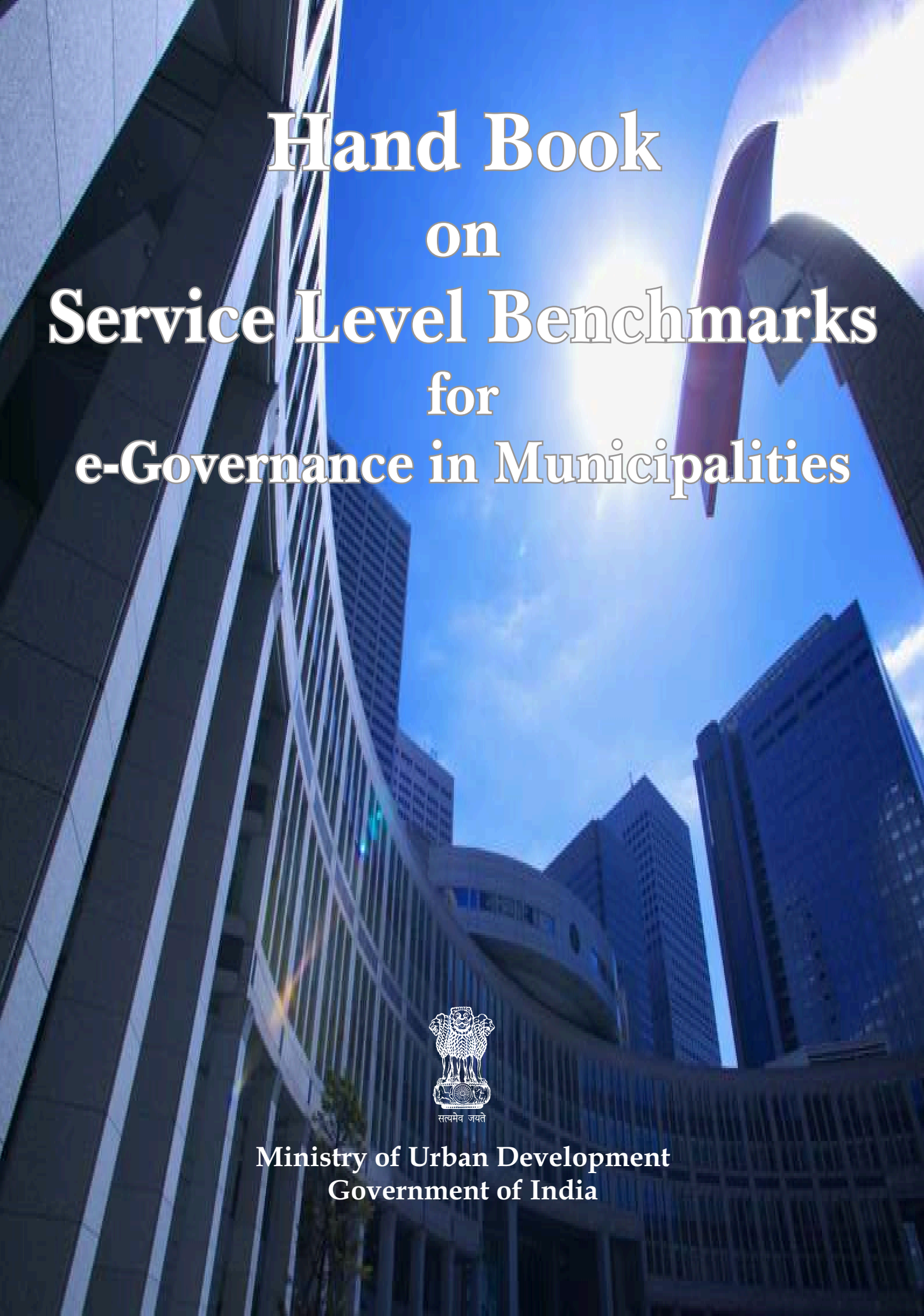
Hand Book on Service Level Benchmarks for e-Governance in Municipalities



सत्यमेव जयते

Ministry of Urban Development
Government of India

-----Knowledge Partners-----

Hand Book
on
Service Level Benchmarks
for
e-Governance in Municipalities

Ministry of Urban Development
Government of India

Contents

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शहरी विकास मंत्री
भारत सरकार
MINISTER OF
URBAN DEVELOPMENT
GOVERNMENT OF INDIA

S. JAIPAL REDDY

Message

The Ministry of Urban Development has been trying to promote an outcome-based approach for performance management in Municipalities and has initiated a number of activities towards this objective. It had earlier brought out handbook for benchmarking for four Basic Municipal Services related to Water Supply, Sewerage, Solid Waste Management and Storm Water Drainage. I am happy that my Ministry has now finalized the Handbook on "Service Level Benchmark for e-Governance in Municipalities", which was also part of 100 days agenda for the Ministry.

I am sure this handbook would prove to be a valuable reference document for continuous improvement in service-delivery through e-Governance in Municipalities across Urban Local Bodies in the country.

I would like to congratulate the concerned officials of the Ministry, State Governments, cities and experts who have contributed to finalization of these service level benchmarks.

With Best Compliments.

(S. Jaipal Reddy)

सत्यमेव जयते

Dr. M Ramachandran
Secretary
Ministry of Urban Development,
Nirman Bhawan,
New Delhi

Foreword

India's rapid economic growth in the last two decades has been accompanied by increased levels of urbanization. Our cities, which are engines of economic growth, are under great strain to meet the growing demands and aspirations of its citizens. e-Governance in Municipalities is an effective tool to facilitate smooth delivery of urban services. It enhances efficiency of the ULBs for delivering quality services in least possible timeframe.

The National Mission Mode Project (NMMP) on e-Governance in Municipalities is a crucial initiative of the Government of India to usher in a framework for improving operational efficiencies within Urban Local Bodies (ULBs). It ensures transparency and accountability in the Governance of ULBs by enhancing the interface between citizens and the local bodies. Conceptualized under the aegis of the overall National e-Governance Plan (NeGP), the NMMP comes at an opportune point in time as it dovetails with the range of reforms being undertaken by cities and states under the Jawaharlal Nehru National Urban Renewal Mission (JNNURM), wherein e-Governance Reforms has been identified as a Mandatory Reform to be undertaken by the ULBs the Mission Cities. The NMMP is being implemented as part of the JNNURM and rolled out in 35 select Mission Cities in the first instance. Planning Commission has already accorded the approval to expand the project to cover all 65 JNNURM Cities/ Towns. Eventually, it is proposed to cover all 423 Class-I cities/ towns having population over 1 Lakh population and this would cover more than 90 per cent of India's urban population.

This publication on Service Level Benchmarks focused on e-Governance is in line with the series of previously published SLB of four basic services (Water Supply, Sewerage, Solid Waste Management and Storm Water Drainage) from the perspective of setting-up standards for implementing and monitoring e-Governance project for Municipalities. Setting up Benchmarks in e-Governance would identify the key parameters, remove ambiguity in data, maintain grade accuracy of data depending on data collection methods, expedite processes/ citizen ULB interfaces, enhance collating periodicity of data and logical interpretation through Performance Score Cards and MIS. This would enhance the existing decision support systems focused towards citizen centric services in our urban areas and device appropriate policies.

Eight functional service areas of ULBs are defined to be covered under the e-Governance Benchmark. These include - Registration and Issue of Birth & Death Certificate, Payment of Property Tax & Utility Bills & Management of Utilities that come under the ULBs, Citizen Grievances & Suggestions, Building Plan Approvals, Procurements and Monitoring of Projects, Health, Accounting System and Personal Information System.

The Ministry of Urban Development would facilitate adoption of these Benchmarks through its various schemes and would also provide adequate support to Municipalities which move towards adoption to these. I encourage all State and Local level functionaries to use this handbook in achieving our goal of improved service delivery for our citizens.

Secretary (UD)

A K Mehta
Joint Secretary
Ministry of Urban Development,
Nirman Bhawan,
New Delhi

Preface

The Ministry of Urban Development initiated an exercise to develop standardized Service Level Benchmarks (SLBs) in respect of Basic Municipal Services in the year 2006. The recent addition to this series is e-Governance Benchmarks in Municipalities, along with previously published 4 other urban services. This handbook on service level benchmark on e-Governance in Municipalities is an outcome of various levels of deliberations undertaken with stakeholders Secretaries of States of Urban Development, industry & ULB representatives including Commissioners and sector experts. This exercise culminated in the form of a workshop held in September 2009, wherein final comments from the stakeholder groups were incorporated in the document.

While MoUD feels that these service level benchmarks are the sector best which all ULB must endeavour to achieve, nevertheless it would appreciate all efforts in this direction in order to provide best of the mentioned eight services in a hassle free manner. It is expected that ULBs and State Governments should be committed to specific timelines for implementing the e-Governance project successfully to achieve the objectives of efficiency and effectiveness, quality of internal local government operations, stimulate good governance, transparency and accountability, enhance a healthy interface between ULBs and citizens, and help improve delivery of services to its citizens.

This handbook is a result of unique initiative of MoUD to come up with SLB for e-Governance in Municipalities supported by e-Governance PMU set-up in MoUD, and has been designed to enable systematic and sustained monitoring of e-Governance services using standardized indicators against mutually consented benchmarks. It would assist the urban decision makers in performance improvements in following mannner:

(a) gap identification, plan, budget and prioritize improvement measures
(b) enabling identification and transfer of best practices
(c) enhancing accountability to citizens on service delivery levels
(d) providing a framework that can underlie contracts/ agreements with service providers

With the adoption of such standards and benchmarks, it is expected that there would be a general consistency in the service levels across the country in terms of uniform measurements and reporting systems which will be of immense help to the management of the e-Governance service. It would also address the issues of catering for the incremental populations, since any increase in breach of service levels would imply that the present infrastructure is not adequate, and would be a signal to take corrective action in a timely manner. It shall also be of great help in shifting the focus from infrastructure to service delivery.

I would like to express my gratitude to all the officials associated with the task of developing this Handbook on Service Level Benchmarks on e-Governance of Municipalities specially, Urban Development Secretaries of the State Governments, ULB representatives involved in their respective e-Governance initiatives including Commissioners, industry representatives/ sector experts and JNNURM e-Governance PMU. I am also grateful for the support received from Secretary, Urban Development Dr. M Ramachandran, who has been the driving force behind this exercise. I indeed hope that this Handbook would set the milestones right for ULBs to target and achieve it.

Joint Secretary (UD)

List of Abbreviations

G2B	Government to Business
G2C	Government to Customer/ Citizen
G2G	Government to Government
GoI	Government of India
ICT	Information and Communication Technology
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
KPIs	Key Performance Indicators
MeDD	Municipal e-Governance Design Document
MIS	Management Information System
MIT	Ministry of Information Technology
MMP	Mission Mode Project
MoUD	Ministry of Urban Development
NeGP	National e-Governance Plan
NMMP	National Mission Mode Project
NOC	No Objection Certificate
PIS	Personnel Information System
PRC	Performance Report Card
SLB	Service Level Benchmark
SLNA	State Level Nodal Agency
ULB	Urban Local Body

1. Executive Summary

National e-Governance Plan (NeGP) is an inititive by Government of India to *"Make all Government services accessible to the common man in his locality, through common service delivery outlets and ensure efficiency, transparency & reliability of such services at affordable costs to realise the basic needs of the common man"*- Website of Department of Information Technology, GoI

NeGP lays the foundation stone for taking a holistic view towards implementing e-Governance initiative across the country, guided by common vision, strategy and approach. To implement the initiative NeGP has formulated 27 Mission mode projects (8 National MMPs, 11 State MMPs and 8 Integrated MMPs) and 8 components have been approved by Government on 18th May 2006.)

"e-Governance in Municipalities" is one of the various Mission Mode Projects (MMPs) identified under NeGP under the ownership of the Ministry of Urban Development (MoUD) as part of JNNURM. It aims at creating *"Economical productive, efficient, equitable and responsive cities in an integrated framework with focus on economic and social infrastructure, basic services to urban poor, urban sector reforms and strengthening of Municipal Governments and their Functioning."* Guidelines on National Mission Mode Project on e-Governance in Municipalities

"e-Government" or "electronic Government" refers to the use of Information and Communication Technologies (ICTs) by Government agencies.

In the first phase of the programme, 35 mission cities (based on the population*) have been selected out of 423 cities spread across 15 States and covering around 80 ULBs. On the successful implementation of the programme in these 35 identified pilot cities, the same will be rolled out in the other cities. The programme envisages to:

- Improve the quality, accessibility and effectiveness of government services for citizens and businesses;
- Speed up processes and improve internal efficiency to provide more efficient delivery of public services;
- Make processses more accountable and transparent;
- Encourage citizen participation in decision-making through effective use of ICT;
- Reduce costs and increase revenue.

Eight basic services have been identified as a part of first phase of the scheme. To assess the effectiveness, effeciency, quality and availability/ accessibility of the identified services, JNNURM mandates the ULBs to achieve the measurable outputs/ Key Performance Indicators (KPIs) against the objectives identified.

This "Service Level Benchmark for Services through e-Governance" handbook takes into account all the measurable outputs/ KPIs identified by JNNURM and further includes additional key indicators for providing more wider and indepth analysis of the service levels and service level benchmarks.

In addition to identifying the additional KPIs, the handbook also provides inputs on definition of the indicators, means of measurement, frequency and jurisdisction of measurement and reporting in form of Performance Score Cards.

Note: Population- (Population as per 2001 census) Cities have been classified "Mega" Cities with population greater than 4 millions and "Million Plus" cities with population less than 4million and greater than 1 million*

2. Introduction

2.1 Understanding e-Governance Initiatives/ Readiness

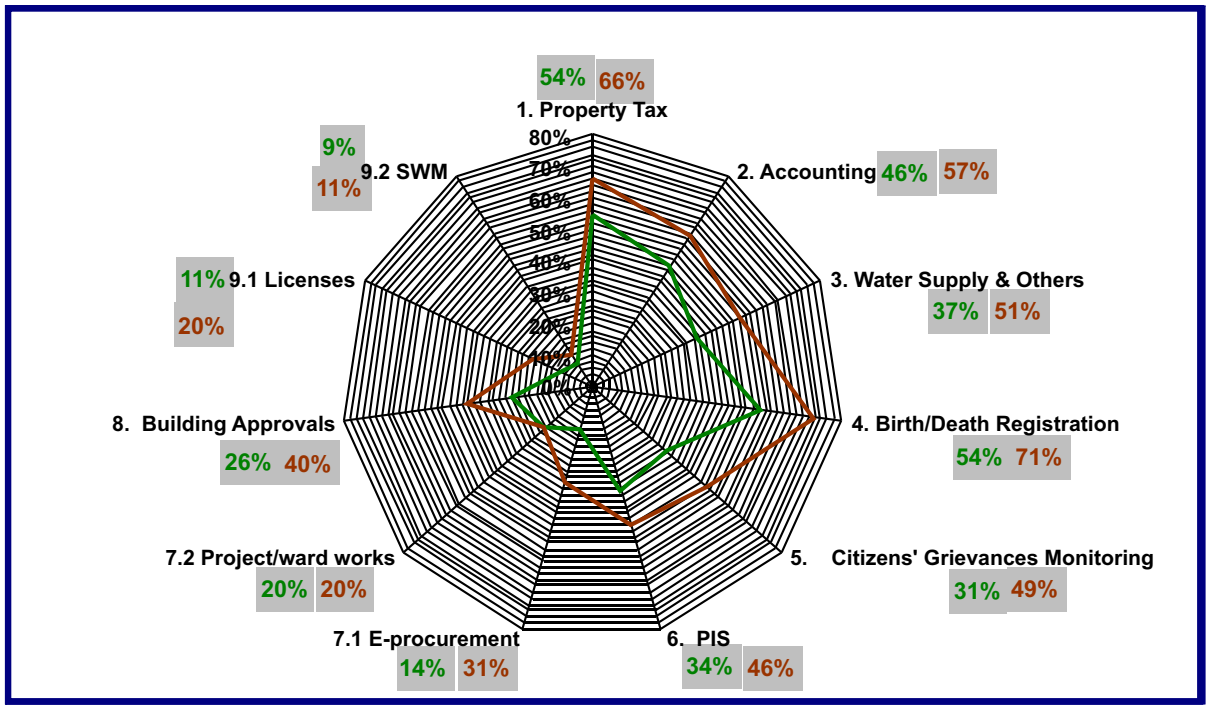
With the National Mission Mode Project on e-Governance all set to be implemented in the ULB's, it becomes imperative:

- To know the current levels of e-Governance initiatives in the various ULBs;
- How e-Governance has evolved over the recent past;
- The preparedness or readiness level of ULB's to adapt to the new practices.

Having this in mind, an assessment has been made to analyze the growth of e-Governance initiatives for the basic eight services and across 35 mission cities identified under JNNURM for the year 2006 and 2009. The analysis from the study from the various available MoAs reveals that:

- Property Tax, Birth and Death Registration, Accounting System, Water Supply and others are the four (4 No.) widely implemented services across ULBs.
- Overall e-Governance readiness in ULB's in 2006 was found to be 31% and is 42% in 2009, thus registering overall growth of 11%.
- The advancement in Property Tax, Birth and Death Registration, Accounting system, Water Supply and others are due to major reforms undertaken like Double Entry Accounting System, Standardization in Property Tax & Water Tax.

The above has been depicted in the figure below:



Year 2006
Year 2009

2.2 Service Level Benchmark for e-Governance

Though the above analysis was undertaken independent of any benchmark parameters however, it was observed that:

> *"Benchmarking is a continuous process for creating and adopting practices which lead to superior performance and results. Essentially, benchmarks provide a snapshot of the performance of services and help to understand where the services are in relation to a particular standard." This may support a business case for making improvements.*

- Many independent benchmarks/ service level KPIs exist for e-Governance services across States/ ULBs;
- ULBs are trying to adopt a few of service level KPIs available or are modifying the available KPIs as per their suitability and convenience to deliver a service. The reason for adopting a few of them or modifying the existing is that there is a difference in vision, need, underlying processes, technology capacity and legal requirements. Hence, service levels for delivering a service differ from municipality to municipality;
- Even though municipalities are adopting the available set of service level KPIs, there is no guidance document available to provide a common platform for defining services and service level KPIs, rational behind the indicator, method of assessment, collection of data, etc.;
- As a general practice it has been observed that performance of services for the defined service level KPIs is measured just once i.e. immediately after the implementation of a new/ customized system/ process. There is a lack of understanding that the measurement of performance is not just a one time activity but a continuous process which needs to be institutionalized into the system and monitored for continuous improvements;
- States/ ULBs have a lack of vision about what needs to be done with the results obtained from surveys conducted for various services level KPIs collected at various intervals;
- Most importantly, measuring citizen's perception/ satisfaction about the services and the performance of the services has never been accounted for.

2.3 Benefits of Service Level Benchmarks

Taking into account all of the above, MoUD has identified the need of a benchmarks/ service level KPIs service level benchmarks for "e-Governance" services in Municipalities. Having a set of service level KPIs defined for e-Governance services at the National level will envisage the following benefits:

- e-Readiness Assessment study and appraisal of DPRs reveal that ULBs are at different levels of maturity in terms of e-Governance initiatives. Some ULBs already have software applications for almost for all the services identified under JNNURM while some are green field projects. So Service level Benchmarks will provide uniform platform for defining, data collection, measuring and reporting the service level KPIs;
- Implementation can now be linked with the outcome to be achieved;
- Help the municipal corporations/ councils to define 'where they are' as against the benchmarks defined and to perform a comparative analysis;
- Provide a common vision and framework for 'what needs to be achieved' ;
- 'Performance Report Cards' will help to collect data in a uniform manner across ULBs;

- Analysis can be performed at the State and National level to -
  - To analyze relative position of ULBs against one another and against the benchmark level;
  - Perform e-Governance readiness assessment;
  - Different and common themes across ULBs;
- Based on the above performed analysis -
  - Accurate and realistic plans for achieving the next level of targets based can be determined in advance;
  - Any strategic or policy level interventions can be made as and when required;
  - Fund allocation can be linked with performance and tracked;
- Citizens can avail same level of services across the Nation in the coming years;
- Achievements and failures of ULBs for Service Level Benchmarks can be made available online for transparency and accountability;
- Last but not the least; it will make the States/ ULBs more competitive and ambitious in nature.

2.4 Approach and Methodology

To define the services level in the whole framework for measuring the services level KPIs the following approach has been followed:

- Guidance has been taken from JNNURM Guidelines for e-Governance in Municipalities, Municipal e-Governance Design Document (MeDD) and Handbook on Service Level Benchmarks for Infrastructure by Ministry of Urban Development, Government of India;
- Detailed studies of the underlying processes for various services under JNNURM have been conducted to identify the set of service level KPIs;
- While defining the service level KPIs, enough emphasis has also been put on the integration of ULB's backend functions across multiple service areas. This has resulted in the inclusion of benefits arising out of integrated solution implementation;
- Efforts have been taken to distinguish the service level KPIs which are to be addressed only under the purview of e-Governance. KPIs which would fall under the realm of governance, policy creation etc. have not been accounted for in the handbook;
- Service levels KPIs have been determined based on 'Quality', 'Quantity', 'Time' and 'Cost' in measuring the efficiency, transparency & reliability of services. The 'Cost' component may not be a direct output for KPIs but would indirectly address it.

An example of service level :

Online (Quality) dealer registration in 1 day (Time) along with provision of additional services such as registration renewal (Qua ntity) without any service charges (Cost)

- Various modes of discussions and forums have been undertaken with representatives from line ministries/departments, ULBs, industry, subject matter experts to take valuable inputs and suggestions;

- At present, the handbook considers the services/ functions covered under the JNNURM scheme, however more services, parameters, benchmarks can be added based on inputs from key stakeholders.

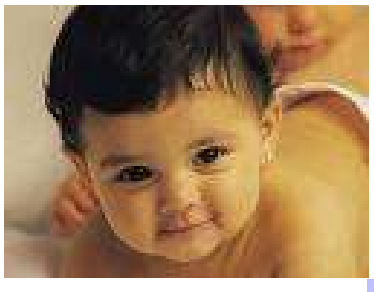
2.5 Structure of Report

The study undertaken for Service Level Benchmark has been presented in this handbook as various sections:

- **Section I** of the document provides details about the Services and Key Performance Indicators identified for measuring and monitoring the performance of ULB-level service delivery.
- **Section II** of the document explains how to measure the Performance Indicators i.e. the data requirement for measuring the KPIs and the reliability of measurement of the data.
- **Section III** provides data collection tools such as "Performance Score Cards" and "MIS reporting for various ULBs".

A glance of the Service Level Indicators and their Benchmark Values have been provided in the following section.

SECTION-I




BIRTH REGISTRATION
MAIN MENU
1. डाटा प्रविष्टी (विधिक सूचनाए)
2. डाटा प्रविष्टी (साख्याकी सूचनाए)
3. खोज
4. प्रिन्ट जन्म प्रमाण पत्र / रिपोर्ट
5. आरॅम्भीकरण प्रकिया
6. निकास

3. Services and Key Performance Indicators

3.1 Services

The Services/ Management Functions under JNNURM prioritized for inclusion under e-Governance urban sector reforms and strengthening of Municipal Governance and functioning can be classified under four categories:

- Government-to Government (G2G)
- Government-to-Business (G2B)
- Government-to-Consumer/Citizen (G2C)
- Government-to-Employee (G2E)

The list of the eight basic services identified under JNNURM has been captured in Table 1 below.

Table 1: List of Basic 8 Services/ Management Functions and Classification

Sl. No.	Services/ Management Functions	Classification	Category
1	Registration and Issue of Births/ Deaths Certificate	Citizen Centric Service	G2C
2	Payment of Property Tax, Utilities Bills and Management of Utilities		
2.1	Property Tax	Citizen Centric Service / Organization specific function	G2C, G2B
2.2	Water Supply & Other Utilities	Citizen Centric Service / Organization specific function	G2C, G2B
3	Grievances and Suggestions	Citizen Centric Service	G2C , G2B
4	Building Approvals	Citizen Centric Service	G2C, G2B
5	Procurement and Monitoring of Projects		
5.1	e-Procurement	Citizen Centric Service / Organization specific function	G2G ,G2B
5.2	Project/ Ward works	Organization specific function	G2G
6	Health Programmes		
6.1	Licenses	Citizen Centric Service	G2C, G 2B
6.2	Solid Waste Management	Organization specific function	G2G, G2B
7	Accounting System	Organization specific function	G2G
8	Personnel Information System	Organization specific function	G2E

3.2 Key Performance Indicators

For the above mentioned services, this sub-section tries to define the services, the scope covered as a part of this study undertaken and the key performance indicators identified in perview of e-Governance.

3.2.1 Registration and Issue of Births/ Deaths Certificate

Registration of Births and Deaths has been made mandatory under the Registration of Births & Deaths Act, 1969. It is one of the major functions of a Municipality. The Birth/ Death can be registered with Municipalities by hospitals, if it has occurred in a hospital. For events which had taken place outside the hospitals, concerned individuals/ parties have to make the necessary registration. Apart from registration of Birth/ Death within its jurisdiction, the municipalities also have to issue certificates and provide statistical information, update registration details and include child's name on finalization by the family.

Service Level KPIs:

On detail analysis of the Birth/ Death process, the following Service Level KPIs have been identified:

- Number of Birth/ Death registered as against applied for registration;
- Timelines for Municipal Corporation for issuing a Birth/ Death certificate (new/ modified);
- Measurement of accuracy of issued Certificate;
- Accessibility/ availability of facilities/ services for Registration of Birth/ Death;
- Cut-off date for data digitization of legacy data; and,
- Online updated status of all applications with multiple search options.

NOTE:

While analyzing the Key Performance Indicators for the Birth/ Death service, consideration has to be given to the facts that:

- Digitally signed certificates for Birth/ Death are acceptable;
- It is possible to prove the identity online by each individual using appropriate technology like digital certificate while submitting the application and the required documents online;
- Pool of hospitals will be registered in the integrated system to allow issue of birth and death certificate including verification; and,
- The associated application will have internally built in workflows for online approval and issuance of certificates and officials responsible for these will be equipped with online identity.

Apart from the above the following assumptions have also been taken into consideration:

- There is large number of floating population in mega and million plus cities;
- Birth/ Death registration is mandated however, not enforced within a limited timeframe of the occurrence, hence there is a possibility of extended timeframe for such registrations; and,
- Difficulty in ascertaining the number of Birth/ Death outside the purview of primary health facilities.

Accordingly, the service level benchmarks will consider only those Birth/ Death cases which are applied for registration.

In order to minimize the impact the above mentioned factors, the Municipal Corporations should make efforts to encourage citizens for registering birth and death occurrence within a limited time frame. For example:

- Linking the immunization programme with the Birth certificate;
- Linking the Death with the cremation facilities; and,

Linking Birth/ Death registration with National Unique Identification (UID) number in the future.

3.2.2 Calculation and Payment of Property Tax

Property Tax is one of the main revenue sources for an ULB. Both Residential and Commercial properties, situated within the limits of ULB, are assessed for tax and all those assessed are expected to pay the Property Tax. There are a lot of variations in Property Tax across states, in terms of basis of levy of Property Tax, its administration mechanism, dispute resolution, etc. For example:

- Municipal Corporation of Cochin, vacant land tax is levied differently from Property Tax, though it is a form of Property Tax;
- Bangalore city follows "Rental Value" method, while rest of Karnataka has changed over to "Capital Value" method;
- Moreover, frequency of collection of Property Tax varies from State to State.

As calculation of Property Tax is a cumbersome process, tax system must be simple and easily understandable to the public with clear guidelines available on the website for calculation of tax. Self assessment for calculation of tax should be encouraged. This will help the ULBs to manage its activity in a more efficient manner.

Apart from assessing and collection of Property Tax, the Municipal Corporation/ Councils also have to perform the activities like inclusion of new assessee, change of ownership, serving of the demand notices, acceptance, disposal and monitoring of petitions and appeals, maintenance of appropriate and correct records and timely revision of guidelines as and when required.

NOTE:

ULBs should explore the possibilities of integrating Property Tax with other utilities like water and sewerage so that a better compliance can be achieved towards overall realization of dues.

However, the factors like recurring nature of dues along with status of service provider (considering PPP encouragement in all possible service delivery) will be required to be considered while finalizing the number of utilities that can be clubbed.

Service Level KPIs:

On detail analysis of Process Flow for calculation and payment of Property Tax, the following Service Level KPIs have been identified:

- Level of coverage in terms of property tax;
- Immediate updation of property on GIS Map on approval;
- Automatic generation of demand notice by application system;
- Updation of Self Assessment guidelines on ULBs website;
- Timeframe for automatic escalation of events on default to appropriate authority for of non payment of property tax;
- Number of Facilitation Centers;
- Accessibility/ availability of facilities for payment of property tax; and,
- Online updated status of all applications

NOTE:

While analyzing the Key Performance Indicators for Calculation and Payment of Property Tax, consideration has to be given to the facts that:

- It is possible to prove the identity online by each individual using appropriate technology like digital certificate while submitting the application and the required documents online;
- The associated application will have internally built in workflows for online approval and issuance of certificates and officials responsible for these will be equipped with online identity.

3.2.3 Payment and Management of Utility Bills

As it is one of the sources of revenue generation, it becomes imperative for the Municipal Corporations to effectively and efficiently manage and collect the various bills. Utility bills include Water and Sewerage bill, Sanitation Charge, Rental and Lease from Municipal properties, playgrounds, auditoriums, marriage halls, etc. Utility bills will be generated for all types of properties i.e. Commercial, Residential and Industrial.

The various activities involved in Payment and Management of Utility Bills are issuing of new connection, levying taxes, issuing demand notice, collection of taxes, regularization of taxes, disconnection in cases of non-payment and illegal connections.

NOTE:
All software applications involving payments should support multiple payment gateways for various banks so as to facilitate online payment of bills

Service Level KPIs:

On detail analysis of Process Flow for payment and management of Utility Bills, the following Service Level KPIs have been identified:

- Coverage of households in utility network;
- Number of household on utility network on GIS Map;
- Automatic generation of utility bills by application system;
- Automatic escalation of events on default to appropriate authority;
- Number of Facilitation Centers for payment of utility bills;
- Accessibility/ availability of facilities/ services for payment of utility bills; and,
- Online updated status of all applications.

3.2.4 Grievances Handling

Grievances handling is the most critical task of an ULB. It is therefore imperative for Municipal Corporations to strengthen the machinery for Redressal of Public Grievances and establish a "Single Window System" for all departments to facilitate disposal of grievances, increased transparency, and citizen participation and performance accountability.

On lodging a grievance, a registration number is to be given to the citizen for further reference and tracking of status of the grievance. On receiving the grievance, the departmental officials are responsible for responding and disposal of the grievance in a fixed time limit stipulated for public grievances and staff grievances and also ensure that they strictly adhere to such time limits. Various reports like all grievances registered during a given period, pending cases, disposed grievance during a given period etc. can be generated to keep a track of all the grievances.

Service Level KPIs:

On detail analysis of process flow for Grievances handling, the following Service Level KPIs have been identified:

- Resolution of complaints regarding Public Health And Public Safety Services;
- Addressing of grievances other than Public Health And Public Safety;
- Adherence to the response time as per citizen charter/ statutes for Grievance Resolution;
- Automatic escalation of non resolution to appropriate authority at specified time limit;
- Grievances not addressed after final escalation to be reflected in public disclosure;
- Accessibility/ availability of facilities for registration of grievances;
- Level of awareness levels among citizens; and,
- Online updated status of all grievances.

3.2.5 Building Approvals

The functions of the Building Approvals section are both regulatory and developmental oriented.

On the regulatory front the ULBs functions include formulation of building by-laws & rules, master plan, rules and zonal regulations, processing and disposal of court cases and petitions etc.

On the developmental front, its functions include implementation of master plans, issuance of permission for buildings and layouts, removal of encroachment, calculation and collection of various fees and mountainous of accurate and updated records.

In the building plan approval the ULB should envisage facilitating quick processing and disposal of building plan permissions, standardization of building fee & other charges, linking the property with GIS for automation of the plan scrutiny and auto generation of approval.

Service Level KPIs:

On detail analysis of process flow for Building Approvals, the following service level KPIs have been identified.

The key performance indicators identified for Building Approvals are:

- Coverage on GIS/ MIS Platform;
- Availability of automated checking mechanism;
- Provisional approval process based on self certification in specified cases;
- Automatic generation of acknowledgement receipt;
- Acknowledgement of completeness of applications received;
- Completion of specified Building Plan Appraisal process;
- Completion certificate based on self certification;
- Verification of completion certificate issued based on self certification;
- Online updated status of all applications.

NOTE:

While analyzing the Key Performance Indicators for Building Plan Approval, due consideration has to be accorded to the following facts:

- It is possible to prove the identity online by each individual using appropriate technology like digital certificate while submitting the application and the required documents online
- The associated application will have internally built in workflows for online approval and issuance of certificates and officials responsible for these will be equipped with online identity
- The associated process re-engineering related to online approval of building plan for various categories are already adopted by the ULBs.

3.2.6 e-Procurement and Project/ Ward works

e-Procurement

e-Procurement would enable the ULB to cover full life cycle of purchasing (creation of and indent to receipt of goods), connect to buyers and suppliers online, electronic exchange of tenders, catalogs, contracts, POs, invoices etc. by use of ITC. Leverage on ICT and having a centralized and standardized e-Procurement function implemented and used across all departments of the State would not only make e-Procurement effective and efficient but also help to bring in transparency in processes across departments.

Implementation of a centralized e-Procurement module across the State will help in the following:

- Economies of scale through consolidating purchases across various units of a department, and across departments;
- Increased efficiency and shorter procurement cycles;
- Effective management of the order fulfillment and payment process;
- Availability of complete history of vendors and suppliers;
- Access to a wider customer base;
- A healthy and fair competition could also be initiated by having a larger pool of suppliers and contractors registered within the e-Procurement system; and,
- With MIS reports and control mechanisms in place, there will be increased transparency, monitoring and control in procurement process.

NOTE:

SLBs for e-Procurement are for the larger ULBs who have their own e-Procurement portals.

All departments across the State and ULBs have to use a common State e-Procurement portal carrying out the e-Procurement activities. Those ULBs who are using the State portal shall be following the SLBs set for State e-Procurement portal. However, the State can also adapt these SLBs if desired.

Project/ Ward Works

At present, critical activities like tendering, estimation, project monitoring, procurement, etc. are carried out in traditional paper-based model which is highly complex, cumbersome, non-transparent and time consuming. Making Project/ Ward works module e-enabled will help the municipality in executing, approving, tracking & monitoring of Project / Works in real time and carry out the above mentioned tasks/services online.

Service Level KPIs:

On detail analysis of process flow for E-procurement and Project/ Ward works, the following Service Level KPIs have been identified.

The key performance indicators identified for e-Procurement and Project/ Ward works are:

- Timelines for online vendor registration;
- Online availability of MIS for history of vendor performance;
- Online availability of information of awarded works on web portal;
- Online generation of indent;
- Online availability of MIS for E-Procurement;
- Online availability of Schedule of Rates; and,
- Online payment facility.

3.2.7 Solid Waste Management (SWM)

The fundamental function of the Solid Waste Management department is to manage and monitor garbage collection, transportation, disposal of solid waste and maintenance of vehicles. It is handled in two ways through primary & secondary collection.

Primary collection involves door to door collection, while secondary collection involves collection through the dustbins placed at identified locations in the ward limits. The total weight of the garbage collected and disposed will provide data for placement of public dustbin at various locations, scheduling of workers and vehicles for garbage collection.

NOTE:

The "Handbook on Service Level Benchmarks" prepared for infrastructure services by MoUD, GoI has already covered the key indicators for the performance measurement of SWM service delivery. The e-Governance will involve tracking of these parameters through better data capture and analysis possibly at the place and time of occurrence.

Service Level KPIs:

The key performance indicators identified for Solid Waste Management are:

- MIS for online tracking of data related to Service Level Benchmarks
    - Household level coverage of Solid Waste Management Service
    - Efficiency of collection of municipal solid waste
    - Extent of segregation of municipal solid waste
    - Extent of municipal solid waste recovered/recycled
    - Extent of scientific disposal of municipal solid waste
    - Extent of cost recovery in Solid Waste Management services
    - Efficiency of redressal of customer complaints
    - Efficiency in collection of user changes
    - Extent of processing and treatment of MSW
- Daily MIS for online tracking of Data related to
    - Monitoring on Collection of waste from waste storage
    - Primary collection operation for ward/ town/city
    - Monitoring of transfer stations operations
    - Record of transfer of waste from transfer station to disposal site
    - Vehicle movement monitoring
    - Drivers attendance monitoring

3.2.8 Licenses

The issue of trade license is a means to ensure the manner for carrying out a business in accordance with the relevant rules, standards and safety guidelines. Licenses may include various types for example:

- Trade
- Food and eating establishments like restaurants, hotels etc
- Vehicles
- For selling in municipal market
- Private market
- Selling outside market
- Selling goods through hawkers
- Manufacturing etc.

The Trade License module facilitates the issue of new licenses, installation permission/ NOC, renewal of trade license, upgrading of trade, closure and cancellation of trades, collection of fee for the services etc.

Service Level KPIs:

On detail analysis of process flow for Licenses, the following Service Level KPIs have been identified. The Key Performance Indicators identified for Licenses are:

- Automatic generation of Receipt Number;
- Timeframe for communicating deficiency in received applications to the applicant;
- Timeframe for approval of trade licenses;
- Escalation of status of pending trade license applications to appropriate authority after the receipt of complete application; and,
- Automatic generation of demand notice for renewal of trade licenses.

NOTE:

While analyzing the Key Performance Indicators for Licenses, consideration has to be given to the facts that:

- It is possible to prove the identity online by each individual using appropriate technology like digital certificate while submitting the application and the required documents online; and,
- The associated application will have internally built in workflows for online approval and issuance of certificates and officials responsible for these will be equipped with online identity.

- Automatic escalation of events on default (non-payment of license renewal fee till 31st March) to appropriate authority;
- Accessibility/ availability of facilities for applying for new license/ modification of old license; and
- Online updated status of all applications.

3.2.9 Accounting System

Today most of ULBs follow the traditional accounting standards. As an e-Governance initiative all the municipalities need to move away from the traditional accounting standards to accrual based double entry accounting system with features like real time, multi location accounting and with an interface to other departments.

Many ULBs are still maintaining books and ledgers in a manual environment or small applications that do not provide facility for integrating with other departments. Due to the manual system/ small application reconciliation, consolidation and preparation of financial statements becomes very cumbersome and time taking.

As an initiative of e-Governance, to allow seamless flow of information from various departments, it is a goal to have:

- An accounting system in place which is integrated with all the departments of the ULB;
- Double entry based accounting;
- Asset accounting and creation of fixed asset register;
- Standardization of a chart of accounts show all the accrual accounting heads;
- Creating a new Accounting manual with a set of new accounting rules, principles, and policies;
- Budget creation and monitoring system; and
- Payments and Receipts.

Service Level KPIs:

On detail analysis of process flow for Accounting System, the following Service Level KPIs have been identified:

- Accounts are updated in ledgers with the receipt of taxes and charges (Property, Sewerage, Water etc.)
- Payments are updated in vendors' ledger in same day;
- Receivables are updated on the same day on which demand is raised;
- Payables are updated on receipt of goods or services;
- Escalation of status of pending payments and receipts to appropriate authority;
- Reconciliation of subsidiary accounts such as sundry debtors (taxes/ charges receivables), sundry creditors (vendors), fixed assets etc; and,
- Closure of books.

3.2.10 Personnel Management System

This module will assist the ULBs in managing its human resources by using Information Technology. It will help to centralize, standardize, and govern its human resource functions in a more effective and efficient manner. The goal is to evolve an employee-centric portal to streamline the complex processes involved, provide a 'single window' services to employees and provide timely and reliable management of information relating to human resources for effective decision-making.

Service Level KPIs:

On detail analysis of process flow for Personnel Management System, the following Service Level KPIs have been identified:

- Coverage in terms of availability of Login facility;
- Online availability of updated information;
- Online processing of dues in stipulated time.

3.3 Services and Service Levels Benchmarks at a Glance

Birth/ Death Registration

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Number of birth/ death registered as against applied for registration	**Registration** - 100% Registration for those applied with complete and accurate application - Strive towards 100% for all Birth/ Death in the assessed area	Annually	ULB Level
2	Timeframe for issuing a birth/ death certificate (new/ modified)	Timelines for Registration on receiving the complete and correct application - For online application and registration <15 minutes - For applying manually - 5 working days	Half-Yearly	ULB Level
3	Measurement of accuracy of certificate issued	100% Accurate	Half-Yearly	ULB Level
4	Accessibility/ Availability of facilities/ services for registering birth/ death	100% Availability of Facilities Timeframe: - Internet - 24*7 - Kiosk/ Citizen Facility Center-8.00 am to 9.00 pm - Hospital - 24*7 - Municipal Corporations - Office hours	Quarterly	Ward Level
5	Cut-Off Date for digitization of legacy data	**Cut off Date** - Digitized Data - Since 1st January 1990 (Minimum) - Scanned Data - Prior to 1990	Half-Yearly	ULB Level
6	Online availability of updated status of applications with multiple search options	100%	Half-Yearly	Ward Level

Calculation and Payment of Property Tax

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Level of coverage in terms of property tax	100%	Annually	Ward Level
2	Recording of property on GIS map	100%	Annually	Ward Level
3	Automatic generation of demand notice by application system	100%	Annually	Ward Level
4	Updation of self assessment guidelines on ULBs website	- Existing and Regularized Properties: 100% Updation before start of assessment year (1st April) - Non-Regularized Properties:- 100% Updation on the date of Regularization	Annually	Ward Level
5	Timeframe for automatic escalation of events on default to appropriate authority for of non payment of property tax	Escalation: - 1st escalation within 24 hrs after the time limit is over - 2nd escalation after 15 working days of 1st escalation - 3rd escalation after 45 working days of 1st escalation to State Level Authorities	Quarterly	Ward Level
6	Number of facilitation/ service centers	Criteria: 1 Facilitation/ Service center per: - 1 lakh population or, - 20000-25000 properties or, - 4 to 6 Sq. Km. area	Annually	Ward Level
7	Accessibility/ availability of facilities for payment of property tax	100% Availability of Facilities Timeframe: - Internet / Mobile/ ECS - 24*7 - Kiosk/ Citizen Facility Center- 8.00am to 9.00pm - Municipal Corporations/ Councils - Office hours	Quarterly	Ward Level
8	Availability of updated status of all applications online with multiple search options	100%	Half-Yearly	Ward Level

Payment and Management of Utility bills

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Coverage Of Households (Residential/ Commercial/ Industrial/ Other Premises) In Utility Network	100%	Annually	Ward Level
2	Number Of Household (Residential/ Commercial/ Industrial/ Other Premises) On Utility Network On GIS Map	100%	Annually	Ward Level
3	Automatic Generation Of Utility Bills By Application Software	100%	Quarterly	Ward Level
4	Timeframe For Automatic Escalation Of Events On Default To Appropriate Authority For Of Non Payment Of Utility Bills	Escalation: - 1st escalation within 24 hrs after the time limit is over - 2nd escalation after 6 working days of 1st escalation - 3rd escalation after 12 working days of 1st escalation	Quarterly	Ward Level
5	Number Of Facilitation/ Service Centers For Payment Of Utility Bills	Criteria: 1 facilitation/ Service center per: - 1 lakh population or, - 20000-25000 properties or, - 4 to 6 Sq. Kms. Area	Annually	Ward Level
6	Accessibility/ Availability Of Facilities For Payment Of Utility Bills	100% Availability of Facilities Timeframe: - Internet/ Mobile/ ECS - 24*7 - Kiosk/ Citizen Facility Center- 8.00am to 11.00pm - Municipal Corporations/ Councils - Office hours	Quarterly	Ward Level
7	Availability Of Updated Status Of All Applications Online with Multiple Search Options	100%	Half-Yearly	Ward Level

Grievances Handling

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Resolution of complaints regarding public health and public safety services	100% within 8 working hours on Receipt of Complaint	Quarterly	Ward Level
2	Addressing Complaints other than public health and public safety	100% within 24 Hours on Receipt of Complaint	Quarterly	Ward Level
3	Adherence to the response time as per citizen charter/ statutes for grievance resolution	100%	Quarterly	ULB Level
4	Timeframe For Automatic Escalation Of Events On Default To Appropriate Authority After Specified Time Limit	Escalation: - 1st escalation within 24 hrs after the time limit is over - 2nd escalation after 6 working days of 1st escalation - 3rd escalation after 12 working days of 1st escalation	Half-Yearly	ULB Level
5	Grievances not addressed after final escalation to be reflected in public disclosure	100%	Annually	Ward Level
6	Accessibility/ Availability Of Facilities/ Services for Registering Grievances	100% Availability of Facilities **Timeframe:** - Internet - 24*7 - Kiosk/ Citizen Facility Center- 8.00am to 11.00pm - Municipal Corporations/ Councils - Office hours	Half-Yearly	Ward Level
7	Level Of Awareness Levels Among Citizens	100%	Half-Yearly	Ward Level
8	Availability Of Updated Status Of All Applications Online With Multiple Search Options	100%	Half-Yearly	Ward Level

Building Plan Approval

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Coverage On GIS/ MIS Platform	100%	Quarterly	Ward Level
2	Availability Of Automated Checking Mechanism	100%	Annually	Ward Level
3	Provisional Approval Process Based On Self Certification In Specified Cases	100%	Annually	ULB Level
4	Automatic Generation Of Acknowledgement Receipt By Application Software	100%	Half-Yearly	Ward Level
5	Acknowledgement Of Completeness Of Applications Received	100% within 24 hours	Half-Yearly	Ward Level
6	Completion Of Specified Building Plan Appraisal Process	100% within 6 working days of receipt of complete application	Half-Yearly	Ward Level
7	Completion Certification Based On Self Appraisal	100% within 12 working days of submission of self certification	Half-Yearly	Ward Level
8	Verification Of Completion Certificate Issued Based On Self Certification	100% within 90 working days of receipt of complete application	Half-Yearly	Ward Level
9	Availability Of Updated Status Of All Applications Online With Multiple Search Options	100%	Half-Yearly	Ward Level

e-Procurement and Project/ Ward Works

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Timelines For Online Vendor Registration	100% within 3 working days	Half-Yearly	ULB Level
2	Online Availability Of Updated MIS For History Of Vendor Performance	Last day of each month.	Monthly	ULB Level
3	Online Availability Of Information Of Awarded Works On Web Portal	100% within 24 hours of Release	Quarterly	ULB Level
4	Online Generation Of Indent	100% and Instantaneously	Quarterly	ULB Level
5	Online Availability Of Updated MIS For E-Procurement	100% immediately on the receipt of the final product	Monthly	ULB Level
6	Goods/ Services Procured By Rate Contract Through E-Procurement Portal Online	100%	Half-Yearly	Ward Level
7	Facility Of Online Payment	100%	Half-Yearly	Ward Level

Solid Waste Management System

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	MIS for online tracking of data related to Service Level Benchmarks. a) Household level coverage of Solid Waste Management Service b) Efficiency of collection of municipal solid waste c) Extent of segregation of municipal solid waste d) Extent of municipal solid waste recovered/recycled e) Extent of scientific disposal of municipal solid waste f) Extent of cost recovery in Solid Waste Management services g) Efficiency of redressal of customer complaints h) Efficiency in collection of user changes i) Extent of processing and treatment of MSW	100%	Quarterly	ULB Level
2	Daily MIS for online tracking of Data related to a) Monitoring on Collection of waste from waste storage b) Primary collection operation for ward/ town/city c) Monitoring of transfer stations operations d) Record of transfer of waste from transfer station to disposal site e) Vehicle movement monitoring f) Drivers attendance monitoring	100% at the end of each day i.e. 6.00 pm	Quarterly	ULB Level

Licenses

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Automatic Generation Of Receipt Number By Application Software	100%	Quarterly	ULB Level
2	Timeframe For Communicating Deficiency In Received Applications To Applicants	Within 24 Hours of receipt of application	Annually	Ward Level
3	Timeframe For Approval Of Licenses	Within 5 working days of receipt of application	Annually	Ward Level
4	Automatic Escalation Of Status Of Pending Trade License Applications To Appropriate Authority	Escalation: - 1st escalation within 24 hrs after the time limit is over - 2nd escalation after 6 working days of 1st escalation - 3rd escalation after 12 working days of 1st escalation	Quarterly	Ward Level
5	Automatic Generation Of Demand Notice For Renewal Of Licenses	100%	Quarterly	Ward Level
6	Automatic Escalation Of Events On Default (Non-Payment Of License Renewal Fee)	Escalation: - 1st escalation on 1st April. - 2nd escalation after 30 days after of the 1st escalation - 3rd escalation after 90 days of the 1st escalation and issuance of license closure notice	Quarterly	Ward Level
7	Accessibility/ Availability Of Facilities For Payment Of Utility Bills	100% Availability of Facilities Timeframe: - Internet / Mobile/ ECS - 24*7 - Kiosk/ Citizen Facility Center- 8.00am to 11.00pm - Municipal Corporations/ Councils - Office hours	Quarterly	Ward Level

Accounting System

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Updation Of Ledgers With The Receipt Of Taxes And Charges On The Same Day	100%	Monthly	ULB Level
2	Payments To Vendors/ Employees To Be Posted On The Same Day	100%	Monthly	Ward Level
3	Receivables To Be Updated Online On The Same Day On Which Demand Is Raised	100%	Quarterly	ULB Level
4	Payables To Be Updated On The Same Day Of Receipt Of Goods/ Services	100%	Quarterly	ULB Level
5	Generation Of Automated Alerts For Delayed Payments And Receipts	100%	Half-Yearly	ULB Level
6	Reconciliation Of Subsidiary Accounts (Monthly)	100% by 30th or 31st of each month	Quarterly	Ward Level
7	Closure Of Books/ Chart Of Accounts	100% within 30 days of the end of the financial year	Year end	ULB Level

Personnel Management System

S.No.	Key Performance Indicator	Values	Frequency of Measurement	Geographical Jurisdiction for Measurement
1	Coverage In Terms Of Availability Of Login Facility	100%	Quarterly	ULB Level
2	Online Availability Of Employee Related Updated Information	100%	Quarterly	ULB Level
3	Online Processing Of Dues In Stipulated Time (Details provided in the section below)	100% within 7 days	Quarterly	ULB Level

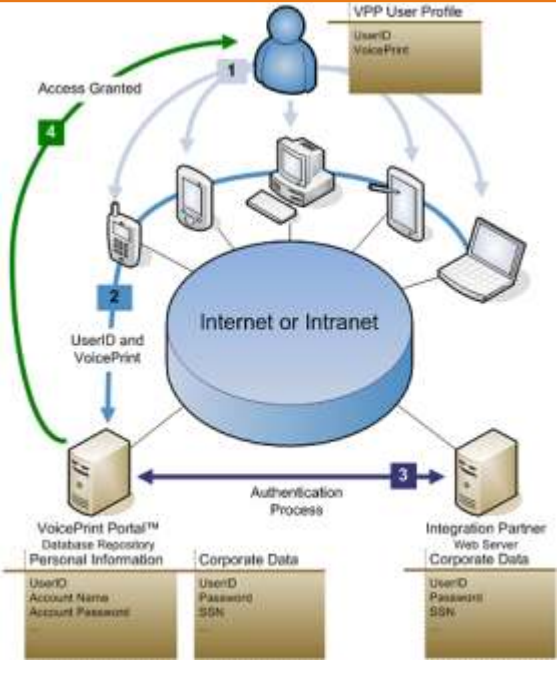
3.4 Standardization of Service Level Benchmarks

The Key Performance Indicators have been defined in various tables in the next section. For each of the selected indicators, the following details have been provided:

- **Key Performance Indicator:** The specific Key Performance Indicator which is being measured and the definition for the indicator are provided.
- **Data requirements:** The specific element of data that needs to be captured is identified, along with the corresponding unit of measurement. The specific formulae that should be used to arrive at the performance indicator are mentioned.
- **Rationale for the indicator:** For each performance indicator, the overall significance and rationale for assessing and monitoring the performance indicator has been provided. The benchmark value has been specified in most of the cases.
- **Reliability of Measurement:** The performance measurement is only as reliable for meaningful management decisions, as much as the systems that generate the data to compute the performance. Typically, four levels of reliability of the data systems have been specified, viz. 'A', 'B', 'C', and 'D' with 'A' being highest reliability and 'D' being lowest. The goal therefore is reaching the benchmark performance level as arrived at by 'A' level reliability of measurement.
- **Frequency of Measurement:** Refers to the frequency at which the performance level will be assessed and not the frequency at which the data elements will be measured. It is important to measure the frequency since there can be change or potential for change in performance level between two consecutive time periods. The frequency at which the indicators are to be measures should be based on critical judgment. For example: If the time period is set too large, the performance cannot be measured effectively and if the time period is set too small, significant time will be lost in only measuring and reporting performance.
- **Jurisdiction of Measurement:** This refers to the geographic jurisdiction for which performance should be measured. Typically, measuring urban service delivery performance at a sub-city level or at the ward levels makes more sense as it will provide a clear picture about the ward/ sub-city. Taking bigger jurisdiction may result in huge differences in service levels that exist between different localities in one city. This will later become cumbersome in calculating the performance of the indicators for various service levels.

SECTION-II


30 815,073,273 30 1,213,553,54
30 549,630,000 30 928,095,33
384,741,000 30 549,630,00
1,076,839,5 30 1,319,322,32
677,850,6 30 669,160,26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VoicePrint Portal™
Database Repository
Personal Information
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Account Name
Account Password
Corporate Data
UserID
Password
SSN
Integration Partner
Web Server
Corporate Data
UserID
Password
SSN

4. Service Level Benchmarks

4.1 Birth/ Death Registration

4.1.1 Number Of Birth/ Death Registered As Against Applied For Registration

Key Performance Indicator		
Key Performance Indicator	**Metrics**	**Definition**
Number of Birth/Death Registered as against applied for Registration	%	The total number of birth/ death registered in the service area, as a percentage of the total number of births/ deaths registrations applied for in the service area/ ward over a period of time (100%)
Number of Birth/Death Registered as against actual number of Birth/ Death	%	The total number of birth/ death registered in the service area, as a percentage of the total number of actual number of births/ deaths registrations applied for in the service area/ward over a period of time (100%) **Please note the data from for actual number of births can be determined from • Surveys conducted by Health department, Education department • Various small dispensaries, Govt. Hospitals, kiosks etc. providing vaccination for infants like polio, DPT etc Data can be extrapolated from census.

Data Requirement		
Data Requirements for Calculation of	**Unit**	**Remarks**
a) Total number of birth/ death occurred in the service area	Number	The total number of birth/ death occurred in the service area in hospitals (private and Govt.), individual's home, small nursing homes etc in the service area/ward over a period of time.
b) Number of birth/ death registrations applied for registration at Municipal Corporation	Number	The number birth/ death cases applied for registration at the Municipal Corporation in the service area/ ward over a period of time.
c) Actual number of birth/ death cases registered at Municipal Corporation	Number	The actual number birth/ death registered with the Municipal Corporation in the service area/ ward over a period of time.
Percentage Birth/ Death cases registered as against applied	%	Registration as against applied =[(c/b)*100]
Total Birth/ Death cases registered	%	Actual Birth/ Death Registration = [(c/a)*100]

Rationale for the Indicator

Registration of a birth/ death is the one of the important activities to be performed by ULB. However, it has been observed that most of the birth/ death go unregistered in India. In section 3.2.1 reasons have been identified why birth/ death go unregistered.

Hence, Municipal corporation/ Councils should develop a citizen pro-mechanism to facilitate and encourage the citizens to register all the birth/ death in the accessed area. It should ensure that all those applied for registration of births/ deaths in the ward/ town should be registered 100% and also aim towards having 100% registration all birth/ death cases.

Reliability of Measurement	
Reliability Scale	**Description of method**
Lowest level of reliability (D)	Estimation of number of births/ deaths in the service area based on the trend analysis / statistical analysis of state level
Intermediate level (C)	Data collected from facility centers/dispensaries/ Govt. or private hospital providing vaccination to the new born infants
Intermediate level (B)	Data collected from the e ducation department conducting the surveys like Sarwa Siksha Abhiyan or heath departments conducting the surveys for polio etc
Highest/preferred level of reliability (A)	Calculation based on actual number of births/ deaths happened in the area. For this the data needs to be periodically collected, verified and updated in the IT system.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	ULB level

4.1.2 Timeframe For Issuing A Birth/ Death Certificate (New/ Modified)

Key Performance Indicators		
Indicator	Unit	Definition
Timeframe for issuing a birth/ death certificate (New/ Modified)	Minutes / Hours	The time taken for issuing a birth/ death certificate on registering online or manually by visiting a service centre as against the timeframe specified Case 1: Timeframe for issuing a birth/ death certificate (New/ Modified) on registering online and on receiving the filled in application form and required proofs <15 minutes Case 2: Timeframe for obtaining birth/ death certificate (New/ Modified) after filled in application form and required proofs are submitted in physical format in any of the facilitation centers- 5 working days

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Timeframe for issuing a birth/ death certificate (New/ Modified)	Minutes / Hours	The timelines specified as benchmarking standards for issuing birth/ death certificate Case 1: When applied online Case 2: When applied in physical format
b) Actual time taken for issuing a birth/ death	Minutes / Hours	The actual time taken for issuing a birth/ death certificate in case of Case 1: When applied online Case 2: When applied in physical format
c) Number of certificate issued beyond the stipulated timeframe	**Number**	**The total number of all the birth/ death cases where the time for issuing a Birth/ Death certificate is greater than stipulated time**
d) Average delay in time	Minutes / Hours	Average delay = ((b-a)/c)

Rationale for the Indicator
e-Governance will enable a citizen to apply for a birth/ death certificate online from any where in the world at any time. Therefore, proving the identity and authentication of the documents submitted becomes critical. **Case 1:** When applied online for a certificate, the birth/ death certificate should be 100% generated within 15 min. In case of online application. The citizen applying online has to submit the filled in application and the required documents online and digitally signed. **Case 2:** When applied for a certificate by physically visiting the facility center/ Municipal corporation for registering birth/ death, the birth/ death certificate should be 100% generated within a timeframe of 5 working days on receiving the correctly filled in application along with all necessary documents (** Please note: Any request for Birth/ Death submitted after 6.00 PM i.e. the working hours of municipal corporation will be considered for the next day)

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected during the various heath programmes (pulse polio etc.)
Intermediate level (C)	Data taken from survey conducted from citizens
Intermediate level (B)	Data taken from the municipal records
Highest/preferred level of reliability (A)	MIS generated from the IT system which records of actual time for issuing of a Birth/ Death

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half- yearly	Measurement	ULB level

4.1.3 Measurement Of Accuracy Of Certificate Issued

Key Performance Indicator		
Indicator	Unit	Definition
Issuing certificate with correct details at the first time	%	The actual number of correct birth/ death certificates issued with no further corrections/ errors* required as a percentage of total number of actual births/ deaths certificate issued (100%) during a specific period of time. * Corrections/ errors Errors due to wrong data entry etc.

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of the birth/ death certificates issued within a specified period for the service area	Number	The total number birth/ death certificates issued in the service area by the Municipal corporations within a specified period for the service area
b) Total number of birth/ death certificates re-issued without service charge	Number	The total number of birth/ death certificates re-issued by Municipal corporation after applying corrections without service charges levied on the citizen during a specific period of time.
Accuracy in issuing certificate with correct details at the first time	**%**	**[((a-b)/a) *100]**

Rationale for the Indicator
While designing the application utmost care have to be taken that proper input validation for the data fields have been built in place. Guidance/ instruction for filling in data into the software application system should be clearly defined. Proper training should be imparted to the staff to have the understanding of the system. After all such provisions in place, it should be imperative that 100 % of the certificates should be issued with correct details in the first go. The benchmark for issuing birth/ death certificate with correct and accurate details at the first time is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected during the various heath programmes (pulse polio etc.)
Intermediate level (C)	Data taken from survey conducted from citizens
Intermediate level (B)	Data collected from the revenue department due for number of birth/ death certificates re-issued
Highest/preferred level of reliability (A)	MIS report generated from system to count the number of birth/ death certificates re-issued due to incorrect details printed on the certificate.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half- yearly	Measurement	ULB level

4.1.4 Accessibility/ Availability Of Facilities/ Services For Registering Birth/ Death

Key Performance Indicator		
Indicator	Unit	Definition
Accessibility/ Availability of facilities/ services for registration of birth/ death	Hours, %	The accessibility/ availability of facilities/ services actually available against the total number of hours as benchmark of in a year Availability/ Accessibility of Facilities: • Internet - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of hours the facilities/ services to be available/ accessible	Hours	The number of hours for which the facilities/ services for registration of birth/ death should be made available as per the benchmark standard
b) Actual time for which the facilities/ services for registration of birth/ death are accessible/ available	Hours	The actual number of hours for which the facilities/ services for registration of birth/ death is available
Down time	**Hours**	**Downtime = (a-b)**
Availability/ Accessibility of services	**%**	**Accessibility/ Availability = (b/a)*100**

Rationale for the Indicator
As registration of Birth/ Death can be done from any where in the world and any point of time, facilities should be readily available to the citizens for registering the birth/ death. For people visiting the Municipal corporation/ Facilitation centers for registering the Birth/Death, the facilities should be available with in the close vicinity to eliminate travel time, waiting time and other inconveniences. The number of facilitation centers should be 1 Service center • Per 1 lakh population or • 20000-25000 properties or • 4-6 Sq. Km area Different types of facilities/ services should be available to the citizen for registering the Birth/ Death The benchmark time for different facility centers are • Internet - 24*7 • Kiosk/ Citizen Facility Center - 8.00 AM to 9.00 PM • Hospital - 24*7 • Municipal Corporations - Office hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected during the various heath programmes (pulse polio etc.)
Intermediate level (C)	Data taken from survey conducted from citizens
Intermediate level (B)	Data collected from Municipal records
Highest/preferred level of reliability (A)	Data collected from system generated reports.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.1.5 Cut-Off Date For Digitization Of Legacy Data

Key Performance Indicator		
Indicator	Unit	Definition
Cut-off date for digitization of legacy data	%	The legacy data (100%) for birth/ death registered should be digitized and made available for last 20 years since 1st January 1990 (Minimum) once the programme implementation is completed. Data available prior to the cut off date should be either digitized or scanned. Digitization/ Scanning of such data are on the discretion of the Municipal Corporations/ Councils.

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of years for which the data to be made available	Years	The legacy data for last 20 years since 1st January 1990 (Minimum) should be digitally available
b) Years for which the data is available with municipality	Years	The number of years for which the digitized data for birth/ death is available with municipality
Percentage of digitization of legacy data completed	**%**	**Percentage = (b/a)*100**

Rationale for the Indicator
Birth/ death certificate is one of the basic services offered by Municipal corporations. Having the data available for last 20 years online, will not only improvise the process within the ULB for delivering the birth/ death certificate without burden but also help the citizens in obtaining the certificate within lesser duration of time period.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected during the various heath programmes (pulse polio etc.)
Intermediate level (C)	Data taken from survey conducted from citizens
Intermediate level (B)	Data collected from Municipal records
Highest/preferred level of reliability (A)	Data collected from system generated reports.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half- Yearly	Measurement	Ward level

4.1.6 Online Availability Of Updated Status Of Applications With Multiple Search Options (*Please note this indicator is common across all the services, hence applies to all of them)

Key Performance Indicator		
Indicator	Unit	Definition
Online Availability of Updated Status of Applications with multiple search options	%	Number of applications with status available online as against the total number of applications

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of applications received	Number	Total number of applications received for any event of a service
b) Total number of applications pending	Number	Total number of applications with status 'OPEN' at a given point of time
c) Applications with status not available online	Number	Total Number of applications whose status has not been updated online with in the specified time period.
d) Total time lag	Minutes	Total time lag for those applications whose status has not been updated online with in the specified time period.
e) Pendency	%	Pendency =(c*100)/b
f) Average Time Lag	Minutes	**Average Time Lag = d/c**

Rationale for the Indicator
In manual system in place it was very difficult and cumbersome for the Citizens to know the status of the applications submitted. Having a web interface for a software application solves the problem of viewing the status of the applications submitted. To have the updated status of the application status, the following are to be considered: It is necessary to have a built in automated status updating mechanism associated with the workflow in the application software system. This system should update the status of the application instantaneously on the web interface when the application moves from one approval process to another. During the initial phases of roll out of the new application system, incase the status of the application is being manually updated into the system, it should be mandated that the latest status of the emergency services are updated within 2 hours and non-emergency services within 6 hours incase of any change. The benchmark for updation of status of applications within the timeframe is 100% with multiple search options

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on the previous data
Intermediate level (C)	Data taken from survey conducted from citizens
Intermediate level (B)	Data collected from Municipal records
Highest/preferred level of reliability (A)	Data collected from system generated reports.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half- Yearly	Measurement	Ward level

4.2 Calculation and Payment of Property Tax

4.2.1 Level of Coverage in Terms of Property

Key Performance Indicator		
Indicator	Unit	Definition
Level of coverage in terms of property	%	Total number of properties (eligible for payment of property tax as per the guidelines issued) registered in the assessed area, as percentage of total number of properties in that area (100%) in a specified period of time. The area may be either an electoral ward, or the ULB as a whole.

Data Requirement		
Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of eligible properties in that assessed area	Number	The total number of properties in the assessed area should be calculated. (Assessed area refers to either the ward or the ULB limits. Cadastre maps supplemented through actual ground level surveys (carried out once in 4-5 years) should provide this data. Data can be collected during other surveys carried out for property tax, or other such purposes.)
b) Total number of properties registered in the assessed area	Number	This will include the number of properties assessed for the payment of property tax in that area in a specified period of time.
Coverage in terms of properties	%	Coverage = [(b/a)*100]

Rationale for the Indicator
Property tax is a revenue generation service for the Municipal. Hence it requires all properties (regularized and non-regularized) to be identified and assessed and their data be made available in the system. This will enable automation of the system and in turn help in maximum revenue generation. The benchmark for coverage in terms of property tax is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Estimation of households covered on basis of road length in the city.
Intermediate level (B)	Estimation of households covered on basis of surveys undertaken.
Highest/preferred level of reliability (A)	Calculation based on actual number of households based on the GIS system. Data is periodically updated on basis of building units approved.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward Level

4.2.2 Immediate Updation Of Property On GIS Map On Approval

Key Performance Indicator		
Indicator	Unit	Definition
Immediate updation of property on GIS map on approval	%	Total number of properties mapped on GIS in the assessed area, as percentage of total number of properties in that area (100%) during a specific period of time. The area may be either an electoral ward, or the ULB as a whole.

Data Requirements for Calculation of Indicators	Unit	Remarks
a) Total number of properties in that assessed area	Number	This will include the number of properties assessed for the payment of property tax in that area during a specific period of time.
b) Total number of properties recorded on GIS map in the assessed area	Number	The total number of properties in the assessed area available on GIS during a specific period of time in the assessed area. Assessed area refers to either the ward or the ULB limits. Cadastre maps supplemented through actual ground level surveys (carried out once in 4-5 years) should provide this data. Data can be collected during other surveys carried out for property tax, or other such purposes.
GIS Coverage in terms of properties	%	GIS Coverage = [(b/a)*100]

Rationale for the Indicator
Property tax as a revenue generation service for the Municipal hence it requires 100% properties to be assessed and their data entered in the system Immediately on updation of property on GIS map on approval for the maximum revenue generation and to automate the system. GIS will help to record all properties in the assessed area along with their dimension. It will thus help to design an efficient system. **The benchmark for Immediate updation of property on GIS map on approval is 100%.**

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Estimation of households covered on basis of road length in the city.
Intermediate level (B)	Estimation of households covered on basis of surveys undertaken.
Highest/preferred level of reliability (A)	Calculation based on actual number of households as revealed in the surveys. Data is periodically updated on basis of building units approved.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward Level

4.2.3 Automatic Generation Of Demand Notice By Application System

Key Performance Indicator		
Indicator	Unit	Definition
Automatic Generation of Demand Notice by application system	%	Total number of demand notices automatically generated by the application system for the eligible properties in the assessed area, as percentage of total number of eligible properties in that area (100%) during a specific period of time. The area may be either an electoral ward, or the ULB as a whole.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of eligible properties in the assessed area	Number	The total number of eligible properties in the assessed area should be calculated during a specific period of time. Assessed area refers to either the ward or the ULB limits.
b) Total number of demand notices generated for the eligible properties in that assessed area	Number	This will include the number of demand notices automatically generated by the application system for the properties assessed for the payment of property tax in that area during a specific period of time.
Automatic Generation of demand notice in terms of properties	**%**	**Notice Coverage = [(b/a)*100]**

Rationale for the Indicator
Demand notice is an essential part towards the process for collection of revenue through property tax; hence all the tax payers must be served the demand notice in timely manner. Thus the application system should be capable enough to automatically generate the demand notices in a timely manner. The benchmark for automatic generation of demand notice is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Estimation of households covered on basis of road length in the city.
Intermediate level (B)	Estimation of households covered on basis of surveys undertaken.
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward Level

4.2.4 Updation of Self Assessment Guidelines on ULBs Website

Key Performance Indicator		
Indicator	Unit	Definition
Updating of self assessment guidelines on ULBs website before the commencement of the financial year	Days	Actual date of updation of guidelines for self assessment on ULBs website as against the deadline for updation before the next assessment year. a) For Existing and Regularized 100% Updation of guidelines before start of assessment year (1st April) b) Non-Regularized - 100% Updation of guidelines on the date of Regularization (This indicator is to measure the timeliness of the guidelines updated)
	%	Guidelines updated in the ULBs website, as against checklist of complete revised guidelines (100%). (This indicator is to measure the completeness of the guidelines updated)

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Final cut off date for uploading of self assessment guidelines	Date	This includes the final cut off date for uploading of complete revised guidelines for self assessment of property tax for the next assessment year
b) Actual date on which the guidelines for the new assessment year is updated	Date	This will include the actual date on which guidelines are updated on ULBs website for the next assessment year
c) Complete checklist as provided in the revised guidelines	Checklist	This includes all the revision in the guidelines done by ULB
d) Revised guidelines updated in the ULBs website	Checklist	This will include the guidelines updated in the ULBs website
Delay in updation time	**Days**	**Time lag = (b-a)**
Completeness of updation of guidelines in the website	**%**	**Completeness of updation =((d-c)/c)*100**

Rationale for the Indicator
Self assessment calculator will provide transparency about the tax rates and the calculation of taxes to citizens before paying the tax. Moreover it will also reduce the time for calculation of taxes by the municipal officer. Therefore guidelines for self assessment along with the tax calculator should be completely and timely updated on the website. a) For Existing and Regularized 100% (Timeliness and Completeness) Updation of guidelines should be done before start of assessment year (1st April) b) Non-Regularized - 100% (Timeliness and Completeness) Updation of guidelines on the date of Regularization

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the feedback taken from citizens.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the Municipal record.
Highest/preferred level of reliability (A)	Details of last date of updation of documents through system generated reports.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	ULB level

4.2.5 Timeframe For Automatic Escalation Of Events On Default To Appropriate Authority

Key Performance Indicator		
Indicator	Unit	Definition
Timeframe for Automatic Escalation of events on default to appropriate authority	Hours	Time taken for escalation of defaults (non-payment of property tax), as against defined timeframe of escalation • 1st escalation within 24 hrs • 2nd escalation after 15 working days of 1st escalation • 3rd escalation after 45 working days of 1st escalation to State level authorities

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time for the escalation of the default as per the timelines	Hours	Time by the auto escalation of default through the system
b) Actual time taken for the escalation of the default at various levels	Hours	Time taken for escalation of default (non-payment of property tax), through existing facility
c) Number of cases not escalated	Number	Total number of cases not escalated to higher authority within the specified time period
d) Total time taken for all Grievance resolved beyond the stipulated time	**Minutes / Hours**	**Total time = Σ ((b-a)>0)**
e) Escalation delay	**Hours**	**Average delay = d/ c**

Rationale for the Indicator
It is important that for essential revenue generation service, there should be an effective system to capture defaults, escalate them internally for remedial action and resolve them. It is also important that the revenues are collected in the same financial year, without allowing for dues to get accumulated as arrears. The benchmark time for Automatic Escalation of events on default to appropriate authority is • 1st escalation within 24 hrs • 2nd escalation after 15 working days of 1st escalation • 3rd escalation after 45 working days of 1st escalation to State level authorities

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the feedback taken from citizens.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.2.6 Number Of Facilitation/ Service Centers

Key Performance Indicator		
Indicator	Unit	Definition
Number of facilitation/ service centers for payment of property tax bills	Number	Number of facilitation / service centers available in the service area, as against determined criteria to have 1 facilitation / service center per • 1 lakh population or • 20000-25000 properties or • 4 to 6 Sq. Kms. Area The service area may be either an electoral ward, or the ULB as a whole.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of facilitation/ service centers	Number	Total number of facilitation/ service centers in the service area as per the determined criteria
b) Existing number of facilitation/ service centers	Number	Existing number of facilitation/ service centers in the service area for payment of property tax
Coverage by facilitation/ service centers	**%**	**Coverage = [(b/a)*100]**

Rationale for the Indicator
The number of facilitation/ service centers has been designed to provide convenience to the citizens by providing easy access to the centers. The number of facilitation centers has been determined taking into considerations like density of population, location of cluster of properties and geographic conditions like hilly terrains, rivers etc. The benchmark for having the number of facilitation/ service centers is based on population, number of properties or geographic conditions is 1 per • 1 lakh population or • 2,00,000-2,50,000 properties or • 4 to 6 Sq. Kms. Area

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	Calculation based on actual number of facilitation centre vis-à-vis size of population, number of properties or geographical conditions

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward level

4.2.7 Accessibility/ Availability Of Facilities For Payment Of Property Tax

Key Performance Indicator		
Indicator	Unit	Definition
Accessibility/ Availability of facilities for payment of property tax	%, Hours	The accessibility/ availability of facilities/ services actually available against the total number of hours as benchmark of in a year Availability/ Accessibility of Facilities: • Internet/ Mobile/ ECS - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of hours the facilities/ services to be available/ accessible	Hours	The number of hours for which the facilities/ services for payment of Property Tax should be made available as per the benchmark standard
b) Total number of hours facilities/ services to be available/ accessible as municipality has envisaged	Hours	The number of hours for which the municipality has envisaged to make the facilities/ services to be available/ accessible for payment of property tax. The municipality may envisage keeping the facilities/ services open for lesser hours during the initial months of process improvement. However the time period for the above mentioned cases should be upfront determined by the municipality.
c) Actual time for which the facilities/ services for payment of property tax are accessible/ available	Hours	The actual number of hours for which the facilities/ services for payment of Property Tax is available
Down time	Hours	Downtime = (a-b)
Accessibility/ Availability of facilities/ service	**%**	**Accessibility/ Availability = (c/a)*100 or (c/b)*100 which ever is applicable**

Rationale for the Indicator
From a citizens' perspective, it is desirable to have round the clock facility for making payments, as it eliminates the need to travel and reduces waiting time and other resultant inconveniences. The benchmark time for accessibility/ availability of facilities for payment of property tax is • Internet/ Mobile/ ECS - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the surveys undertaken.
Intermediate level (C)	Estimation of time calculation of the office working hours.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	Estimation of time calculation based on actual collection of data from facilitation centers, tax payers, banks etc.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.3 Payment and Management of Utility Bills

4.3.1 Coverage Of Households In Utility Network

Key Performance Indicator		
Indicator	Unit	Definition
Coverage of households in utility network	%	Total number of households* in the service area that are connected to the utility network with a direct service connection, as percentage of total number of households in that service area. The service area may be either an electoral ward, or the ULB as a whole. * Households include all residential/ commercial/ Industrial/ other premises

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of households in the service area	Number	The total number of households (not properties) in the service area should be calculated. Service area refers to either the ward or the ULB limits. Cadastre maps supplemented through actual ground level surveys (carried out once in 4-5 years) should provide this data. Exclusive surveys need not be carried out, and data can be collected during other surveys carried out for property tax, or other such purposes.
b) Total number of households in the service area that are connected to the utility network with a direct service connection	Number	This will include the number of households connected to the utility network with a direct service connection
Coverage of households in utility network	**%**	**Coverage = [(b/a)*100]**

Rationale for the Indicator
Utility bill payment is a revenue generation service for the Municipal hence it is required that 100% household are covered and their data entered in the system for the maximum revenue generation and to automate the system. The benchmark for coverage of households in terms of utility is 100%

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Estimation of households covered on basis of road length in the city.
Intermediate level (B)	Estimation of households covered computed as total number of connections (for which data is maintained) as a percentage of estimated number of households on basis of population (total population divided by average household size)
Highest/preferred level of reliability (A)	Calculation based on actual number of households with direct service connections (for which data is maintained); and total number of households as revealed in ground level surveys. Data is periodically updated on basis of building units approved, and new household level water connections provided.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward level

4.3.2 Number Of Household On Utility Network On GIS Map

Key Performance Indicator		
Indicator	Unit	Definition
Number of household on utility network on GIS map	%	Total number of household* on utility network mapped on GIS in the service area, as percentage of total number of properties (100%) in that area. The area may be either an electoral ward, or the ULB as a whole. * Households include all residential/ commercial/ Industrial/ other premises

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of household in that assessed area	Number	The total number of households (not properties) in the service area should be calculated. Service area refers to either the ward or the ULB limits. Cadastre maps supplemented through actual ground level surveys (carried out once in 4-5 years) should provide this data. Exclusive surveys need not be carried out, and data can be collected during other surveys carried out for property tax, or other such purposes.
b) Total number of household on utility network mapped on GIS in the assessed area	Number	This will include the number of households connected to the utility network with a direct service connection.
GIS Coverage in terms of properties	**%**	**GIS Coverage = [(b/a)*100]**

Rationale for the Indicator
Collection of utility bills is a revenue generation service for the Municipal hence it requires 100% household on utility network and their data entered in the system for the maximum revenue generation and to automate the system. GIS mapping of the household on utility network will help to design an efficient system. The benchmark for number of household on utility network on GIS map is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Estimation of households covered on basis of road length in the city.
Intermediate level (B)	Calculation based on actual number of households as revealed in the surveys. Data is periodically updated on basis of building units approved.
Highest/preferred level of reliability (A)	MIS reports generated through the system.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward level

4.3.3 Automatic Generation Of Utility Bills By Application System

Key Performance Indicator		
Indicator	Unit	Definition
Automatic generation of Utility Bills by application system	%	Total number of utility bills generated automatically by the application system for the household in the service area, as percentage of total number of household (100%) in that area. The area may be either an electoral ward, or the ULB as a whole.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of household in the service area	Number	The total number of household in the service area should be calculated. Service area refers to either the ward or the ULB limits.
b) Total number of utility bills generated for the household in the service area	Number	This will include the number of utility bills generated for the household in the service area for the payment
System generated Utility Bills	**%**	**Generation = [(b/a)*100]**

Rationale for the Indicator

Generation of utility bills is an essential part towards accessing and processing the data for collection of revenue; hence all the users must be issued Utility Bills. Generation of Utility Bills can be done by several processes. Some of them are as follows

- Flat Rate: Rate is fixed for every month, so the bills should be automatically generated
- Automated : In this case the meter reading is directly fed into the system and therefore the bills should be automatically generated
- Manually fed: The meter reading is collected and then manually fed into the application system. Thus the bills should be automatically generated after the meter reading is manually fed into the application system
- Self declaration by the citizen: Citizen gives a self declaration on the website about the meter readings and a bill is automatically generated on the basis of the declaration.

CASES:

- Where the data is manually punched in into the system, the automatic generation of bills is from the time the data is punched in into the application system.
- Where data is being automatically picked up from the meters or a flat rate is levied (where data is not punched in within a specified timeframe), the bills should be automatically generated.

The benchmark for generation of utility bills by application system is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the feedback taken from citizens.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.3.4 Timeframe For Automatic Escalation Of Events On Default To Appropriate Authority For Of Non Payment Of Utility Bills

Key Performance Indicator		
Indicator	Unit	Definition
Timeframe for Automatic Escalation of events on default to Appropriate Authority for of non payment of Utility Bills	Hours, Days	Time taken for escalation of defaults (non-payment of Utility Bills), as against defined timeframe of escalation • 1st escalation within 24 hrs • 2nd escalation after 6 working days of 1st escalation • 3rd escalation after 12 working days of 1st escalation

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time for the escalation of the default as per the timelines	Hours	Time by the auto escalation of default through the system
b) Actual time taken for the escalation of the default at various levels	Hours	Time taken for escalation of default (non-payment of Utility Bills), through existing facility
c) Number of cases not escalated	Number	Total number of cases not escalated to higher authority within the specified time period
d) Total time taken for all Grievance resolved beyond the stipulated time	**Minutes / Hours**	**Total time = Σ ((b-a)>0)**
e) Escalation delay	**Hours**	**Average delay = d/ c**

Rationale for the Indicator
It is important that in essential revenue generation services the utility has effective systems to capture defaults, escalate them internally for remedial action and resolve them. It is also important that the revenues are collected in the same financial year, without allowing for dues to get accumulated as arrears. The benchmark time for escalation of events on default to appropriate authority is • 1st escalation within 24 hrs • 2nd escalation after 6 working days of 1st escalation • 3rd escalation after 12 working days of 1st escalation

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the feedback taken from citizens.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.3.5 Number Of Facilitation/ Service Centers For Payment Of Utility Bills

Key Performance Indicator		
Indicator	Unit	Definition
Number of facilitation/ service centers for payment of utility bills	Number	Number of facilitation / service centers available in the service area, as against determined criteria to have 1 facilitation / service center per • 1 lakh population or • 20000-25000 properties or • 4 to 6 Sq. Kms. Area The service area may be either an electoral ward, or the ULB as a whole.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of facilitation/ service centers	Number	Total number of facilitation/ service centers in the service area as per the determined criteria
b) Existing number of facilitation/ service centers	Number	Existing number of facilitation/ service centers in the service area for payment of utility bills
Coverage by facilitation/ service centers	**%**	**Coverage = [(b/a)*100]**

Rationale for the Indicator
The number of facilitation/ service centers has been designed to provide convenience to the citizens by providing easy access to the centers. The number of facilitation centers has been determined taking into considerations like density of population, location of cluster of properties and geographic conditions like hilly terrains, rivers etc. The benchmark for having the number of facilitation/ service centers is based on population, number of properties or geographic conditions is 1 per • 1 lakh population or • 2,00,000-2,50,000 properties or • 4 to 6 Sq. Kms. Area

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Estimation of households covered on basis of geographical area of the city.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	Calculation based on actual number of facilitation centre vis-à-vis size of population, number of properties or geographical conditions

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward level

4.3.6 Accessibility/ Availability Of Facilities For Payment Of Utility Bills

Key Performance Indicator		
Indicator	Unit	Definition
Accessibility/ Availability of facilities for payment of utility bills	Hours, %	The accessibility/ availability of facilities/ services actually available against the total number of hours as benchmark of in a year Availability/ Accessibility of Facilities: • Internet/ Mobile/ ECS - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of hours the facilities/ services to be available/ accessible	Hours	The number of hours for which the facilities/ services for payment of Utility Bills should be made available as per the benchmark standard
b) Total number of hours facilities/ services to be available/ accessible as municipality has envisaged	Hours	The number of hours for which the municipality has envisaged to make the facilities/ services to be available/ accessible for payment of Utility Bills. The municipality may envisage keeping the facilities/ services open for lesser hours during the initial months of process improvement. However, the time period for the above mentioned cases should be upfront determined by the municipality.
c) Actual time for which the facilities/ services for payment of Utility Bills are accessible/ available	Hours	The actual number of hours for which the facilities/ services for payment of Utility Bills is available
Down time	**Hours**	**Downtime = (a-b)**
Accessibility/ Availability of facilities/ service	**%**	**Accessibility/ Availability = (c/a)*100 or (c/b)*100 which ever is applicable**

Rationale for the Indicator
From a citizens' perspective, it is desirable to have round the clock facility for making payments, as it eliminates the need to travel and reduces waiting time and other resultant inconveniences. The benchmark time for accessibility/ availability of facilities for payment of Utility Bills is • Internet/ Mobile/ ECS - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the surveys undertaken.
Intermediate level (C)	Estimation of time calculation of the office working hours.
Intermediate level (B)	Reports generated through the ULBs record.
Highest/preferred level of reliability (A)	Estimation of time calculation based on actual collection of data from facilitation centers, bill payers, banks etc.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.4 Grievances Handling

4.4.1 Resolution Of Complaints Related To Public Health And Public Safety Services

Key Performance Indicator		
Indicator	Metrics	Definition
Resolution of complaints related to public health and public safety Services	%	The total number of grievances related to public health and public safety services * resolved as a percentage of the total number of grievances (100%) lodged. The complaints for emergent services have to be resolved within 8 working hours. *Public health and public safety services include services related to water supply, open-manholes, dug-up roads, polluted water, electricity, fire, ambulance etc. #Intimation to be provided to the citizen including the Name/ Designation/ Telephone no. of Appellate authority for providing feedback on the resolved complaint.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of grievance lodged	Number	The total number grievances lodged by the citizens via various modes like municipality, online, CFC etc. during a specified period of time
b) Actual number of grievance resolved	Number	The actual number grievance resolved up to the point of closure where the citizen did not revert with the same problem again within a specified timeframe and the status of the grievance has been marked as 'closed' by the municipality for the specified period of time.
c) Total delay time	Hours	The total delay time for all grievances which could not be resolved within the specified time limit
d)Percentage of Grievances resolved	**%**	**Percentage of Grievances resolved =[(b/a)*100]**
e) Average Delay Time	**Hours**	**Average Delay Time = c/(a-b)**

Rationale for the Indicator
All grievances lodged by the citizens should be noted by a unique ticket number and addressed under the grievance handling process. During the resolution process the status should be marked as whether the grievance is related to the emergent services. Only if the citizen is happy with the resolution provided, status of the ticket raised should be marked as 'closed'. It is imperative that all the (valid) grievances raised by the citizens should be provided resolution; therefore the benchmark for resolution of grievances related to the public health and public safety is 100% within 8 working hours.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on the previous data
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS report generated by the system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.4.2 Addressing Complaints Related To Other Than Public Health And Public Safety Services

Key Performance Indicator		
Indicator	Metrics	Definition
Addressing complaints other than public health and public safety services	%	The total number of grievances* other than public health and public safety services addressed as a percentage of the total number of grievances (100%) lodged. Grievances pertaining to other than public health and public safety services have to be addressed within 24 working hours. * Grievances as defined by Department of Administrative Reforms and Public Grievances (DARPG) and not incurring capital investment.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of grievance lodged	Number	The total number grievances lodged by the citizens via various modes like municipality, online, CFC etc during a specified period of time
b) Actual number of grievance addressed	Number	The actual number grievance addressed within a specified timeframe by the municipality
c) Total delay time	Hours	The total delay time for all grievances which could not be addressed within the specified time limit
d) Percentage of Grievances	**%**	**Percentage of Grievances addressed =[(b/a)*100]**
e) Average Delay Time	**Hours**	**Average Delay Time = c/(a-b)**

Rationale for the Indicator
All grievances lodged by the citizens should be noted by a unique ticket number and addressed under the grievance handling process. During the resolution process the status should be marked as whether the grievance is related to the emergent services or non-emergent services. If the services are non-emergent in nature then they have to be addressed with 24hours to provide a status on the compliant lodged. It is imperative that all the (valid) grievances raised by the citizens should be provided addressed; therefore the benchmark for addressing grievances other than public health and public safety is 100% within 24 working hours.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done from the previous data
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS report generated by the system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.4.3 Adherence To Response Time As Per Citizen Charter/ Statutes For Grievance Resolution

Key Performance Indicator		
Indicator	Metrics	Definition
Adherence to the Response Time as per citizen charter/ statutes for the grievance resolution	Minutes / Hours/ Days	The time taken to resolve a grievance raised by the citizens as against the timeline specified for grievance resolution during a specific period of time

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Time-line specified as benchmark for resolution of Grievance	Minutes / Hours/ Days	The timelines specified as benchmarking standards for resolution of a grievance raised by citizens during a specific period of time
b) Actual time taken for resolution of Grievance	Minutes / Hours/ Days	Actual time taken for resolution of grievance raised by citizen during a specific period of time
c) Total number of Grievance resolved beyond the stipulated time	Number	The total number of grievance resolved beyond the stipulated time frame
d) Total time taken for all Grievance resolved beyond the stipulated time	**Minutes / Hours**	**Total time = Σ ((b-a)>0)**
e) Average delay in response time for Grievances handling	**Minutes / Hours**	**Average delay = (d/c)**

Rationale for the Indicator
All the grievance raised by the citizens have to resolved as per citizen charter/ statutes and it should also be ensured that the citizens are satisfied with the resolution and do not approach to the municipality with the same grievance again. The benchmark for adherence to the response time for grievance resolution is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend Analysis of the average time taken to resolve a grievance.
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	Generating a MIS report from the system to know number of grievances resolved on time

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB Level

4.4.4 Timeframe For Automatic Escalation Of Events On Default To Appropriate Authority After Specified Time Limit

Key Performance Indicator		
Indicator	Metrics	Definition
Automatic Escalation of events of non resolution of grievances to appropriate authority within specified time limit	Hours, Days	The total number of non resolved grievances raised to appropriate authority within specified time against the benchmark time defined for escalation as mentioned below • 1st escalation within 24 hrs • 2nd escalation after 6 working days of 1st escalation • 3rd escalation after 12 working days of 1st escalation

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Time-line specified as benchmark for escalation of Grievance	Minutes / Hours/ Days	The timelines specified as benchmarking standards for escalation of a grievance raised by citizens to appropriate authority within specified time
b) Actual time taken for escalation of Grievance	Minutes / Hours/ Days	Actual time taken for escalation of Grievance raised by citizen to appropriate authority within specified time
c) Total number of Grievance escalated beyond the stipulated	**Number**	**The total number of escalations beyond the stipulated time**
d) Total time taken for all Grievance escalated beyond the stipulated time	**Minutes / Hours**	**Total time = Σ ((b-a)>0)**
e) Average delay in escalation time	**Minutes / Hours**	**Average delay = (d/c)**

Rationale for the Indicator
It is important that all the grievances which cannot be resolved at the lower levels should be escalated to the high levels in appropriate time frame. This will to set up an effective and efficient mechanism for grievances handling. The benchmark time for different levels of escalation is • 1st escalation within 24 hrs • 2nd escalation after 6 working days of 1st escalation • 3rd escalation after 12 working days of 1st escalation

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Escalation analysis from ongoing trend
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS report generated by the system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half Yearly	Measurement	ULB Level

4.4.5 Grievances not Addressed after Final Escalation to be reflected in Public Disclosure

Key Performance Indicator		
Indicator	Metrics	Definition
Grievances not addressed after final escalation to be reflected in Public Disclosure	Number	Number of grievances reflected in the public disclosure as against all eligible grievances (Grievances not addressed after final escalation) to be reflected in public disclosure in the assessed area.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of grievances raised	Number	Total number of grievances raised by the citizen in the specified period of time
b) Total number of grievances not addressed after final escalation	Number	Total number of grievances that could not be addressed after final escalation
c) Total number of raised to public disclosure	Number	Total number of grievances not be addressed after final escalation and has been raised to public disclosure.
Grievances not addressed within 3 months	**%**	**Not addressed = [(b/a)*100]**
Grievances not raised for public	**%**	**Not raised for public disclosure = [(c/b)*100]**

Rationale for the Indicator
Any public grievance that could not be addressed within three months of time frame has to be raised/ mentioned in the public disclosure. Disclosure will ensure attention of the authorities towards the unresolved grievance to avoid similar situations in the future. The benchmark for public disclosure of grievances which has not been addressed after final escalation is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend Analysis of the average time taken to resolve a grievance.
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS report generated from system to verify the number of cases raised to public disclosure

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Yearly	Measurement	ULB Level

4.4.6 Accessibility/ Availability Of Facilities For Registering Grievances

Key Performance Indicator		
Indicator	Unit	Definition
Accessibility/ Availability of Facilities for Registering Grievances	%	The accessibility/ availability of facilities/ services actually available against the total number of hours as benchmark of in a year Availability/ Accessibility of Facilities: • Internet - 24*7 • Kiosk/ Citizen Facility Center-8.00 am to 9.00 pm • Municipal Corporations/ Councils - Office hours

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Accessibility/ Availability of facilities/ services for registration of grievances	Hours/ Days,	The facilities/ services for registration of grievances should be made available 24*7 through internet, CFCs etc and at working hours at Municipal Corporations.
b) Actual time for which the facilities/ services for registration of grievances are accessible/ available	Hours/ Days	The actual number of hours for which the facilities/ services for registration of grievances is available
Accessibility/ Availability of facilities/ services in terms of time	**%**	**Accessibility/ Availability (in hours) = (b/a)*100**

Rationale for the Indicator
Citizen grievances handling is one of the critical activities to be performed by the municipality. The municipality should aim at providing solutions for problems faced by citizen at least possible time. Therefore from a citizens' perspective, it is desirable to have round the clock facility for Grievances handling. Having the facility online or 24*7 will help to reduces waiting time and other resultant inconveniences. The benchmark time for different facility centers are • Internet - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend Analysis of the average time taken to resolve a grievance.
Intermediate level (C)	Reports based on the feedback taken from citizens.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS report generated from system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half Yearly	Measurement	Ward level

4.4.7 Measuring Level Of Awareness Amongst Citizens

Key Performance Indicator		
Indicator	Metrics	Definition
Measuring Level of awareness amongst citizens	%	There should be 100% awareness about the grievance cell and the various guidelines, regulations etc. of municipality

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total population of sample size	Number	Total population of sample size* in the assessed area. Sample size will represent the picture of the total population of the assessed area
b) Number of citizens aware of grievance cell	Number	The total number of citizens of the sample population aware of the grievance cell and various guidelines, regulations etc. related to grievance cell in the ward
Awareness levels among Citizens	**%**	**Awareness =[(b/a)*100]**

Rationale for the Indicator
It is mandatory for the municipality to create 100% awareness amongst the citizens about the grievance cell and about the various guidelines, regulations etc. of municipality related to grievance cell. The percentage of the awareness levels among citizens calculated above gives an idea of the gap between desired level of awareness and actual level of awareness. This gap can be bridged by efforts in spreading awareness amongst the citizens by various modes. The benchmark value for creating awareness amongst citizens is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Reports based on the feedback taken from citizens.
Intermediate level (C)	Reports based on the Municipal records.
Intermediate level (B)	Reports based on the number of hits on the website of Municipal.
Highest/preferred level of reliability (A)	Reports based on the surveys conducted from the various sections of citizen.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half Yearly	Measurement	Ward level

4.5 Building Plan Approval

4.5.1 Coverage On GIS/ MIS Platform

Key Performance Indicator		
Indicator	Unit	Definition
Coverage on GIS/ MIS platform	%	Total number of building constructions that are approved and digitized / maintained in database form as percentage of total number of buildings in the service area (100%). The service area may be either an electoral ward, or the municipal limit as a whole. The categories to be covered may include Residential, Commercial , Institutional, etc

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of building constructions in the service area	Number	The total number of building constructions (properties) in the service area should be calculated. The data need to be captured in form of Surveys, GIS mapping, Ariel Surveys / Mappings and digitized, database of the surveyed properties.
b) Total number of approved building constructions / properties digitized on GIS / other MIS platform	Number	This will include building properties which are digitized / documented / surveyed and maintained in digital form like database with relevant building details like type of construction, area, number of floors etc.
Coverage on GIS/ Other MIS platform	**%**	**Coverage = [(b/a) * 100]**

Rationale for the Indicator
The building approval is required for every type of construction before the commencement of the construction work. Depending on the type of construction the approval may be given for residential, commercial, institutional purpose. The building approval taken is either for ground floor, G+1, G+2 or higher, and accordingly the property tax is levied my the municipal authorities. The properties on which property tax is levied should ideally match with the total buildings approved. This parameter is important to check the illegal construction either in form of new construction on vacant plots or new construction on the existing built constructions. It is therefore important to measure this performance indicator; the benchmark value for this should be 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	The total population of the city may be divided by the average household size to arrive at the number of total properties in the city. This should be matched with the total building approvals provided.
Intermediate level (C)	Building / property details available in the municipal records / registers.
Intermediate level (B)	Building / property details available on the website without maps in form of property numbers, ownership details etc.
Highest/preferred level of reliability (A)	Number of buildings constructions / properties is identified from the municipal records / through GIS maps/ actual surveys. The building construction and approvals are periodically monitored. The property database is reasonably maintained with categories like residential, commercial, institutional and Ground, G+1, G+2 or higher etc. and details are available on the municipal website. Data is periodically updated on basis of building units approved, and total properties taxable in the city.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.5.2 Availability Of Automated Checking Mechanism

Key Performance Indicator		
Indicator	Unit	Definition
Availability of automated Checking Mechanism	Availability, %	Automated Self Check Mechanism facility should be 100% available on the website for all approved building plans, dimensions and designs.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Availability of Automated Self Check Mechanism	**Available / Not-Available**	**Availability of Self Check Mechanism and Provisional Approval Process facility on the municipal corporation website**
b) Total number of building plans approved	Number	Total number of building plans approved in the assessed area in a period of time that were confirming to the standard building plans, dimensions and designs approved by the ULB
c) Number of building plans under-went automated checking mechanism	Number	Total number approved building plans confirming to the standard building plans, dimensions and designs approved by the ULB under-went automated checking mechanism
Percentage of plans underwent automated checking mechanism	**%**	**Percentage= (c/b)*100**

Rationale for the Indicator
The building approval requires fulfillment of certain criteria by the applications like design, size, dimensions etc. In a manual system a building plan is being approved by architect/ structural engineer. These details are then submitted to the ULBs along with the applications by the citizens. The ULB reconfirms the plan submitted as per the guidelines available with the ULB and communicating the deficiencies to the citizens. This process is quite cumbersome and often takes long processing time. Standardized building plans and guidelines should be made available on the website along with the software that helps to map the standard building plan with the plan submitted by the citizen. On mapping the standardized dimension a provisional approval should be provided to the citizen online. With GIS, in place the process becomes quite simple as the dimensions of the buildings will be readily available in the database. Automated Self Check Mechanism should be 100% available on the website at municipal level for the self approval process and issue of Provisional Certificate, if they plans are confirming to the standards/ plans furnished by the ULB.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated data for the provisional certificates issued and actual plans approved.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	ULB Level

4.5.3 Online Provisional Approval Process Based On Self Certification

Key Performance Indicator		
Indicator	Unit	Definition
Online Provisional Approval Process based on Self Certification	%	Provisional certificate should be issued online instantaneous (100%) for all applicants applied for building plan approval, if building plans are confirming to the standards/ plans furnished by the ULB.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of plans confirming standards/ plans furnished by the ULB	Number	Total number of plans that confirm to the standards/ plans furnished by the ULB and have been applied by online automated checking mechanism and are self certified
b) Number of applicants issued provisional certificate online	Number	Of the total number of building plans confirming to the standards/ plans furnished by the ULB, the number of plans issued a provisional certificate online
c) Total Time taken to issue provisional certificate online	Minutes	Total time taken for issuing all certificates in a given period of time in the assessed area
Percentage issued provisional certificate online	**%**	**Percentage = (b/a)*100**
Average time taken to issuance certificate	**%**	**Average time taken= (c/b)*100**

Rationale for the Indicator
The building approval requires fulfillment of certain criteria by the applications like design, size, dimensions etc. In a manual system a building plan is being approved by architect/ structural engineer. These details are then submitted to the ULBs along with the applications by the citizens. The ULB reconfirms the plan submitted as per the guidelines available with the ULB and communicating the deficiencies to the citizens. This process is quite cumbersome and often takes long processing time. Standardized building plans and guidelines should be made available on the website along with the software that helps to map the standard building plan with the plan submitted by the citizen. On mapping the standardized dimension a provisional approval should be provided to the citizen online. With GIS, in place the process becomes quite simple as the dimensions of the buildings will be readily available in the database. Therefore for all applicants for building plan approval, if applied through online automated checking mechanism and are confirming to the standards/ plans furnished by the ULB. • The benchmark for availability of online facility of Provisional Approval Process should be 100%. This will ensure easy and faster approval process. • The benchmark for issuing of Provisional Certificate online is 100% instantaneously

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated data for the provisional certificates issued and actual plans approved.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	ULB Level

4.5.4 Automatic Generation Of Acknowledgement Receipt

Key Performance Indicator		
Indicator	Unit	Definition
Automatic Generation of acknowledgement receipt	%	The number of acknowledgment generated against the total number of applications received (100%).

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of applications received	Number	Total number of applications received at municipal level or citizen facilitation centers
b) Total number of acknowledgement receipt generated	Number	Total number of acknowledgements generated for the received applications
Percentage Acknowledgement Receipt generated	%	Effectiveness = (b/a)*100

Rationale for the Indicator
The applicants can submit their applications at municipal level or citizen facilitation centers. After the submission of application the acknowledgment receipt needs to be generated instantaneously and provided to the applicant. The acknowledgement number is important to track the effectiveness of the applications received and their early tracking within the stipulated timeframe. The benchmark for generation of acknowledgement receipt is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated details / MIS for the number of applications received v/s acknowledgements given.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half-Yearly	Measurement	Ward level

4.5.5 Acknowledgement Of Completeness Of Applications Received

Key Performance Indicator		
Indicator	Unit	Definition
Acknowledgement of completeness of applications received	%, Hours	The number of acknowledgments generated after validating the completeness of application as against the total number of applications (100%) with in 24 hours. The citizens will apply for the building approval either at municipal level, Citizen Facilitation Centers, online through website. The number of applications received may vary for respective categories like residential, commercial, institutional etc.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of applications received	Number	Total number of applications received with for building approval.
b) Number of applications validated for completeness	Number	Total number of applications validated in various categories like residential, commercial, institutional etc that fulfill the required documentation for building approval.
c) Time frame for validation	Hours	Total benchmark time within which the application has to be validated for completeness
d) Time taken for validation of received applications	Hours	Actual time taken for validating for completeness of received applications for respective categories like residential, commercial, institutional etc.
Effectiveness in terms of number of applications validated	**%**	**Effectiveness = [(b/a) * 100]**
Average delay time	**Hours**	**Average delay = (d-a)/b**

Rationale for the Indicator
The objective of this indicator is to identify the complete and incomplete applications. The applications are validated with the checklist for the details required for the approval process. The incomplete applications received from applicants are communicated further with details for the fulfillment of the approval process within stipulated time period. This indicator is important to identify the incomplete applications which do not fulfill the building approval criteria for the appropriate action from municipal body to the applicant. The benchmark for generation of acknowledgement receipt for completeness/ rejections is 100% within 24 hours.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated details / MIS for the number of applications received v/s acknowledgements given.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half-Yearly	Measurement	Ward level

4.5.6 Completion Of Specified Building Plan Appraisal Process

Key Performance Indicator		
Indicator	Unit	Definition
Completion of specified Building plan appraisal process	%, Hours	The number of applications received may vary for respective categories like residential, commercial, institutional etc. Completely and correctly filled in applications are processed to provide the building plan appraisal. It can be measured in terms of number of building plan appraised to the total number of completely and correctly filled in applications received (100%), and time required to process the number of applications received in terms of days i.e. within 15 working days after receiving the completely filled in application and other required documents. The categorization can be provided for applications received at municipal level, Citizen Facilitation Centre, Online.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of completely and correctly filled in applications received	Number	Total number of applications received with for building approval.
b) Number of building plans appraised	Number	Total number of building plan appraised
c) Time frame for appraisal	Hours	Total benchmark time within which the application has to be appraised
d) Time taken for appraisal of received applications	Hours	Actual time taken for appraising the building plans for respective categories like residential, commercial, institutional etc.
Percentage of Applications appraised	**%**	**Effectiveness = [(b/a) * 100]**
Delay time	**Hours**	**Delay = (d-a)**
Average delay time	**Hours**	**Average delay = (d-a)/b**

Rationale for the Indicator
After receiving the filled in application for the building approval either at municipal level, Citizen Facilitation Centers, online through website along with the required documents, further scrutiny of the application form is performed. The town planning section checks the particulars of the application, the plan submitted, and the supporting documents to ensure plans are as the standards available. Further checks are performed with the master plan for proposed land use patterns, compliance with regulations, approaches, public spaces, etc. A field inspection to ensure conformance with the demarcation plan is also performed. If satisfied the plan is approved and sent to the commissioner. The commissioner verifies and approves the layout. A layout number is allotted to the layout which is subsequently updated in the master plan of the city to include the approved layout. A 'Commencement certificate', 'No Objection Certificate' and 'Layout orders' are issued. Therefore the benchmark for appraising specified building plans is 100% within 15 working days from the time of receiving the completely filled in application and the other required documents

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated reports

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Monthly	Measurement	Ward level

4.5.7 Completion Certificate Based on Self Certification

Key Performance Indicator		
Indicator	Unit	Definition
Completion Certificate based on Self Certification	%	The actual number of completion certificate* provided as against the total number of applications received for completed building (100%) based on self-certification for the building construction *The certificate provided in this case will be a provisional certificate
	Days	The time taken for granting completion certificate as against the benchmark time period of within 12 working days on submission of self certification

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of applications received	Number	Number of total applications received for completed building based on Self Certification
b) Number of applications provided completion certificate	Number	Number of applications provided completion certificate
c) Time taken allocated for providing completion certificate	Days	Total time within which the ULB has provide the completion certificate based on self certification
d) Actual time taken to provide completion certificate	Days	Actual total time taken by ULB to provide the completion certificate based on self certification for buildings.
Number of applications validated	**%**	**Effectiveness = [(b/a) * 100]**
Delay time	**Hours**	**Delay = (d-a)**
Average delay time	**Hours**	**Average delay = (d-a)/b**

Rationale for the Indicator
After the complete application with self certificate for completion of the construction of the building is received from the citizen is received, it is important to issue the approval for the buildings. The building approval (provisional certificate) needs to be provided within the specified timelines, if the applications, plan and self certificate fulfill all the eligibility criteria. The benchmark is providing 100% completion certificate based on self certification within 12 working days from the day of filing the application if a complete and correct application is received.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated reports/ MIS.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.5.8 Verification Of Completion Certificate Issued Based On Self Certification

Key Performance Indicator		
Indicator	Unit	Definition
Verification of Completion certificate issued based on self certification	%	The actual number of certificates verified and issued as against the total number of applications received for completed buildings based on self certification (100%).
	Days	The time taken for issuing final completion certificate as against the benchmark time period of within 90 working days for submission from the day of submission of self certifications.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of applications received	Number	Number of total applications received
b) Number of applications verified	Number	Number of applications verified for issuing final certificate
c) Time taken allocated for final approval	Days	Total time within which the ULB has to verify the for building approval and provide the final approval
d) Time taken to verify the complete applications	Days	Total time taken by ULB to verify the applications with full requirements of check list / criteria for building approval and provide the final approval
Number of applications validated	**%**	**Effectiveness = [(b/a) * 100]**
Delay time	**Hours**	**Delay = (d-a)**
Average delay time	**Hours**	**Average delay = (d-a)/b**

Rationale for the Indicator
After receiving the filled in application for the final building approval either at municipal level, Citizen Facilitation Centers, online through website along with the required documents, further scrutiny of the application form is performed. The town planning section checks the particulars of the application, the plan submitted, dimensions of the plinth and building, and the supporting documents to ensure all are as per standards available. A field inspection to ensure conformance with the demarcation plan is also performed and certificate is provide. Clearance from various departments will be taken for fire, sewerage, earthquake resistance etc. If satisfied the building plan is approved and sent to the commissioner. Therefore the benchmark for verifying the completion of building based on self certification plans is 100% within 90 working days from the time of receiving the completely filled in application and the other required documents.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	System generated reports/ MIS.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.6 e-Procurement and Project/ Ward Works

4.6.1 Timelines For Online Vendor Registration

Key Performance Indicator		
Indicator	Unit	Definition
Timelines for Online Vendor Registration	%, Hours	The time taken for registering a vendor online as against the specified timeframe of 3 days.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of vendors	Number	Total number of vendors registered online/ manually for a ULB
b) Actual number of vendors registered on e-Procurement portal	Number	total number of vendors registration on the e-Procurement portal
c) Number of vendors not registered with the timeframe specified	Number	Total number of vendors not registered with the timeframe specified. This will be calculated for a period of time and for an assessed area.
d) Time frame for online registration	Hours	Time frame as per the benchmark standards specified time of 3 days
e) Actual time taken for online registration	Hours	Actual time taken to register vendors online
Percentage registered on e-Procurement portal	**%**	**Online registered = (b/a)*100**
Average delay time	**Hours**	**Average delay time = (e-d)/c**

Rationale for the Indicator
With e-Procurement system online it must be made imperative by the ULB that all eligible vendors should be registered online and their details made. After receiving the application and required documents for online registration from the vendors related to e-Procurement, the assessment/ registration officer of the municipality will verify the details filled in the application form and other documents submitted. After confirming that the required details are available the assessment/ registration officer will to approve and create the registration details for the vendors online and provide login details to the vendors. The benchmark for registering all eligible vendors who have applied for online registration in the assessed area is 100%. The benchmark time limit for registering the vendors online is 3 working days.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted with a selected population of suppliers
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	Generating the MIS for vendors registered online

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half-Yearly	Measurement	Ward/ ULB Level

4.6.2 Online Availability Of Updated MIS For History Of Vendor Performance

Key Performance Indicator		
Indicator	Unit	Definition
Online availability of updated MIS for history of Vendor Performance	Days	Time taken for making availability of updated MIS for the history of Vendor Performance on the e-Procurement portal as against online availability of updated MIS at the last day of each month. The following information should be available: 1. Capacity 2. Work-in-hand 3. Works completed 4. Defaults (if any)

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Availability of updated MIS for history of Vendor Performance on the last day of the month	Number	Online availability of MIS for the history of Vendor Performance on the e-Procurement portal at the last day of each month.
b) Actual time taken for making the updated MIS of history for Vendor Performance available online	Number	Time taken for making availability of MIS for the history of Vendor Performance on e-Procurement portal.
Online availability of MIS	**Delay**	**Delay = [(b/a)*100]**

Rationale for the Indicator
The information related to the history of Vendor Performance on the e-Procurement portal is necessary for the award of the works to the vendor basis the capacity, work-in-hand, defaults (if any) etc. This updated MIS must be made available online on the portal at the last day of each month.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS generated reports from the portal

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Monthly	Measurement	ULB level

4.6.3 Online Availability Of Information Of Awarded Works On Web Portal

Key Performance Indicator		
Indicator	Unit	Definition
Online Availability of information of awarded works on web portal	%	The total number of awarded works uploaded on web portal as against the total number of awarded works in the assessed area within a specified period. The assessed area may be a ward or an ULB.
Timeframe for uploading awarded works on web portal after the day of release	Hours	Time taken for uploading awarded works on the web portal, as against the updation of important information on web portal within 24hours of release.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of works awarded	Number	The total number of awarded works in the assessed area within a specified period
b) Total number of works awarded uploaded on the web portal	Number	The total number of awarded works uploaded on web portal in the assessed area within a specified period
c) Date of release of work orders for the works	Hours	The date of official release of work order for the works in the assessed area within a specified period
d) Date of uploading the work orders for the works online	Hours	The date on which the work order for the works in the assessed area within a specified period are made available online
d) Number of work orders uploaded beyond stipulated time	Number	The number of work orders uploaded on the web portal after the specified time of 24 hours of time of release.
e) Works uploaded on web portal	**%**	**Uploaded= (b/a)*100**
f) Total delay time taken for uploading the work orders for the works online	**Hours**	**Total time = Σ ((d-c)>0)**
g) Average delay in time	**Hours**	**Average delay = (f/d)**

Rationale for the Indicator
All the works awarded should be uploaded on the web portal. The web portal will contains the following details for the works awarded 1. Name of work awarded 2. Start time and End time 3. Cost of the project 4. Name of Contractor to which the work has been awarded 5. Online status report All the work orders for the works should be available online on the ULB website on the same day as the official release for effective and efficient information flow and transparency of the system. Any delays in uploading of information may lead to unavailability of data at the correct time. The benchmark for the uploading work orders for the works is within 24hours of the time of release/ award and work orders for 100% of awarded works and should be made available on web portal.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various stakeholders.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	The MIS reports for the dates on which the important documents were uploaded on the website and number of documents uploaded.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB Level

4.6.4 Online Generation Of Indent

Key Performance Indicator		
Indicator	Unit	Definition
Online generation of Indent	%	Number of indent generated as against indent generated online and instantaneous for all the works/services.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of indents generated for works/ services	Number	Total number of indents generated for works/ services manually and online
b) Number of indents generated online for works/ services	Number	Total number of indents generated for works/ services online through portal
Percentage of indent online	**%**	**Percentage = (b/a)*100**

Rationale for the Indicator
All the indents for the works/ services must be generated through portal. This will ensure easy and faster approval process. The benchmark for generating indent online is 100% instantaneously.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted from various stakeholders
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	MIS reports generated through portal.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB Level

4.6.5 Online Availability Of Updated MIS For E-Procurement

Key Performance Indicator		
Indicator	Unit	Definition
Online availability of updated MIS for e-Procurement	Days	Time taken for making availability of updated MIS for e-Procurement on the e-Procurement portal as against online availability of updated MIS. The information should be available immediate on the receipt of the final product.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Availability of updated MIS for e-Procurement on the receipt of the final product.	Number	Online availability of MIS for e-Procurement.
b) Actual time taken for making the updated MIS for e-Procurement on the receipt of the final product.	Number	Time taken for making availability of MIS for e-Procurement on the receipt of the final product
Online availability of MIS	**Delay**	**Delay = [(b/a)*100]**

Rationale for the Indicator
The updated MIS related to on the e-Procurement portal is necessary for the integrity of the information and transparency. This updated MIS must be made available online and immediate on the receipt of the final product.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various stakeholders.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	MIS generated reports from the portal

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Monthly	Measurement	ULB level

4.6.6 Goods/ Services Procured By Rate Contract Through E-Procurement Portal Online

Key Performance Indicator		
Indicator	Unit	Definition
Goods/ services procured by rate contract through e-Procurement portal online	%	Total number of goods/ services along procured online as against the total number of goods/ services procured by rate contract in the assessed area in a specific time period. The assessed area may be a ward or an ULB.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of goods/ services procured in the assessed area	Number	The total number of goods/ services procured by rate contract in the assessed area i.e. ward, ULB etc in a specific time period.
b) Number of goods/ services along procured through e-Procurement system	Number	Total number of goods/ services along procured online through the e-Procurement system in the assessed area i.e. ward, ULB etc in a specific time period.
Goods/ services procured by rate contract through e-Procurement portal online	**%**	**e-Procurement = [(b/a)*100]**

Rationale for the Indicator
All the approved services/ goods registered in the assessed area i.e. ward, ULB etc have a unique code and approved rates in the assessed area i.e. ward, ULB etc. With e-Procurement system online it must be made imperative by the ULB that all the goods/ services should be registered online as a part of the e-Procurement system and procured online. The benchmark for registering all the registered services/ goods along with their approved rates online is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous records.
Intermediate level (C)	Survey conducted with a selected population of suppliers
Intermediate level (B)	Reports generated through Municipal registers.
Highest/preferred level of reliability (A)	Generating the MIS for actual number of goods/ services registered along with approved rates from the system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half-Yearly	Measurement	Ward/ ULB Level

4.6.7 Facility Of Online Payment

Key Performance Indicator		
Indicator	Unit	Definition
Facility of online payment	%	The e-Procurement/ Project/ Ward works portal should be fully (100%) integrated with registered payment gateways (third party/ banks) identified to accept online payment in the assessed area. The assessed area may be a ward or an ULB.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Number of registered payment gateways (third party/ banks) identified	Number	The total number of registered payment gateways (third party/ banks) identified by the ULB for online payment facility as a part of e-Procurement/ Project/ Ward works services to be provided
b) Actual number of registered payment gateways (third party/ banks) made live	Number	The actual number of registered payment gateways (third party/ banks) being used or put into live by the ULB for online payment facility as a part of e-Procurement/ Project/ Ward works service
Facility of online payment	**%**	**Facility = [(b/a)*100]**

Rationale for the Indicator
From a vendors' perspective, it is desirable to have the facility of online payments and to have that facility available and accessible all round the clock for making online payments. This will eliminate the need to travel and reduce the waiting time and other resultant inconveniences of the vendors. It is imperative that benchmark for facility of online payment should be made 100% and the benchmark time for availability/ accessibility of online payment is 24*7.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various stakeholders.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	Generating a system report for all the payment gateways made available to e-Procurement services and the time for which the online payments facilities are made available/ accessible

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.7 Solid Waste Management System

4.7.1 MIS for online tracking of data related to Service Level Benchmarks

Key Performance Indicator		
Indicator	**Unit**	**Definition**
MIS for online tracking of data related to Service Level Benchmarks. • Household level coverage of Solid Waste Management Service • Efficiency of collection of municipal solid waste • Extent of segregation of municipal solid waste • Extent of municipal solid waste recovered/recycled • Extent of scientific disposal of municipal solid waste • Extent of cost recovery in Solid Waste Management services • Efficiency of redressal of customer complaints • Efficiency in collection of user changes • Extent of processing and treatment of MSW	%	Availability of updated information for the activities mentioned online on ULB website as against determined (100%)

Data Requirements		
Data required for calculation of Indicator	**Unit**	**Remarks**
a) Total number of SWM Service Level Benchmarks for which the availability of status online to be made online	Number	For all the SWM Service Level Benchmarks defined, the status should be made online
b) Actual number of SWM Service Level Benchmarks for which the availability of status online has been made online	Number	The actual number of SWM Service Level Benchmarks defined, the status for which the status has been made online
Percentage status updated online	**%**	**Percentage = (b*100)/a**

Rationale for the Indicator
It is important to have the updated status of all SWM Service Level Benchmarks defined fro effective monitoring of, various activities being undertaken by the municipal corporation for better planning and management. Apart from the above the ULBs will also have to track the following and provide updated status of the same as per the timelines defined by the ULB. • Vehicle repair report • Monitoring of Landfill operations • Monthly record sheet of waste disposal • Labour Utility report • Operations cost summery report • Disposal cost summary • Waste processing report • Financial report • Revenue Expenditure Reports • Monitoring of court cases • Enforcement measures • Mapping of activity to manpower The benchmark for the indicator is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various stakeholders.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	Recording the time when the MIS was generated and the date when it was updated on the website

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.7.2 Daily MIS for online tracking of Data

Key Performance Indicator		
Indicator	Unit	Definition
Daily MIS for online tracking of Data related to • Monitoring on Collection of waste from waste storage • Primary collection operation for ward/ town/city • Monitoring of transfer stations operations • Record of transfer of waste from transfer station to disposal site • Vehicle movement monitoring • Drivers attendance monitoring	Hours	Availability of updated information for the following mentioned below online on ULB website as against determined (100%) at the end of each day i.e. 6.00 pm.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Availability of status online	Hours	The status for the activities mentioned above should be made available online on the ULB website by 6.00 pm
b) Actual time when the status is made available online	Hours	The actual time when the status was made available on the ULB website
c) Number of days on which delays occurred	Days	The total number of days on which there was a delay availability of MIS report on ULB website
d) Average Delay in time	**Hours**	**Delay = (b-a)/c**

Rationale for the Indicator

It is important that the MIS reports monitoring of various activities being undertaken by the municipal corporation for solid waste management is being effectively tracked for better planning and management. The following are the illustrative list of activities that for which the MIS should be 100% available.
The data for the following should be available
• Daily monitoring on Collection of waste from waste storage
• Primary collection operation for ward/ town/city
  • Quantity waste
  • Total operating cost per Tonne
  • Total collecting labour per tonne
  • Primary collection vehicle operating cost
  • Common expenses per tonne
  • No. of accidents

Rationale for the Indicator
• Compensation for accidents • Variation of budget • Monitoring of transfer stations operations • Ward No. • Registration of Primary collection vehicles • Time of entry • Time of leaving • Quantity of waste collected • Record of transfer of waste from transfer station to disposal site • Vehicle Registration Number • Entry Time • Exit time • Quantity Transferred • Street Sweeping (everyday) • Vehicle movement monitoring • No. of Vehicles allotted • No. of trips assigned • Shortfall • Start time and return time • Distance traveled • Drivers attendance monitoring

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis done based on previous data.
Intermediate level (C)	Reports based on the surveys conducted from the various stakeholders.
Intermediate level (B)	Reports based on the Municipal records.
Highest/preferred level of reliability (A)	Recording the time when the MIS was generated and the date when it was updated on the website

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.8 Licenses

4.8.1 Automatic Generation Of Receipt Number By Application System

Key Performance Indicator		
Indicator	Unit	Definition
Automatic generation of Receipt Number by application system	%	Number of receipt / acknowledgement generated automatically by the application system as percentage of total number of license applications applied for. The receipt/ acknowledgement number should be generated automatically and sequentially. Incase of any cancellation, cancelled receipt/ acknowledgement number should not be allocated any new application. List of the cancelled receipt/ acknowledgement number should be separately maintained.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of license applications received	Number	This will include the total number of applications for license received through various channels like Municipal corporation, CFC and other facility arrangements
b) Number of receipt/ acknowledgement generated by application software	Number	This will include the number of receipt/ acknowledgement generated from the application software on the receipt the license application through various channel like office, CFC, internet.
Auto generation of receipt number	**%**	**Auto-Generation= [(b/a)*100]**

Rationale for the Indicator
Generation of receipt/ acknowledgement is an essential component on the receiving the application for licenses. This will help in easy tracking of the status progress of the issuance of license by the citizen as well as by concerned department. The generation of receipt/ acknowledgement number should be automatic without any manual interventions and the receipt/ acknowledgement number generated should be sequential in nature. Hence all the applications received must be given a receipt/ acknowledgement number. The benchmark for generation of receipt number by application system is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Official records of the department.
Highest/preferred level of reliability (A)	MIS reports generated through system.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.8.2 Timeframe For Communicating Deficiency In Received Applications To Applicants

Key Performance Indicator		
Indicator	Unit	Definition
Timeframe for communicating deficiency found in received applications to Applicants	Days	Total time taken for communicating deficiency found as against maximum time of 24 hours for communicating deficiency in the received applications.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time allocated for communicating deficiency	Days	The maximum time of 24 hours that has been allocated for communicating deficiency in the received applications
b) Time taken for communicating deficiency found in the received applications	Days	Actual time taken for communicating deficiency found in the received applications through existing facility.
c) Numbers of applications with deficiencies	Number	Total number of applications for which the deficiencies are found
Average time taken delay	**Hours**	**Average Time Delay = Σ(b-a)/c**

Rationale for the Indicator
The deficiencies found in the received applications should be communicated to the citizens within a stipulated time. These will not only easy the process for the citizens but also for the ULB. The citizens will know the deficiencies in the applications at the earliest and can make necessary arrangements for rectification and providing the required supporting within the specified time period. With sufficient check points in place the ULB can also process the application and also keep a track of the same with. This will thus minimizes the error at the time of submission and also reduce the overall time period taken for processing of the application. The benchmark time for communicating deficiency, with regards to incorrect details filled in the applications or supportings required, to the applicant for received applications is 24 hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Estimation of time calculation through office records.
Highest/preferred level of reliability (A)	Estimation of time calculation based on actual collection of data from office, facilitation centers, end user etc.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.8.3 Timeframe For Approval Of Licenses

Key Performance Indicator		
Indicator	Unit	Definition
Timeframe for approval of New/ Renewal of licenses	Days	Total time taken for issuing approval notice for new/ renewal of license as against maximum issuing time of (within) 5 working days for a new/ renewal of license. This time frame of 5 working days shall be calculated from the day of receipt of correctly and completely filled application along with required supportings. The 5 working days also includes site inspection and preparation of report if any

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time allocated for issuing of new licenses	Days	Maximum time allocated for issuing of approval notice for new/ renewal of license after receiving the correctly and completely filled in application along required supportings
b) Actual time taken for issuing of approval notice for new license	Days	The actual time taken in issuing approval notice for a new/ renewal of license through existing facility after receiving of correctly and completely filled in details in the application along required supportings
c) Total number of Licenses approved	Number	Total number of new licenses approved within a certain period of time and the jurisdiction
Average time taken for issuing a new license	**Days**	**Time taken = (Σ b)/c**
Average delay time	**Days**	**Delay time = Σ(b-a)/c**

Rationale for the Indicator
After receipt of correctly and completely filled in details in the applications along required supportings there should be stipulated time limit for approving the new/ renewed license (along with site inspection), and making it available to the citizens within stipulated time. Defining a time limit will be of a great convenience for the citizen as the citizen will come to know the exact date for receiving the approved license. This will also reduce the number of visits by the citizens for obtaining the license and the number of pending cases with the ULB. The benchmark time for issuing of new/ renewed license after receiving all correct details and completely filled in application along with required supportings is (within) 5 working days.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Estimation of time calculation through office record based on actual collection of data from office, facilitation centers, end user etc.
Highest/preferred level of reliability (A)	MIS report generated from system with regards to the date of receipt of correctly and completely application along with required supportings and site inspection report and the date of approval of license.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Annually	Measurement	Ward level

4.8.4 Automatic Escalation Of Status Of Pending Trade License Applications To Appropriate Authority

Key Performance Indicator		
Indicator	Unit	Definition
Automatic escalation of status of pending trade license applications to appropriate authority after the receipt of complete application	Days	Time taken for automatic escalation of status of pending applications, as against the benchmark time allocated for approval of applications after receipt of completely filled in application along required supportings and site inspection report. • 1st escalation after 12 working days • 2nd escalation after 18 working days of 1st escalation • 3rd escalation after 24 working days weeks of 1st escalation

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time allocated for escalation of status of pending applications	Days	Timeframe allocated for escalation of status of pending applications through the application system.
b) Actual time taken for the escalation of status of pending applications at various levels	Days	Time taken for escalation of status of pending applications through existing facility
c) Number of Pending Applications	Number	Total number of pending applications awaiting approval and for which the time limit for approval is over
d) Average delay time	**Days**	**Average Delay Time = Σ(b-a)/c**

Rationale for the Indicator
It is important to have efficient system in place to deal with the pending applications. The escalation process should be automated for taking quick remedial action and resolution of pending cases. The benchmark time for escalation of status of pending trade license applications after receipt of completely filled in application along required supportings and site inspection report are • 1st escalation after 12 working days • 2nd escalation after 18 working days of 1st escalation • 3rd escalation after 24 working days weeks of 1st escalation

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Official records of the department.
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.8.5 Automatic Generation Of Demand Notice For Renewal Of Licenses

Key Performance Indicator		
Indicator	Unit	Definition
Automatic generation of demand notice for renewal of licenses	%	Total number of demand notices generated automatically for the renewal of licenses as percentage of total number of trade licenses (100%) due for renewal in a period of time for the assessed service area. The service area may be either an electoral ward, or the ULB as a whole. The demand notice should be generated before a predefined period as determined by the ULB

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of trade licenses due for renewal	Number	The total number of trade license in the service area that are due for renewal
b) Total number of demand notices generated for trade licenses due for renewal	Number	This will include the number of demand notice generated for the renewal of trade licenses in the service area
Generation of demand notice	**%**	**Demand notice coverage = [(b/a)*100]**

Rationale for the Indicator
Demand notice is an essential part towards the process for the renewal/ close of trade licenses; hence all the license users must be served the demand notice. The benchmark for automatic generation of demand notice for renewal of trade licenses is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Estimation of time calculation through actual collection of data from office, facilitation centers, end user etc.
Highest/preferred level of reliability (A)	MIS report generated from application system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.8.6 Automatic Escalation Of Events On Default (Non-Payment Of License Renewal Fee)

Key Performance Indicator		
Indicator	Unit	Definition
Automatic escalation of events on default (non-payment of license renewal fee till 31st March) to Appropriate Authority	Days	Time taken for escalation of defaults (non-payment of license renewal fee till 31st March), as against the benchmark of • 1st escalation on 1st April. • 2nd escalation after 30 days after of the 1st escalation • 3rd escalation after 90 days of the 1st escalation and issuance of license closure notice

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Time allocated for escalation of events for default	Days	Maximum time allocated by the auto escalation process through the application system for the defaults (non-payment of license renewal fee till 31st March)
b) Actual time taken for the escalation of the default at various levels	Days	Actual time taken for escalation of default (non-payment of license renewal fee till 31st March) through existing facility
c) Number of Pending Applications	Number	Total number of pending applications awaiting approval and for which the time limit for approval is over
Average delay time	**Days**	**Average Delay Time = Σ(b-a)/c**

Rationale for the Indicator
It is also important that the revenues are collected in the same financial year, without allowing for dues to get accumulated as arrears. Therefore escalation of defaults i.e. non-payment of license renewal fee till 31st March becomes an imperative part towards the process for the renewal/ closure of licenses. To have the process in place, it is essential that the system should be effective to capture defaults till 31st March, escalate them internally for remedial action and resolve them. The benchmark time for automatic escalation of events on default (non-payment of license renewal fee till 31st March) is • 1st escalation on 1st April. • 2nd escalation after 30 days after of the 1st escalation • 3rd escalation after 90 days of the 1st escalation and issuance of closure notice

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Official records of the department
Highest/preferred level of reliability (A)	MIS reports generated through system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.8.7 Accessibility/ Availability Of Facilities For Applying For New/ Renewal Of License

Key Performance Indicator		
Indicator	Unit	Definition
Accessibility/ Availability of facilities for applying for New/ Renewal of license	Hours, %	The accessibility/ availability of facilities/ services actually available against the total number of hours as benchmark of in a year Availability/ Accessibility of Facilities: • Internet - 24*7 • Kiosk/ Citizen Facility Center-8.00 am to 9.00 pm • Municipal Corporations/ Councils - Office hours

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of hours the facilities/ services to be available/ accessible	Hours	The number of hours for which the facilities/ services for applying for new license/ modification of old license should be made available as per the benchmark standard
b) Total number of hours facilities/ services to be available/ accessible as municipality has envisaged	Hours	The number of hours for which the municipality has envisaged to make the facilities/ services to be made available/ accessible for applying for new license/ modification of old license. The municipality may envisage keeping the facilities/ services open for lesser hours during the initial months of process improvement However, the time period for the above mentioned cases should be upfront determined by the municipality.
c) Actual time for which the facilities/ services are available/ accessible for applying for new license/ modification of old license	Hours	The actual number of hours for which the facilities/ services is made available/ accessible for applying for new license/ modification of old license
Down time	**Hours**	**Downtime =(a-b)**
Accessibility/ Availability of facilities/ service	**%**	**Accessibility/ Availability =(c/a)*100 or (b/a)*100 which ever is applicable**

Rationale for the Indicator
From a citizens' perspective, it is desirable to have round the clock facility for making payments, as it eliminates the need to travel and reduces waiting time and other resultant inconveniences. The benchmark time for accessibility/ availability of facilities for applying for new license/ modification of old license are • Internet - 24*7 • Kiosk/ Citizen Facility Center-8.00 AM to 9.00 PM • Municipal Corporations/ Councils - Office hours

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data.
Intermediate level (C)	Reports based on the surveys undertaken.
Intermediate level (B)	Estimation of time calculation through actual collection of data from office, facilitation centers, end user etc.
Highest/preferred level of reliability (A)	MIS reports generated from the system

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	Ward level

4.9 Accounting System

4.9.1 Updation Of Ledgers With The Receipt Of Taxes And Charges On The Same Day

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Accounts are updated in Ledgers with the Receipt of Taxes and Charges (Property, Sewerage, Water etc)	%	Updation of Receipts of Taxes and Charges on software application system on the same day as against all receipts (100%) from various services like Property, Sewerage, and Water etc.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of receipts issued in a day	Number	Total number of receipts received manually or electronically from various taxes and charges in a day
b) Number of receipts updated	Number	The actual number of receipts updated in the system on the particular day received from various taxes and charges manually or electronically in a day
Percentage of receipts pending to be updated	**%**	**Pending Receipts = ((a-b)/a)*100**

Rationale for the Indicator
Accounting system needs to be tightly integrated with different departments of the municipality like Property Tax, Water Supply and Sewerage, Birth/ Death, Building Plan Approval, Health Programme etc to provide a mechanism of seamless flow and availability of financial data/ information. All the receipts received in a day should be posted into the respective accounts on the same day to depict a correct picture in the ledger at the end of each day. Moreover any errors while doing reconciliation at the end of each month can be accounted for every day in the first go. This will make the accounting system more effective and efficient. The benchmark is 100% of receipts received in a day should be updated and posted on the same day.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	System generated report for receipts updated on a particular day with the receipts obtained manually or electronically in a day

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Monthly	Measurement	ULB level

4.9.2 Payments To Vendors/ Employees To Be Posted On The Same Day

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Payments to Vendors/ Employees are posted into respective accounts	%	Payments updated on system as against all payments (100% of manual / electronic payment) to Vendors/ Employees (for example rent, equipment charges, electricity bills etc) in the corresponding ledgers on the same day of payment.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of payments done in a day	Number	Total number of payments done manually or electronically in a day to Vendors/ Employees
b) Number of payments updated	Number	The actual number of payments made to vendors/ employees updated in the system for particular day
% Payments pending to be updated	**%**	**Pending payments = ((a-b)/a)*100**

Rationale for the Indicator
Payments to various vendors (for example rent, equipment charges, electricity bills etc) should be updated in the corresponding ledgers on the same day of payment. Posting of payments into the respective sub-ledgers should be done on the same day to depict a correct picture in the ledger at the end of each day. Moreover any errors while reconciliation can be accounted for in the first go. This will make the accounting system more effective and efficient. The benchmark is 100% of payments due in a day should be updated and posted on the system same day.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	System generated report for payments updated on a particular day with the payments obtained manually or electronically in a day

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Monthly	Measurement	ULB level

4.9.3 Receivables To Be Updated Online On The Same Day On Which Demand Is Raised

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Receivables are updated online on the same day on which demand is raised	%	Receivables updated in the application system as against all receivables (100%) updated online for service users updated on application system on the same day on which demand is raised.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of Receivables due in a day on which demand is raised	Number	Total number of Receivables due is a day on which demand is raised from various customers
b) Number of Receivables updated in the application system	Number	The actual number of Receivables updated in the application system as due on the particular day on which demand is raised
Percentage of Receivables pending to be updated	**%**	**Pending Receivables = ((a-b)/a)*100**

Rationale for the Indicator
Receivables from various customers will be due at various periods. For example the receivables from the property tax payers will be due annually where as the receivables from the water tax payers will be due monthly/ quarterly. Hence receivables from various users will be due at different periods as per the laws of the municipal corporation. Therefore all the receivables due at the particular period should be accounted for in the same period and the system should be updated in application system on the day on which demand is raised. The benchmark is 100% of receivables due at different periods as per the laws of the municipal corporation should be updated in the system in the day on which demand is raised.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	System generated report for receivables due in a period.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.9.4 Payables To Be Updated On The Same Day Of Receipt Of Goods/ Services

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Payables are updated on receipt of goods or services	%	Payables updated on system as against all Payables (100%) updated online on the same day on receipt of goods or services or as per credit period extended by the vendor.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of Payables due in a day	Number	Total number of Payables due to be paid in a day to various vendors on receipt of goods or services or as per credit period extended by the vendor
b) Number of Payables updated in a day	Number	The actual number of Payables updated in a day to various vendors on receipt of goods or services or as per credit period extended by the vendor
Percentage of Payables pending to be updated	**%**	**Pending Payables = ((a-b)/a)*100**

Rationale for the Indicator
All purchasing goods from vendors, either the payments have to be done on the receipt of the goods or within the credit period offered by the vendors (For example 30days for 75% payment, 40 days for full payments etc) within which the payments have to be done to the vendors. All payments due should be instantaneously updated into the applications system or at the end of the credit period. The benchmark is 100% of payables due should be updated and posted into the system on the same day when due or the end of the credit period.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	System generated report for payables due in a period.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.9.4.1 Generation Of Automated Alerts For Delayed Payments And Receipts

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Alerts are generated for exceptional delays in the receipts and payments and escalated to higher authority	Availability / Non-availability	Automated alerts should be generated for exceptional delays in the receipts and payments. The alerts should be generated before a predetermined period/ timeframe as determined by the ULB.
	Availability / Non-availability	On generation of the alerts there should be automated escalation to higher authorities

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Generation of automated alerts	Available/ Non-available	For any exceptional delays in the receipts and payments there should be a provision for automated generation of alerts
b) Escalation to higher authorities	Available/ Non-available	On generation of the alerts there should be a provision for automatic escalation to higher authorities

Rationale for the Indicator
Due to large number of receipts and payments due in an ULB, there might a possibility that the officer in-charge might miss the due date for receipts or payments. The provision for automated alerts will help the officer to get the knowledge of such cases before hand as the will be generated before a predetermined period/ timeframe as determined by the ULB. The benchmark is there should be 100% availability of automated alert system which will generate alerts before a predetermined period/ timeframe as determined by the ULB.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	System reports generated of the availability of alerts and the time frame when they were generated

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Half Yearly	Measurement	ULB level

4.9.5 Reconciliation Of Subsidiary Accounts (Monthly)

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Reconciliation of Subsidiary Accounts (Monthly)	Days	Subsidiary accounts updated in the system as against all subsidiary accounts (100%) such as sundry debtors (Taxes/ charges receivables), sundry creditors (Vendors), fixed assets etc. reconciled monthly (30th or 31st of each month)

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total number of subsidiary accounts	Number	Total number of subsidiary accounts to be reconciled monthly
b) Actual number of subsidiary accounts reconciled	Number	Actual number of subsidiary accounts reconciled at the end of the month
c) Time allotted for reconciliation	Days	Date by which the subsidiary accounts are to be reconciled
d) Actual time taken for reconciliation	Days	The actual number of days within which the reconciliation has been done
Percentage of subsidiary accounts not reconciled	**%**	**Subsidiary accounts not reconciliation = [(b/a)*100]**
Average time lag for reconciliation	**Days**	**((d-c)/ (a-b))**

Rationale for the Indicator
All the subsidiary accounts such as sundry debtors (Taxes/ charges receivables), sundry creditors (Vendors), fixed assets etc needs to be reconciled at the end of each month so that correct and accurate data flows into the general ledger before the cut off date. The benchmark is 100 % of the subsidiary accounts should be reconciled at the end of each month.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	Reconciliation reports generated from the system for verifying that reconciliation has been done prior to the cut off date.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.9.7 Closure Of Books/ Chart Of Accounts

Key Performance Indicator		
Indicator	Unit	Benchmark Values
Closure of book/ chart of accounts	Days	The closure of books or chart of accounts should be done with 30 days of the end of the financial year

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Final date for closure of books or chart of accounts	Days	The final date by which the closure of books or chart of accounts should be closed
b) Actual date when the books or chart of accounts were closed	Days	The actual number of days taken for finalization, preparation and closure of books or chart of accounts
Time lag for finalization of final statements	**Days**	**Time lag = (b-a)**

Rationale for the Indicator
All the books or chart of accounts need be prepared within 30 days of end of financial year. Financial statement like Balance Sheet, Income and Expenditure statement, Cash Flow statement etc. should be finalized, prepared and uploaded on the web portal within 30 days of end of financial year. Posting to prior period should not be allowed after the closure of books so that transaction can be passed during the prior period. The benchmark for preparing of books or chart of accounts is within 30 days of end of financial year.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Data collected from the departments working in manual mode.
Intermediate level (C)	Data collected from the departments working in stand alone mode.
Intermediate level (B)	Reports generated manually through Municipal Account books.
Highest/preferred level of reliability (A)	MIS report generated from the system for the date on which the books or chart of accounts are prepared

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Year End	Measurement	ULB level

4.10 Personnel Management System

4.10.1 Coverage In Terms Of Availability Of Login Facility

Key Performance Indicator		
Indicator	Unit	Definition
Coverage in terms of availability of online login facility	%	The number of employees having the login facility to view the employee related information against the total employee strength of the municipal corporation (100 % coverage)

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Total employee strength of the municipal corporation	Number	The total number of employees in the municipal corporation
b) Employees having login facility to Personnel Management system	Number	Number of employees who have been provided login facility and have access to Personnel Management system
Coverage in terms of availability of login facility	**%**	**Coverage = [(b/a)*100]**

Rationale for the Indicator
All of the employees in the municipality should have access to the Personnel Management system. Every user should be provided with a unique users name and password to access the Personnel Management system. Having access to online will ensure not only provide 'single window' services to employees but also will provide • Ready access to personal information like salary slip, leave records etc • Ease of administration • Ready access to operational information • Improved communications • Provide timely & reliable management of information relating to human resources for effective decision making • Cost and Time saving The benchmark for coverage of employees in terms of availability of online login facility in Personnel Management Systems is 100%.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data
Intermediate level (C)	Reports generated through conducting staff survey.
Intermediate level (B)	Official records of the department
Highest/preferred level of reliability (A)	MIS reports generated through system.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

4.10.2 Online Availability Of Employee Related Updated Information

Key Performance Indicator		
Indicator	Unit	Definition
All the employee related important information should be made available online	Days	Time taken for updation of information in the ULBs database, as against maximum timeframe defined as benchmark. Some the important information mentioned below should be made available within the time frame set as benchmark • Salary and Increments/Additional pay Within 7 working days • Time, Attendance and Leave Management- Within 2 working days • Loans & Advances Within 5 working days • LTC details - Within 7 working days • Service Register Within 5 working days • Resignation, Retirement, Pension Within 2 working days • Performance Appraisal Within 5 working days • Seniority/Transfers Within 2 working days

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Maximum time for the updation of important information	Days	Maximum timeframe as benchmark time set for updation of important information as mentioned above in the ULBs portal
b) Total time taken for those information not updated on time	Days	Actual time taken for updating information for those not updated on time in the ULBs portal
c) Number of information not updated on time	Number	The total number of information not updated on the website within the specified time period
Average Delay Time in Updation	**Days**	**Average Delay Time = b/c**

*(** Please note: If the ULB has identified any other important document will needs to be made available on the web portal, apart from as mentioned above, the details of the such documents and the benchmark time for updating the documents should be made available on the web portal)*

Rationale for the Indicator
Having a centralized system and updation of important information on ULB database is critical activity. Having updated information will enable the ULB to effectively and efficiently manage information and disseminate information in more effective and efficient manner and in less time. The benchmark for updation of important information on portal is as follows • Salary and Increments/Additional pay Within 5 working days • Time, Attendance and Leave Management- Within 2 working days • Loans & Advances Within 5 working days • LTC details Within 5 working days • Service Register Within 5 working days • Resignation, Retirement, Pension Within 2 working days • Performance Appraisal Within 5 working days • Seniority/Transfers Within 2 working days

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data
Intermediate level (C)	Reports generated through conducting staff survey.
Intermediate level (B)	Official records of the department.
Highest/preferred level of reliability (A)	MIS reports generated through system.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB

4.10.3 Online Processing Of Dues In Stipulated Time

Key Performance Indicator		
Indicator	Unit	Definition
Online processing of dues in stipulated time	Days	The time within the dues are processed against the allocated time limit after approved. The different types bills processed are for example like Medical, Travel etc. The bills have to be processed within 7 days.

Data Requirements		
Data required for calculation of Indicator	Unit	Remarks
a) Time allocated for processing of dues	Days	All the des should be processed within 24 working hours after approved
b) Actual time taken for processing of dues	Days	The actual time taken for processing of dues after getting approval
Delay in processing of dues	**Days**	**Delay = (b-a)**

Rationale for the Indicator
Processing of dues within the stipulated time will enable the employees to get the dues in time. All the dues should be processed within 7 working days after approval.

Reliability of measurement	
Reliability Scale	Description of method
Lowest level of reliability (D)	Trend analysis based on the previous data
Intermediate level (C)	Reports generated through conducting staff survey.
Intermediate level (B)	Official records of the department.
Highest/preferred level of reliability (A)	Generating MIS report about the processed date of the dues.

Minimum Frequency of Measurement of Performance Indicator		Smallest Geographical Jurisdiction for Measurement of Performance	
Measurement	Quarterly	Measurement	ULB level

SECTION-III

5. Performance Report Card and MIS Reporting

Performance Report Card (PRC)

The mentioned performance indicators along with benchmark values in above section can be tracked with the help of the Performance Report Cards. PRC thus form the basis for monitoring and managing performance of urban service delivery. The performance report cards capture the following information:

- The service and its key performance indicator being measured;
- The reporting frequency and the reporting period;
- The reporting jurisdiction;
- Time period for measurement of performance;
- Performance targeted;
- Performance actually achieved;
- Performance achieved as per reliability of measurement level; and,
- Action plan for achieving the target.

On capturing the above data the performance report will help the stakeholders to know current baseline and actual accomplishment of performance, as time passes, based on the reports collected at various intervals. It will help to visualize the progress that can be achieved in next 4-6 months and thus help in building the strategies to achieve the targeted performance level for each of the forthcoming time periods. Any issues/ problems can also be easily highlighted/ tracked early in the programme and can be resolved in a stipulated time. Thus risks can be detected early in the programme and can be mitigated within an identified period. An illustrative PRC has been in attached in 'Annexure I'

MIS reporting

MIS reports will provide a snap shot of the services and their performance indicators along with the frequency at which the indicators are measured and the jurisdictions where they are measured. An illustrative MIS report has been in attached in 'Annexure II'.

6. Annexure

Annexure I: Illustrative Performance Report Card

Annexure I: Illustrative Performance Report Card	
Service:	Performance Indicator:
Reporting Frequency:	Reporting Period:
Reporting Jurisdiction:	Performance Report Submitted to:

Time Period for Measurement of Performance	Performance Actually Achieved	Performance Targeted	Performance achieved as per Reliability of Measurement level	Performance achieved as per Reliability of Measurement level

Annexure II: Illustrative MIS for Reporting

Illustrative MIS for Reporting							
S. No.	Performance Indicator	Frequency of Measurement by ULB / Utility	Frequency of Reporting within ULB / Utility	Frequency of Reporting to State / Central Govt.	Jurisdiction for Measurement by ULB / Utility	Jurisdiction for Reporting within ULB / Utility	Jurisdiction for Reporting to State / Central Govt.
Service:							