State Level

Year 4: Institutionalization of PAS at city Level

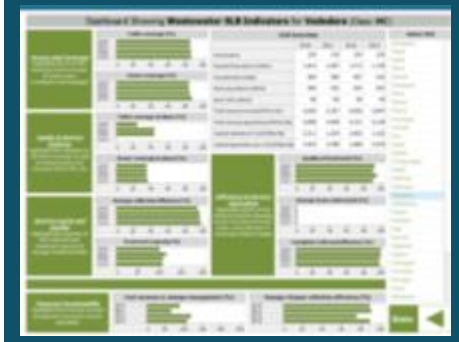
Year 5 : Strengthening of SLB Cells at state and ULB level

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

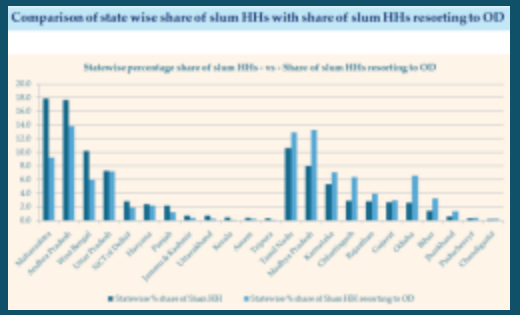
Activities as National Technical Support Partner



SUPPORT TO SLB NATIONAL STEERING COMMITTEE MEETINGS



NATIONAL DATABASE FOR SLB BASELINE AND TARGETS



ORGANISE CAPACITY BUILDING WORKSHOPS

National database
For **1800 cities**
For **18 states** for 3 years

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

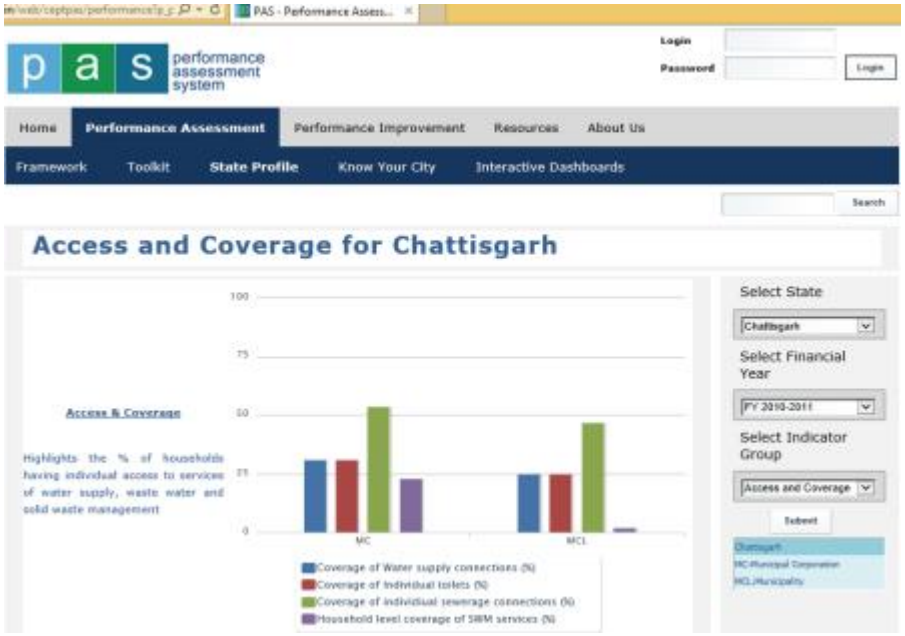
Western Regional Workshop in Partnership with AIILSG

North East Regional Workshop in Partnership with IIM Shillong

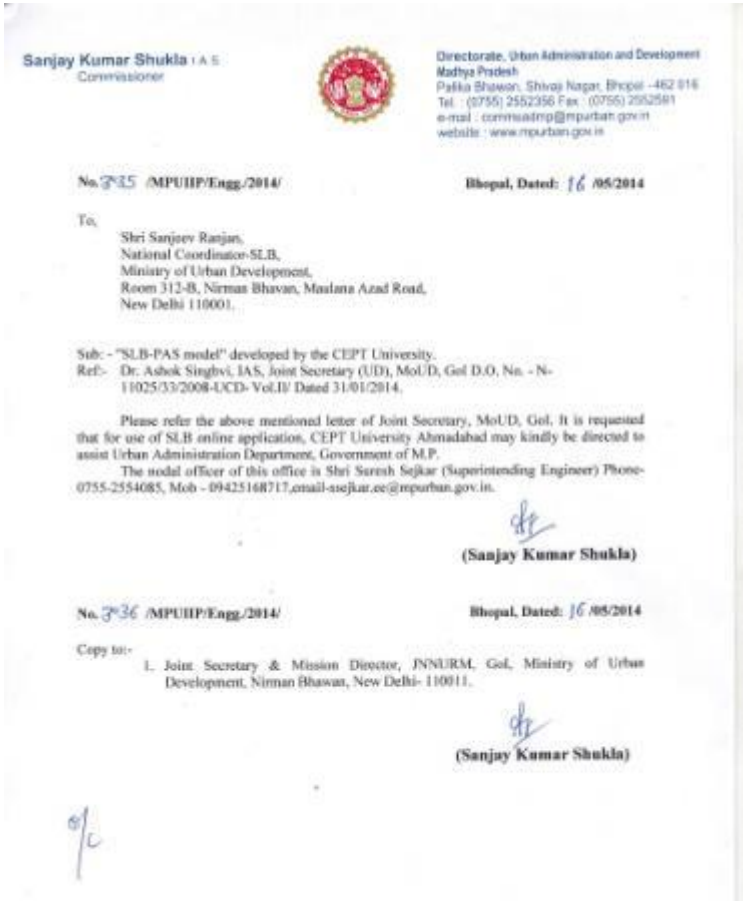
North Regional Workshop in Partnership with NIUA

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
Palika Bhawan, Shivaji Nagar, Bhopal -462 016
Tel. : (0755) 2552356 Fax : (0755) 2552561
e-mail : commsadmp@mpurban.gov.in
website : www.mpurban.gov.in

No. 735 /MPUIIP/Engg./2014/ Bhopal, Dated: 16 /05/2014

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

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

Please refer the above mentioned letter of Joint Secretary, MoUD, GoI. 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 Sejkar (Superintending Engineer) Phone-0755-2554085, Mob - 09425168717,email-ssejkar.ee@mpurban.gov.in.

(Sanjay Kumar Shukla)

No. 736 /MPUIIP/Engg./2014/ Bhopal, Dated: 16 /05/2014

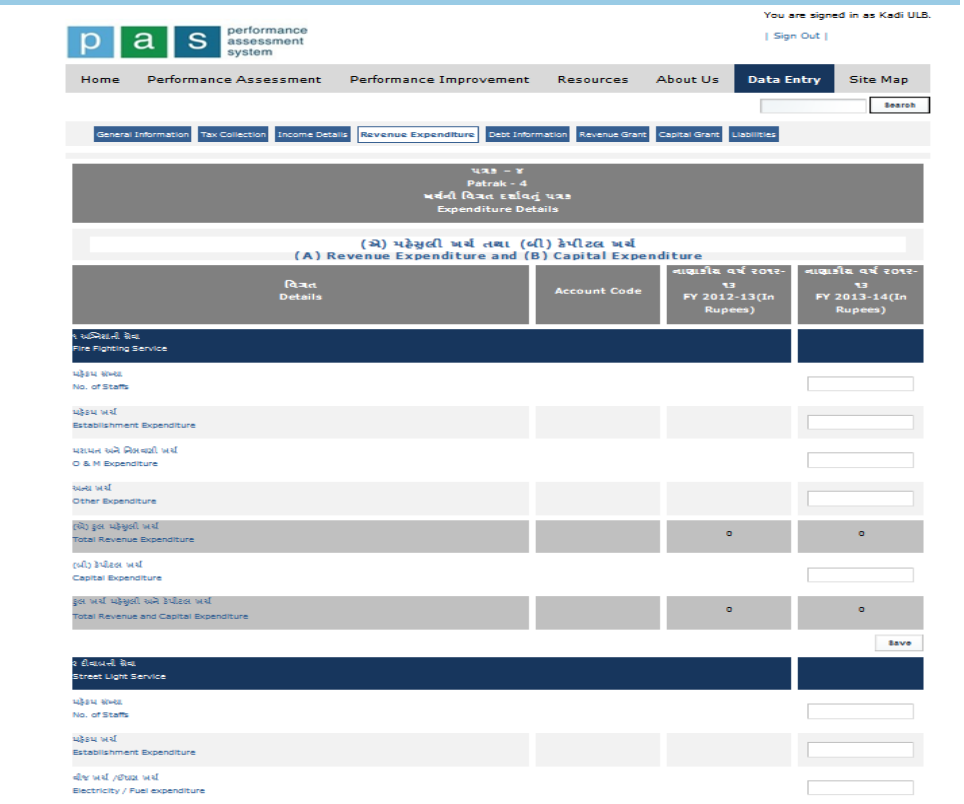
Copy to:-
1. Joint Secretary & Mission Director, JNNURM, GoI, Ministry of Urban Development, Nirman Bhawan, New Delhi- 110011.

(Sanjay Kumar Shukla)

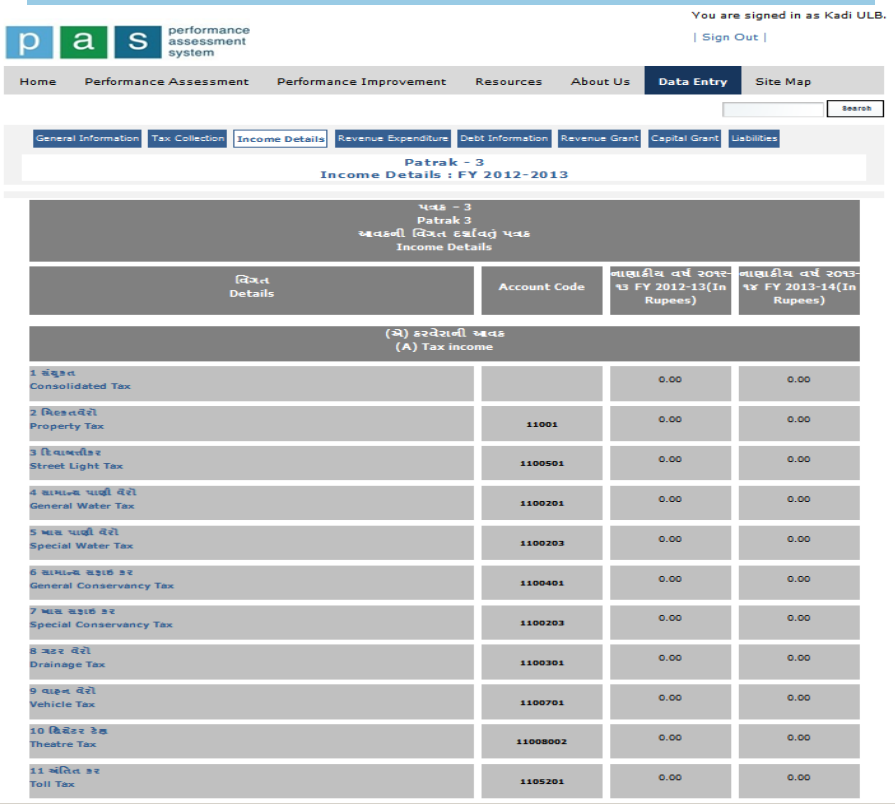
Online module for monitoring of municipal finance: Gujarat

- 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



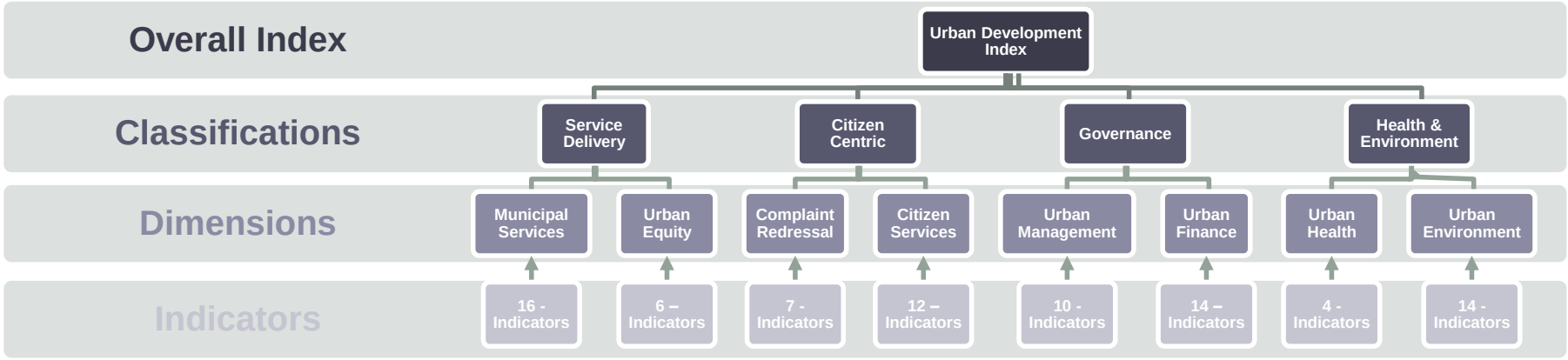
Format showing income details of ULB



Ranking of cities for Maharashtra – Online system

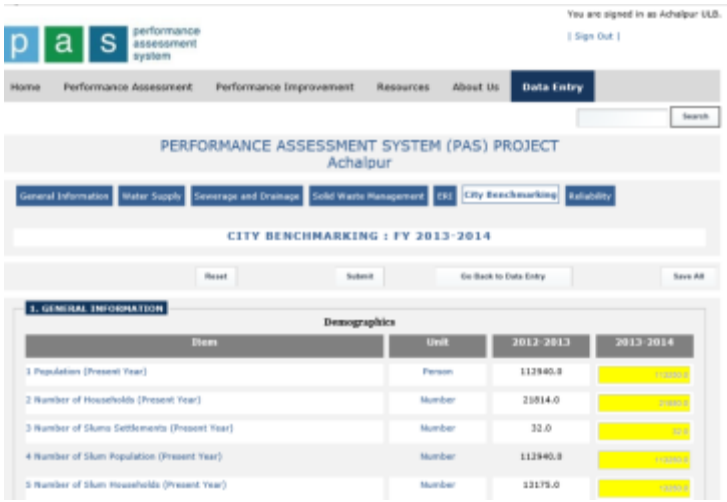
Framework and online module for city ranking is developed for Urban development department of Government of Maharashtra

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 Monitoring

Performance Monitoring Online

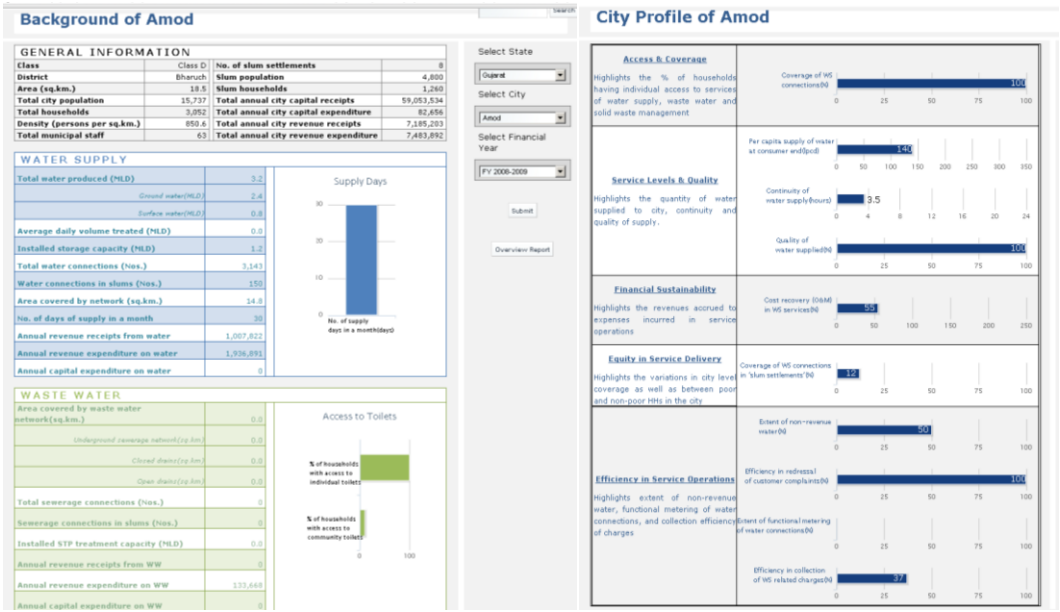
pas performance assessment system

Login
Password
Login

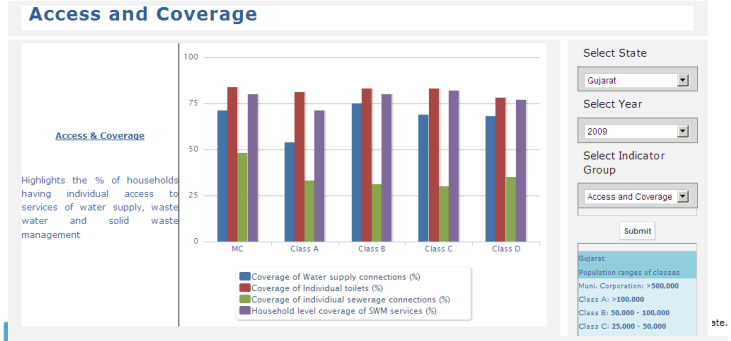
Home | **Performance Assessment** | Resources | Important Links | About Us | News Scan

Framework | Toolkit | State Profile | Know Your City

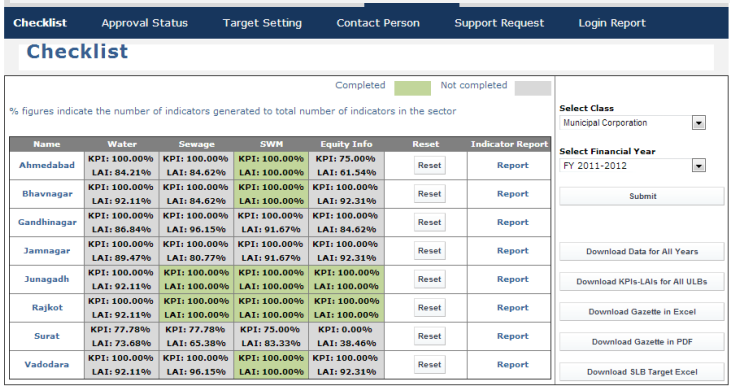
City profile of all SLBs



State profile of all SLBs

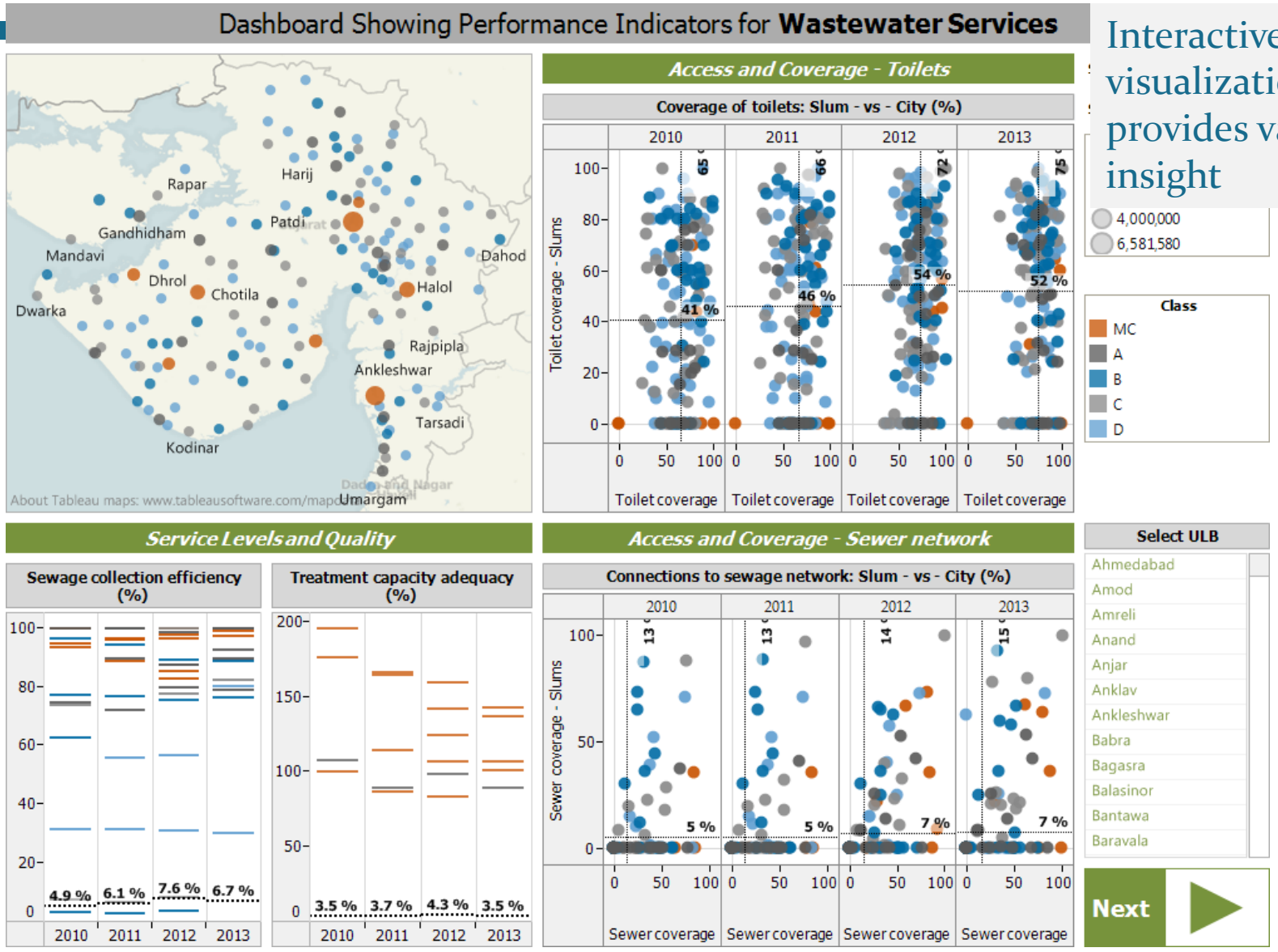


Monitoring of data entry/ targets



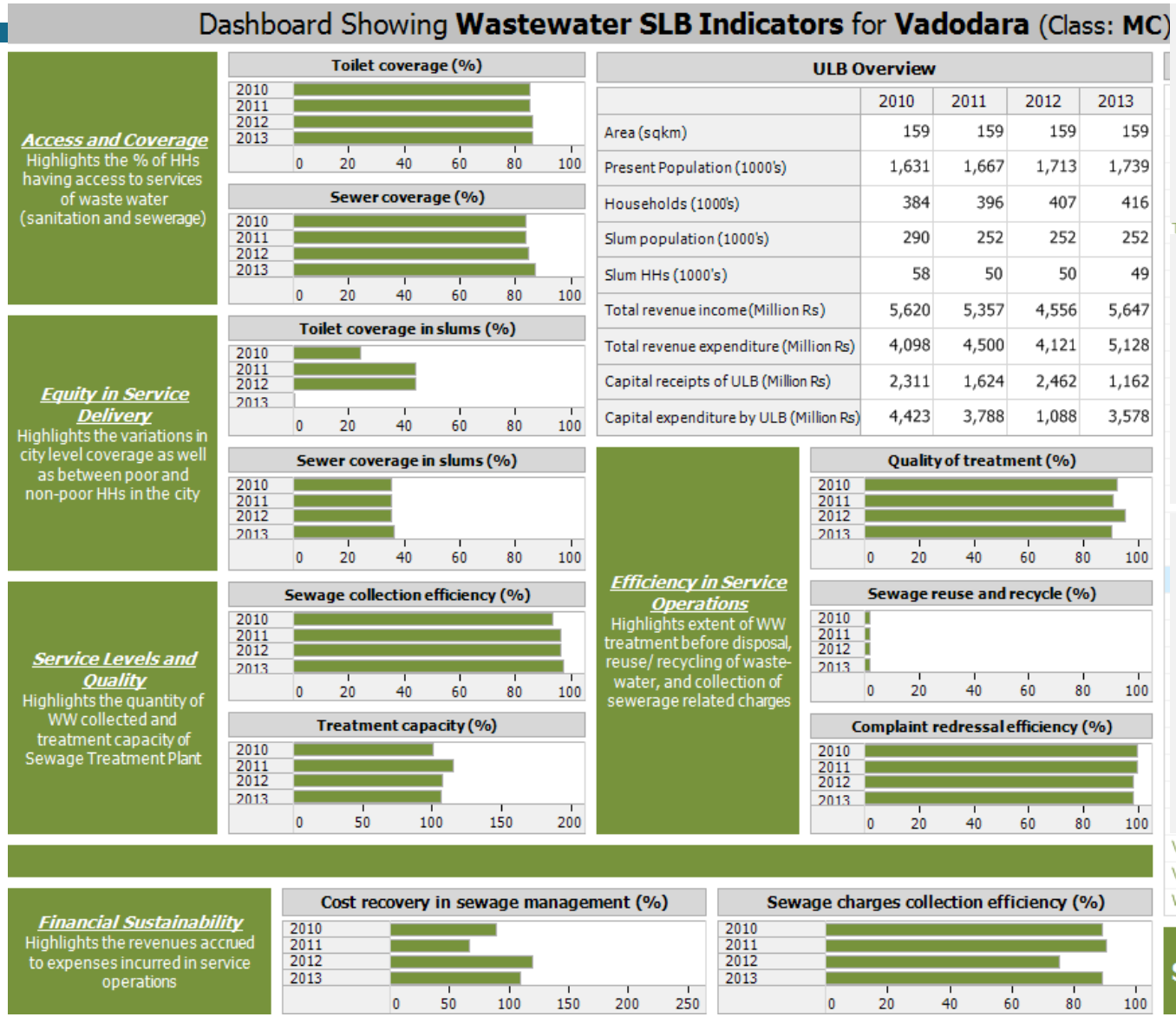
Name	Water	Sewage	SWM	Equity Info	Reset	Indicator Report
Ahmedabad	KPI: 100.00% LAI: 84.21%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 100.00%	KPI: 75.00% LAI: 61.54%	Reset	Report
Bhavnagar	KPI: 100.00% LAI: 92.11%	KPI: 100.00% LAI: 84.62%	KPI: 100.00% LAI: 100.00%	KPI: 100.00% LAI: 92.31%	Reset	Report
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

Analysis of Indicators by Interactive Dashboards



Interactive data visualization that provides valuable insight

Analysis of Indicators by Interactive Dashboards



	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

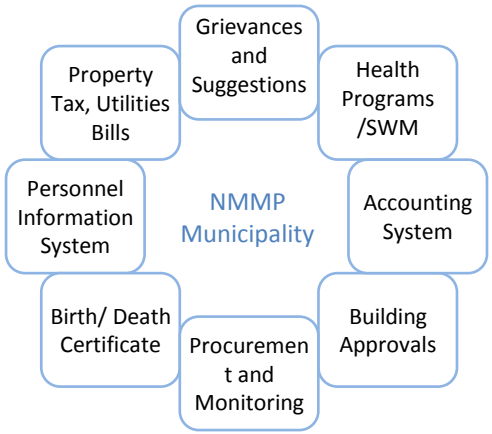
Interactive data visualization that provides valuable insight

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

Allows combination of multiple data sources to keep track of performance

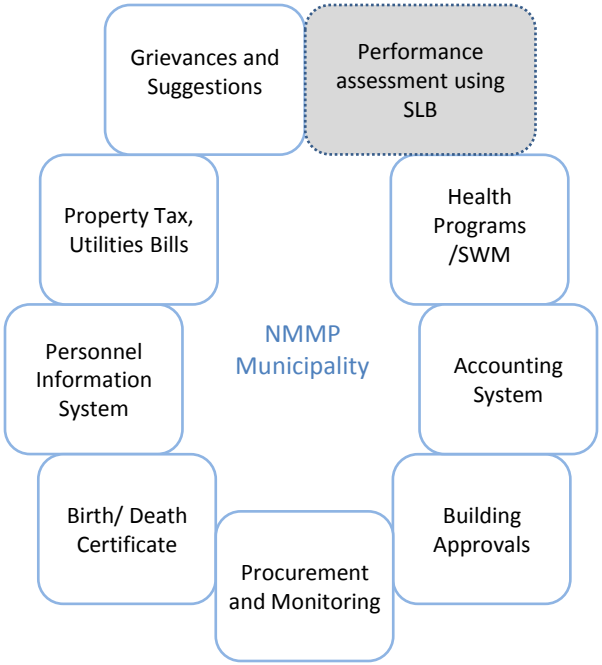
Integrating PAS-SLB within NeGP

- **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

Complaints Redressal

Water Supply

Revenue/ Accounts

Waste Water

Street light

Solid Waste Management

Roads

City Dashboard: Water Supply

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

Per capita water supply
137 lpcd

91 out of 100
households in cities are connected to municipal water-supply

1

NO City supplies 24*7 water

1 Hr Average hours of water supply

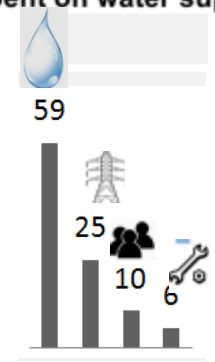
30 Average days of supply in a month

Only 7
of every 10 slum HHs have individual municipal water connections

40%
expenses for water supply are recovered

70%
water taxes are collected

Where every **100** Rupees spent on water supply goes



Rs 1596 Cost per connection
Rs 600 tariff per connection

Performance Improvement

Approach to performance improvement planning

Conventional Approach

'PROJECT'
based approach

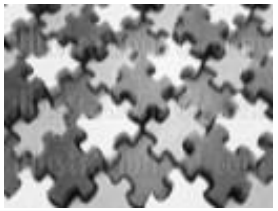
Oriented towards **OUTPUTS**

SUPPLY DRIVEN

Focus on **INDIVIDUAL PROJECTS**

PAS Approach

'SERVICE'
based approach



Oriented towards **OUTCOMES**

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

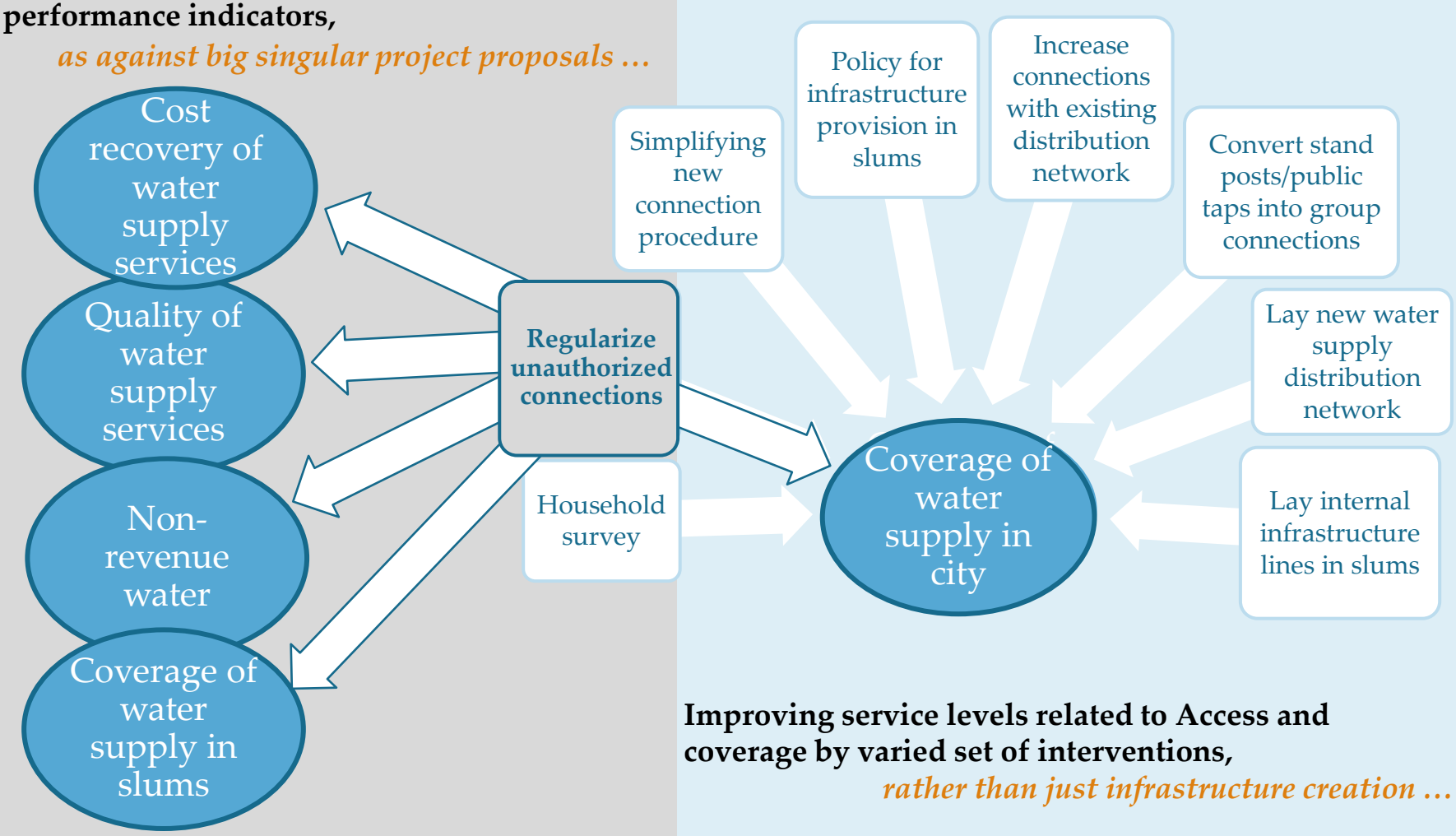
Focus on **SECTORAL SOLUTIONS**

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 …



Improving service levels related to Access and coverage by varied set of interventions,

rather than just infrastructure creation …

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

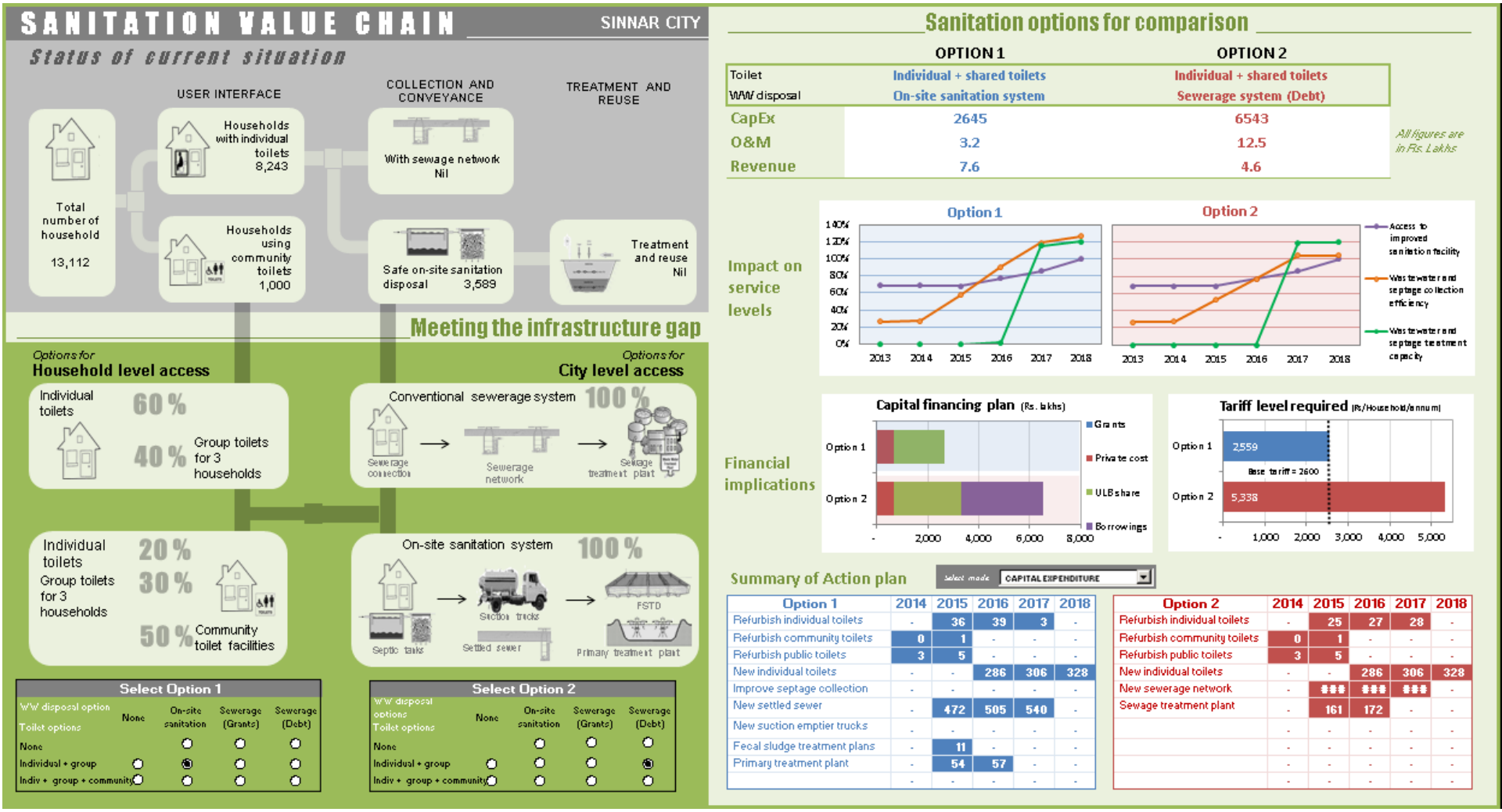
Exploring options to increase revenue from own income sources

Assess financial health and extent of revenue surplus available

Municipal finances of urban local bodies

- Past trends of municipal finances
- Forecasting for finances for Business as Usual scenario

Dashboard to compare different options



Sanitation options for comparison

	OPTION 1	OPTION 2
Toilet	Individual + shared toilets	Individual + shared toilets
WW disposal	On-site sanitation system	Sewerage system (Debt)
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

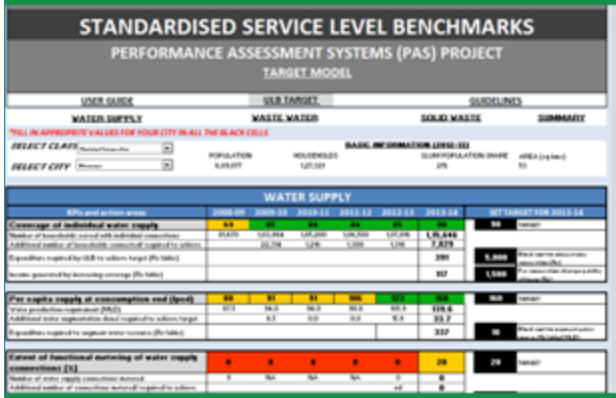
Select mode: CAPITAL EXPENDITURE

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	-	###	###	###	-
Sewage treatment plant	-	161	172	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-

Other Tools for Improvement Planning

Target Model


STANDARDISED SERVICE LEVEL BENCHMARKS

PERFORMANCE ASSESSMENT SYSTEMS (PAS) PROJECT

TARGET MODEL

USER GUIDE | SLB TARGET | GUIDELINES

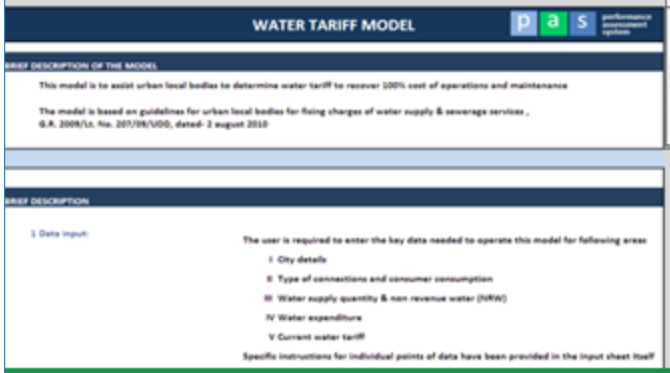
WATER SUPPLY | WASTE WATER | SOLID WASTE | SUMMARY

WATER SUPPLY

This model provides guidance to cities in setting annual improvement targets for service level benchmarks. It helps to assess feasible targets based on a trend analysis of key indicators, as well as outputs required, as well as capital expenditure and future O&M expenditure requirements.

Tariff Setting

Assists ULBs to determine water tariffs to recover O&M costs


WATER TARIFF MODEL

pas performance assessment system

BRIEF DESCRIPTION OF THE MODEL

This model is to assist urban local bodies to determine water tariff to recover 100% cost of operations and maintenance

The model is based on guidelines for urban local bodies for fixing charges of water supply & sewerage services , G.R. 2009/Lt. No. 207/09/UDD, dated- 2 august 2010

BRIEF DESCRIPTION

I Data Input:

The user is required to enter the key data needed to operate this model for following areas

I City details

II Type of connections and consumer consumption

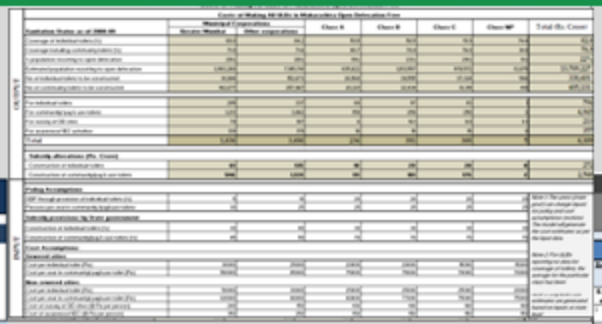
III Water supply quantity & non revenue water (NRW)

IV Water expenditure

V Current water tariff

Specific instructions for individual points of data have been provided in the input sheet itself

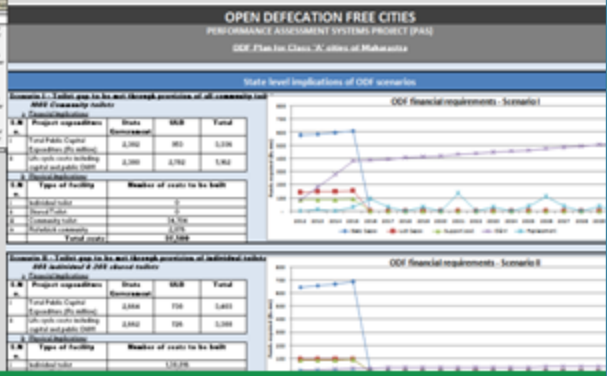
OD Free City



Assists ULBs to assess physical and financial requirements for an ODF city

Life Cycle Costing

Assists ULBs to analyze lifecycle costs of sanitation


OPEN DEFECATION FREE CITIES

PERFORMANCE ASSESSMENT SYSTEMS PROJECT (PAS)

DEF Plan for Class 'A' cities of Maharashtra

State level implications of ODF scenarios

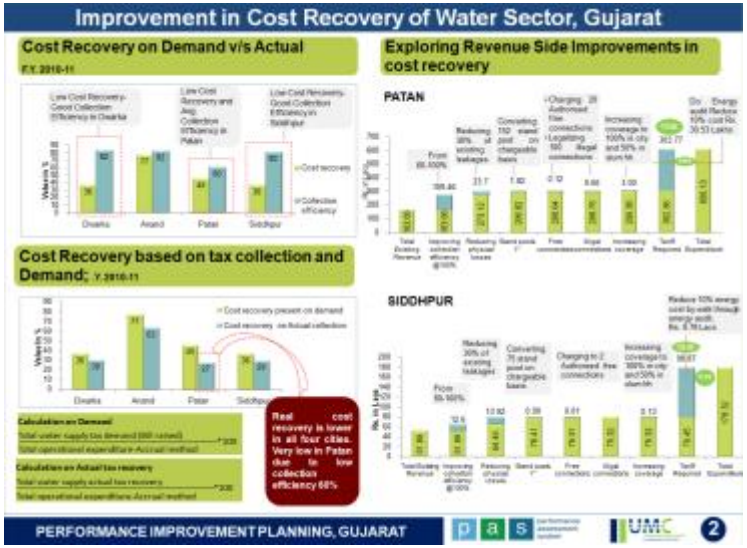
ODF financial requirements - Scenario I

ODF financial requirements - Scenario II

Areas of city support

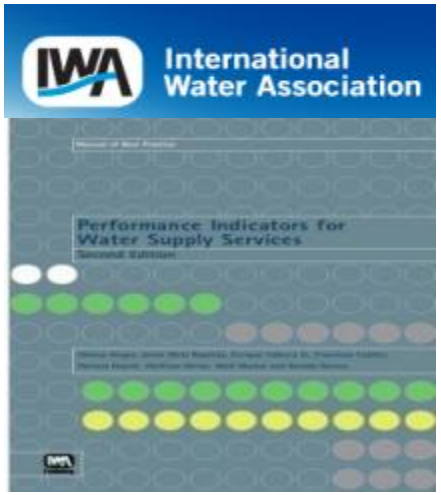
Support for development of Improvement Plans

- 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

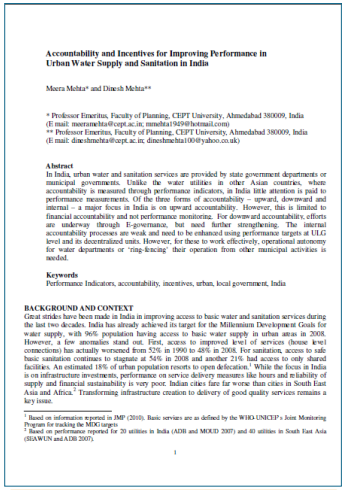


Strengthen global links

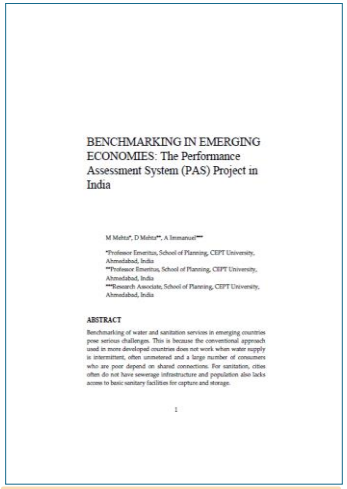
- UN post 2015 discussion - contributions to sanitation indicators and human rights group
- IWA specialist group for Performance Indicators and Benchmarking to influence global benchmarking efforts in looking at developing country contexts.
- Formal partnership with The UNESCO-IHE (Netherland) in their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



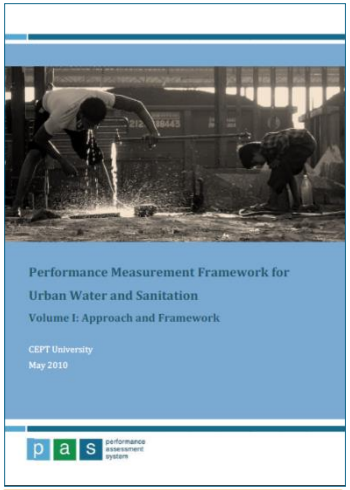
Policy Research and Papers on Performance Assessment



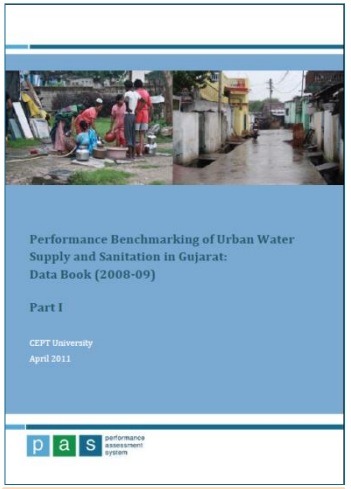
Accounting and incentives for improving performance of UEWSS in India



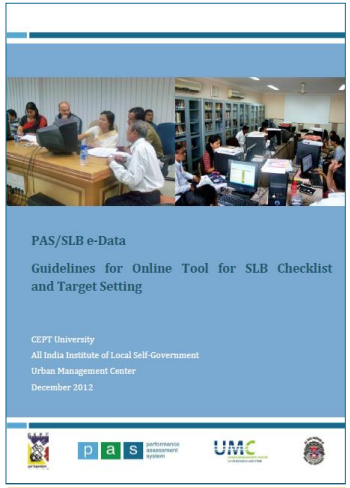
Benchmarking in Emerging economics: The Performance Assessment System Project in India



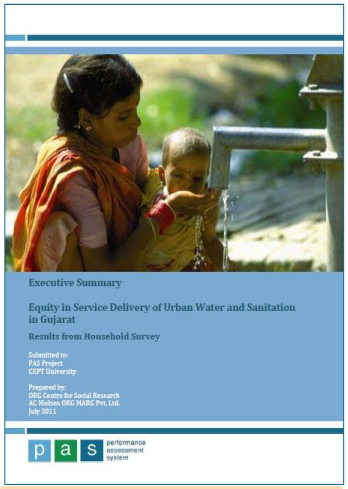
Performance Measurement Framework for UWSS



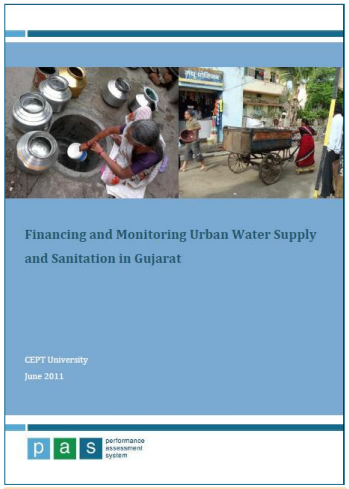
Performance Benchmarking of UWSS (Data book 2008 – 09)



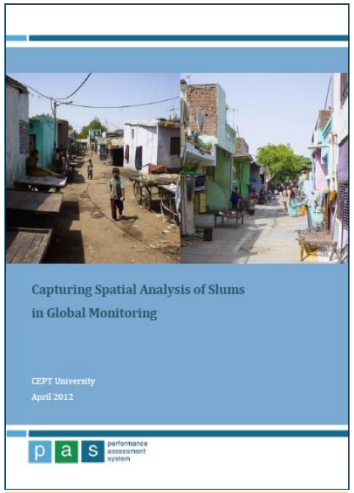
PAS – SLB e-data guidelines for online data entry



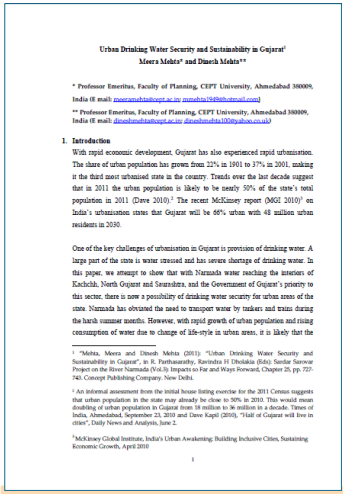
Equity in Service delivery of UWSS in Gujarat and Maharashtra



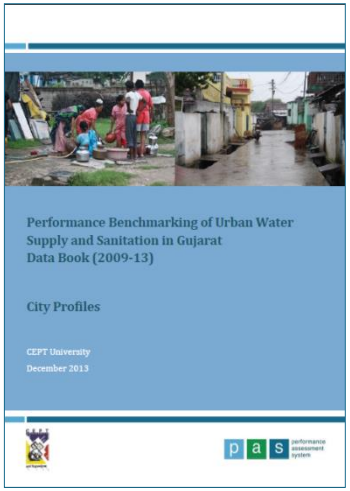
Financing and monitoring UWSS in Gujarat and Maharashtra



Capturing Spatial analysis of slums in Global Monitoring

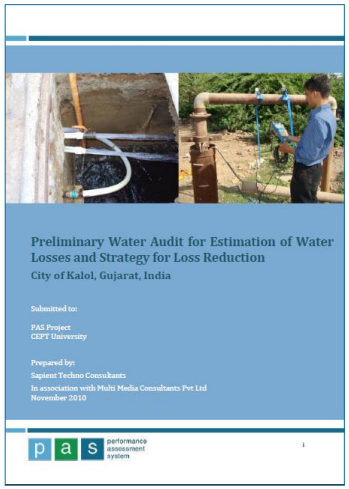


Urban drinking water security and sustainability in Gujarat

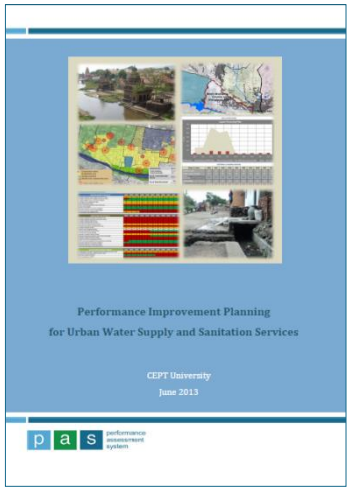


Performance Benchmarking of UWSS (Data book 2009 – 2013)

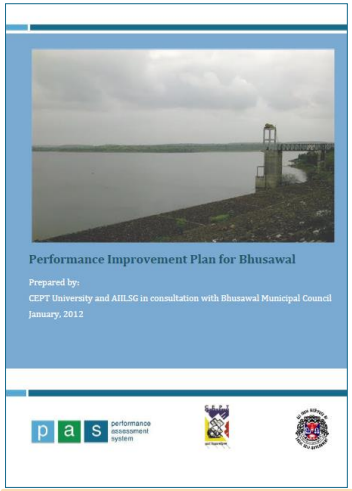
Policy Research and Papers on Performance Improvement



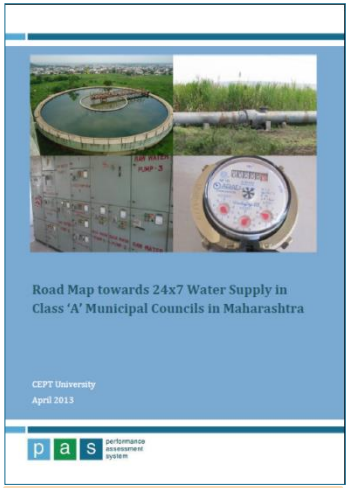
Preliminary water audit for estimation of water losses and strategy for loss reduction – City of Kalol



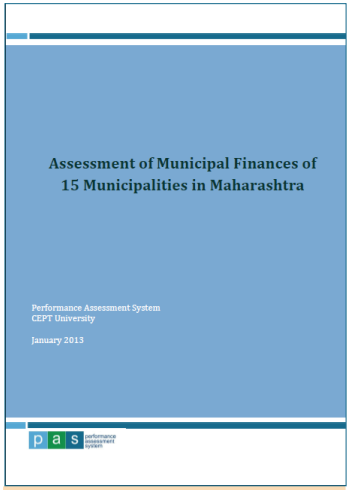
Performance Improvement planning for UWSS



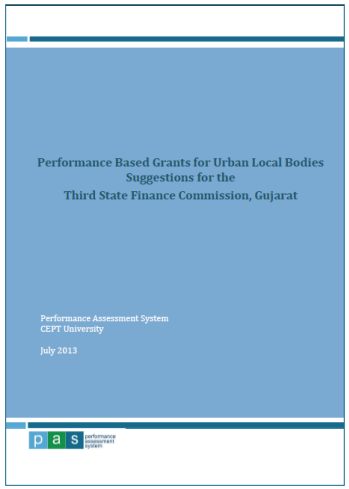
Performance Improvement Plans for class A cities of Maharashtra



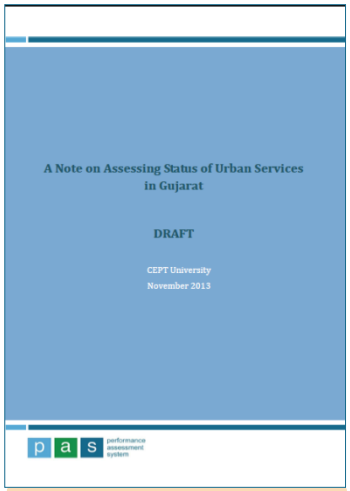
Road map towards 24x7 WS in class A municipal councils in Maharashtra



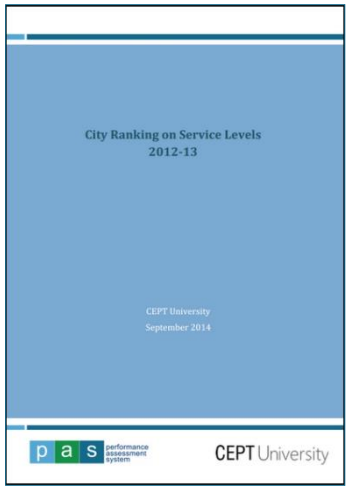
Assessment of Municipal finance of 15 municipality in Maharashtra



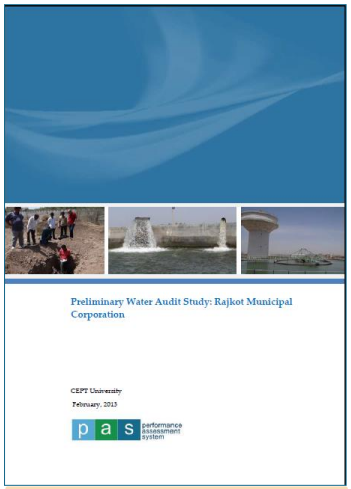
Performance based grants for ULBs Suggestions for the third SFC



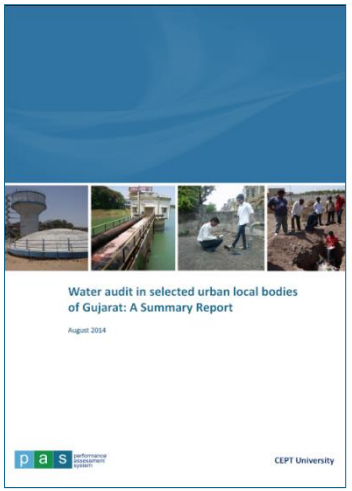
Assessing status of urban services in Gujarat (Draft)



Ranking of Service levels (Draft)



Preliminary water audit study – 10 cities in Gujarat



Water audit in selected ULBs of Gujarat: A summary report

Thank you

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