



**ABSTRACT**

Award – Hon'ble Chief Minister's Award to the best performing Municipal Corporation / Municipality to be presented on the Independence Day of every year –Amendment - orders – Issued.

**Municipal Administration And Water Supply (MC.6) Department.**

G.O.(Ms) No. 86

Dated: 21.07.2014

SriJaya, Aadi-5

Thiruvalluvar Aandu-2045

Read:

1. G.O.(Ms)No. 69, Municipal Administration and Water Supply (MC.6) Department, Dated 26.07.2012.
2. From the Commissioner of Municipal Administration Letter Roc.No.14720/2012/M2, dated 16.06.2014.

**ORDER:**

The Government have carefully examined the proposal of the Commissioner of Municipal Administration in reference second read above, as identified by the Tamil Nadu Institute of Urban Studies (TNIUS), the following amendments are issued to para 3 (a) of G.O. (Ms) No. 69, Municipal Administration and Water Supply (MC.6) Department, dated 26.07.2012.

**AMENDMENT**

For the existing para 3 (a) in G.O. (Ms) No. 69, Municipal Administration and Water Supply (MC.6) Department, dated 26.07.2012, the following paras shall be substituted.

- (a) The following 8 parameters and 110 metrics identified in Annexure by the Tamil Nadu Institute of Urban Studies (TNIUS), shall be taken as weightage to evaluate the services rendered by them so as to select the best Municipal Corporation/Municipality.
  - i. **Water Supply:** This will include a wide range of metrics such as average LPCD delivered, water quality at source, coverage in slums, metering and billing efficiency, etc.

- ii. **Financial Management:** The ability of the ULB to maintain a robust financial system will be captured through metrics such as liquidity ratio, revenue growth and collection efficiency of key tax heads like property tax and professional tax, etc.
- iii. **Solid Waste Management:** Effectiveness of services rendered from collection of garbage to disposal of the same will be captured through metrics such as level of source segregation, collection efficiency, billing coverage etc.
- iv. **Sanitation:** A Comprehensive set of metric ranging from slum sanitation and sewerage treatment efficiency to maintenance cost and billing efficiency will be captured.
- v. **Street Lights:** The ability of ULBs to introduce innovative energy saving technologies will be captured.
- vi. **Public Health:** The effectiveness of various ULB initiatives to control the spread of diseases and promote public hygiene will be measured.
- vii. **Poverty Alleviation:** The effectiveness of various schemes implemented by the ULB in uplifting the people out of poverty will be measured.
- viii. **Special Initiatives:** Other E-governance linked reform, citizen-oriented measures and special initiatives will be captured and awarded an appropriate score.

The key salient features of the new framework include:

A unique system of assigning weights, where higher weight age is assigned to variables that are directly with in the control of ULBs and those deemed as policy priorities by the State Government.

A user friendly and interactive dashboard and a well designed E-Newsletter to effectively disseminate the results of the assessment process and share best practices.

A series of capacity building workshops to empower the ULB representatives to participate effectively in the assessment process.

A system of verifying the results generated through the assessment process and identifying the best performing ULBs by the high level committee.

2. The Commissioner of Municipal Administration is requested to communicate a copy of this Government Order to all the Commissioners of Corporations and Municipalities.

**// By Order of the Governor //**

**K. Phanindra Reddy**  
**Principal Secretary to Government**

To  
The Commissioner of Municipal Administration, Chennai-600 005  
The Chairman and Managing Director, TUFIDCO, Chennai-600 018.  
The Chairman, Chamber of Chairpersons (through the Commissioner of Municipal Administration)  
The Principal Secretary/Commissioner, Corporation of Chennai, Chennai-600 003  
The Principal Accountant General, Chennai – 600 018  
The Principal Accountant General, Chennai – 600 018 (By name)

**Copy to:**

The Office of the Hon'ble Chief Minister, Chennai-600 009.  
The Special Personal Assistant to the Hon'ble Minister for (MA, RD, Law, Courts and Prisons) Chennai-600 009.  
The Principal Private Secretary to the Principal Secretary to Government, Municipal Administration and Water Supply Department, Chennai- 600 009.  
The Municipal Administration and Water Supply (Budget/MA.4/ TP.II/Gen./OP-II/) Department, Chennai- 600 009.  
The Finance (MA& WS/BG.I/II/ B-Co-ord) Department, Chennai-600 009.  
Stock File/Spare Copies.

**// Forwarded by Order //**

*T. K. Banerjee*  
**Section Officer**  
21/7/14

**Annexure**

The "Hon'ble Chief Minister's Award" to the best performing Municipal Corporation / Municipalities seeks to develop a comprehensive and robust assessment framework to evaluate the performance of ULBs and incentivize reform in service delivery through healthy competition.

The key objectives of this assessment framework are to:

- I. Establish meaningful and measurable performance measures for a wide range of ULB service delivery and support areas
- II. Streamline inconsistencies in data collection and representation
- III. Enable fact-based decision making leading to improved execution of service delivery
- IV. Encourage continuous organisational learning, change & facilitate exchange of best practices
- V. Provide a strong empirical basis for targeting policy interventions
- VI. Empower council, staff, and citizens with information on their ULB's performance and how they compare with other ULBs

(b) The analytical framework will encapsulate major services delivered by the ULB with a 110 multi-dimensional metrics.

(c) The framework will include the following salient features:

- a. The areas evaluated through the framework will be measurable, and directly controllable by the respective local bodies.
- b. A combination of current (year) performance, and trend performance (change in performance over time) will be considered to level the playing field across Urban Local Bodies.
- c. Explicit coverage for slums and disadvantaged groups under various parameters will be provided to account for difference in income distribution.
- d. Cost indexation to number of units of infrastructure in addition to per capita calculations will be introduced to overcome difference in cost to serve.
- e. National service level benchmarks (Ministry of Urban Development) and international service level benchmarks and standards (WHO, UNDP and other pioneering organizations) will be introduced to encourage convergence in performance with National and International service delivery goals
- f. Weights for service areas/parameters and metrics will be determined on the basis of policy priorities and to incentivize healthy reform in service delivery standards. Trend and current performance will be given equal weights for metrics that are not compared with National benchmarks and will be 70% (for trend performance) and 30% (for current performance) respectively for metrics that are compared with National benchmarks.

(d) The award ceremony will be an annual exercise aimed at identifying the top Municipal Corporation and the top three Municipalities. However, the performance of each ULB will be monitored, analysed and communicated to them once in a quarter. This is done, so as to provide the ULBs with an opportunity for timely intervention.

(e) The framework also assigns clear responsibilities to ULB staff and heads as outlined below:

**Regional Director of Municipal Administration**

- I. Undertake physical audits to the top three well-performing Municipalities to verify the reliability of information provided
- II. Monitor service delivery performance and encourage Municipalities falling under their respective zones to act on areas that are observed to be lagging behind

**ULB Commissioner**

- I. Authorise quality of information provided by the ULB data entry operator.
- II. Build capacities in the ULB to allow for effective and efficient execution of the evaluation exercise.
- III. Devise organisational frameworks to embed key learning and best practices on a regular basis.

**Senior ULB staff**

- I. Ensure that the data shared by the ULBs for this exercise is reliable i.e., error free.
- II. Sensitise junior staff on the merits of the exercise, how it is being done and the importance of streamlining data collection and storage.
- III. Identify able junior staffs who can be trained for this purpose and track their performance constantly.

**Metrics and Scores**

Service Delivered	Metrics	Description	Score
Water Supply (Score – 15)	Water connection per capita	Total number of household (including slum households) served by the ULB that includes direct water connection, hand pumps, secondary vehicle water service delivery (water lorry) / Number of households in the ULB (including slums)	0.85
	Average LPCD delivered	Total litres of water supplied per day / ULB Population	0.57
	Water quality at source	Function of chlorine level, turbidity and hardness	1.41
	Average frequency of supply (in a week)	Number of hours of water supply per week	0.85
	Number of approved water connection	Number of application cleared for water connection / Total number of applications received for new water connection	0.85
	Operating efficiency	Total operating revenue from water charges / total operating expenditure for water supply and distribution	0.57
	Coverage in slums	Total number of slum household served by the ULB that includes direct water connection, hand pumps, secondary vehicle water	0.85

	service delivery (water lorry) / Number of slum households in the ULB	
Metering efficiency	Total number of metered connection (household, industries, commercial, institutions, bulk supply, other connections) / total number of - households, industries, commercial establishments, institutions, bulk supply connections, other connections	1.41
Billing efficiency	Total number of bills raised (households, industries, commercial establishments, institutions, bulk supply, other connections) / total number of - households, industries, commercial establishments, institutions, bulk supply connections, other connections	0.85
Collection efficiency	Total number of bills collected (households, industries, commercial establishments, institutions, bulk supply, other connections) / Total number of bills raised (households, industries, commercial establishments, institutions, bulk supply, other connections)	0.85
Revenue growth from water charges	((Revenue from water charges in the current year - Revenue from water charges in the previous year) / Revenue from water charges in the previous year) * 100	0.85
Distribution Efficiency	Total litres of water that has been billed in the year / Total litres of water that has been supplied by the ULB in the year	1.41
Complaint redressal	Total number of complaints redressed / total number of complaints received	0.85
Water charges revision date	Last date when the water charges were revised in the ULB	0.85
Transmission efficiency	Total litres of water supplied per day / Water taken from reservoir or storage tank before treatment per day	0.57

	Expenditure on electricity	Total population in ULB / Total money paid towards electricity bills exclusively for water supply in the ULB	1.41
Financial Management (Score – 20)	Liquidity ratio	Current assets/Current liabilities	1.82
	Collection efficiency of key tax heads like property tax, professional tax and education cess, water tax and non-tax income	Number of assesses from who tax was collected (professional, property, education cess, water tax) / Total eligible assesses (professional, property, education cess, water tax)	3.03
	Revenue growth	$((\text{Current year revenue} - \text{Previous year revenue}) / \text{Previous year revenue}) * 100$	1.82
	Operating coverage ratio	ULB own income/ULB operating expenses	1.82
	Is double entry book keeping followed?	Yes or No	1.82
	Timely submission of accounts, audit	Yes or No	1.82
	Asset register updated or not?	Yes or No	1.82
	Arrears cleared in the given year	Tax arrears collected/Total tax arrears	1.82
	Outstanding property tax due to litigation	$1 - (\text{Total value of properties in litigation} / \text{Total value of properties in the ULB})$	1.20
	Education cess re-spent that was collected in the previous year (in %)	Education cess re-spent from previous year collection/ Total education cess collected previous year	3.03
Solid Waste Management (Score – 15)	O & M efficiency	Total Population / Total O&M cost for Solid Waste Management (SWM)	1.00
	Collection efficiency in slums (%)	Quantity of garbage collected in slums in a week/ Quantity of garbage generated in slums per week	1.00
	Source segregation (%)	Tonnes of waste segregated at the ULB level/ Total waste generated in the ULB	1.60
	Collection efficiency overall (secondary)	Function of frequency of secondary collection, no. Of trips taken by secondary vehicles per	1.60

		day, total carrying capacity of secondary vehicles and overall waste generated in the ULB	
Billing coverage		Number of households billed for service delivered / Total households in the ULB	1.00
User charge collection efficiency		Number of households that paid the user fee/ Number of households billed	1.00
Recycling		Quantity of waste re-cycled annually (paper, plastic etc., qty of waste used in compost yards, waste utilised in bio gas plants, e-waste sold annually/ Total waste generated in the ULB	1.60
Disposal facility		Total waste handled in bio-hazardous incinerator annually/ Total bio hazardous waste generated within the ULB annually	1.60
Complaint redressed		Total complaints redressed/total complaints received	1.00
Disposal coverage		Total number of dustbins/ ULB population	1.00
MSW cost recovery		Sum of [{Revenue generated from recycling plastics, paper, bottles, etc.. annually; Revenue generated by selling compost annually ; Total annual expenditure savings by utilizing biogas generated for any service that would have otherwise cost the ULB ; Revenue generated from e-waste collection centres annually}]/ Total ULB expenditure	1.00
Activities conducted to aid waste management		Number of activities conducted to educate people about waste recycling	1.60



Sanitation (Score – 10)	Revenue growth from sewerage charges	$(\text{Sewerage charge collected in the current year} - \text{Sewerage charge collected in the previous year}) / \text{Sewerage charge collected in the previous year}$	0.35
	Slum sanitation	Number of operational public toilets near slums / Total slum population	0.58
	Public sanitation	Number of operational toilets in commercial areas / Total road length in commercial areas	0.35
	Maintenance effort	Total number of operational public toilets in the ULB/ O&M expenditure on public toilets	0.35
	Sewerage connection	$1 - (\text{Number of households uncovered by any form of public sanitation facilities} / \text{Number of households in the ULB}) * 100$	0.58
	Billing efficiency	$(\text{Number of households charged for sewerage} / (\text{Number of households in the ULB} - \text{Number of households uncovered by any form of public sanitation facilities})) * 100$	0.35
	Redressal efficiency	Number of complaints addressed/ Number of complaints received	0.35
	Sewerage treatment efficiency	Quantity of sewerage transported to designated sewerage treatment plant / Sewerage generated per day	0.35
	Income from sewerage charges to expenditure (%)	Sum (Revenue from billed user charges, Income from public toilet operation, Revenue from special initiatives) / Total expenditure for sewerage	0.35
	Road (kms) with closed drain %	Length of road with closed storm water drain/ Total road length in ULB	0.58
	Coverage of SWD	Length of road with storm water drain (open+ closed) / Total road length in ULB	0.35
Cleaning the sewer lines	It is a measure of a. Number of reported accidents while clearing sewer lines b. Total length of underground sewer lines / Total number of jet rodding or desilting machines to clean sewerage in the ULB	0.58	

	% of sanitary latrines to total latrines	$1 - (\text{number of insanitary latrines in ULB} / \text{total number of public toilets})$	0.58
	% of septic tank that meet design standards as set by ULB	Number of septic tanks that meet design standards as set by the ULB / Total number of septic tanks in ULB	0.35
	Is sewerage mixed with local water bodies or storm water drains in ULB?	Yes / No	0.58
	Number of training sessions to municipal staff on safe collection, treatment and disposal	Number of training sessions to municipal staff on safe collection, treatment and disposal	0.58
	Number of engagements with residents in ULB to propagate septic management system	Number of engagements with residents in ULB to propagate septic management system	0.35
	Waste water reused after recycling to total waste water collected (as %)	Quantum of treated waste water utilised for ULB services / Quantum of waste water treated and recycled within ULB	0.58
	Special initiatives to create revenue stream by allowing advertisement hoarding in public toilets	Number of special initiatives to generate revenue by allowing advertisement hoardings in public toilets, revenue from such initiatives	0.58
	Waste water recycling	Quantum of waste water treated and recycled within the ULB/ Quantum of waste water collected in ULB	0.35
	Charges collection efficiency	Number of households that paid sewerage charges/ Number of households charged for sewerage	0.35
	Expenditure on electricity	Total population in ULB / Total money paid towards electricity bills exclusively for sanitation services in the ULB	0.58
Street Lights (Score – 5)	Street light coverage	$((\text{Total number of street lamps} * \text{distance between two street lamps}) / 1000) / \text{Total road length in ULB}$	0.44

	Active street lights (%)	Number of active street lamps in ULB / Total number of street lamps in ULB	0.44
	Contribution of energy efficient technology	Function of number of active CFL street lamps, LED lamps, solar run lamps, street lamps run by biogas to total active street lamps	0.74
	Total energy consumption per active light (units)	Number of active street lamps in the ULB/ Total energy consumption by street lamps	0.74
	Complaints redressed	Complaints addressed / Total complaints received	0.44
	Do you have dimming system	Yes / No	0.74
	Average expenditure	Number of active street lamps in the ULB / Total O&M expenditure on street lights	0.28
	Electricity consumption efficiency	deviation from calculations from "establishments assessment register"	0.44
	Special initiatives to create revenue stream by allowing advertisement hoarding in street lights	Function of number of special initiatives to create revenue stream by allowing advertisement hoarding in street lights, total revenue generated by special initiatives	0.74
Public Health (Score - 10)	% of modern slaughter houses	Total number of modern slaughter houses (including abattoir modernization scheme) / Total number of slaughter houses	1.78
IMR, MMR reported		Function of number of infanticide cases reported in ULB health centres, mortality rate in ULB health centres	1.78
Facilities provided in burial ground		Function of lighting in burial grounds, water availability in burial grounds and burial grounds having a compound	1.1
Relative decrease in number of dengue, malaria, cholera, filarial cases over years		1 - Sum (Number of reported dengue, malaria, cholera and filarial cases in ULB)/ ULB population )	1.78
Measures to tackle Animal Birth Control (ABC)		Function of number measures taken to tackle ABC	1.78
Percentage of institutional delivery (health institutions)		Number of child deliveries in hospitals/Total number of newborn children in the ULB	1.78

Total disbursement per capita(BPL) of poverty alleviation programme (subsidy)	Total disbursement from poverty alleviation programmes in the ULB / ULB population	0.46
Placed : Trained ratio	Number of people placed after training in various skill initiatives / Number of people trained under various skill initiatives in ULB	1.16
Budget utilised for poverty alleviation (%)	Amount spent from budget allocation for poverty alleviation / Amount allocated from budget for poverty alleviation in ULB	1.16
% of families benefitted from slum relocation/in situ improvements	Number of actual beneficiaries (households) of slum relocation/in situ programmes / Number of slum households in ULB	0.70
% of BPL families benefitted through Self Help Groups (SHGs)	Number of families benefitting through SHGs who are below poverty line/ Number of families benefitting through SHGs	0.70
% of SHG's active for more than 5 years	Number of SHGs active for more than 5 years / Total number of SHGs in ULB	1.16
Total % of BPL youth trained in the year (skills)	Number of persons (18-45 years) under poverty line trained in skill development initiatives in the given year / Number of persons (18-45 years) under poverty line	0.70
% of homeless accommodated in homeless shelters	Number of households accommodated in homeless shelters in ULB / Number of homeless households in ULB	0.70
% of homeless with voter ID	Number of homeless households with voter ID cards / Number of homeless households in ULB	0.70
% of homeless with PDS cards	Number of homeless households with PDS cards / Number of homeless households in ULB	0.70
% of SHGs offering skill training and entrepreneurship activities	Number of SHGs offered skill training + Number of SHGs assisting micro entrepreneur group activities / Total number of SHGs in ULB	0.70
% of population who have gradually moved from BPL to APL	Number of households who moved from BPL to APL / Number of households below poverty line	1.16
Availability of web portals for municipal services (nos)	Yes/ No	0.56
Data availability online for municipal services	Number of municipality services having dedicated web pages in the website / Number of municipality services offered by ULB	0.56

Online tax payment and collection (%)	Total tax collected via online/ Total tax collected	0.56
Online complaints resolved	Total complaints received via online registration / Total complaints received	0.56
Responding to RTI	Time taken by ULB to respond to RTI query	0.94
Are councillor resolutions disclosed on the ULB webpage periodically?	Yes /No	0.56
Does the ULB webpage have a citizen charter?	Yes /No	0.56
% of budget allocated towards promotion of culture, education and sports	Budget allocated towards promotion of culture, education and aesthetics in the ULB / Total budget allocated to ULB	0.56
% of issued tenders which are Tender Transparency Act compliant	Number of tenders issued that are TT compliant / Total number of tenders issued	0.56
Any other poverty alleviation measures/initiatives	Number of other measures	0.56
Timely passage of council resolutions	Yes /No	0.56
OSR land transferred to ULB	Yes /No	0.56
OSR land converted to parks (%)	Sq. ft of OSR land converted to parks / Total OSR land with the ULB	0.56
Maintenance expenditure on parks (INR)	Total ULB population/ Maintenance expenditure on parks	0.56
Sq.ft area under park	Total ULB population / Sq.Ft area under parks	0.94
No. of playgrounds per 1000 children	(Number of playgrounds / Number of children in ULB) *1000	0.56
Maintenance expenditure on playgrounds	(Number of playgrounds / Maintenance expenditure on play grounds)	0.39
% of roads with signage and reflectors present on the road	Number of roads with signage/ Total number of roads	0.94
Ratio of pucca to total roads	Total length of pucca roads/ Total road length	0.56
% of pucca roads near slums	Km of pucca roads in slums / Total road length near slums	0.56

Overall citizen friendliness	Total number of complaints closed/ Total complaints received by ULBs	0.94
Does the ULB have an integrated traffic management system	Yes/No	0.39
Any other initiatives not mentioned elsewhere	Number of other initiatives	0.94
O&M on roads	Operation and maintenance expenditure on roads / Total population in ULB	0.56
<b>TOTAL SCORE</b>		<b>100</b>

**K. Phanindra Reddy**  
Principal Secretary to Government

/True copy/

*T. K. Saravathi*  
Section officer  
21/7/14

