



Administrative Staff College of India



Andhra Pradesh Municipal  
Development Project



Government of Andhra Pradesh  
Municipal Administration and  
Municipal department

## **SERVICE LEVEL BENCHMARKING (SLB)**

### **CITY LEVEL ORIENTATION WORKSHOP ON SLB FRAMEWORK**

for Officials and Elected Representatives of  
Ananthapur Municipal Corporation  
2<sup>nd</sup> June 2010, DRDA Hall, Ananthapur

## PROCEEDINGS OF WORKSHOP

### **Background**

1. The urban population of Andhra Pradesh is around 21 million (2001) constituting 27 percent of the state's total population. With increased urbanization there has been enormous pressure on the provision of core services such as water supply, sewerage and drainage, solid waste management, etc., resulting in the decline of service levels. The piped water coverage ratio declined by over 10 percent in cities between 1991 and 2001, and sewerage systems serve less than 20 percent of urban residents.

Over the last decade, huge investments have gone into provision of urban infrastructure and assets created in the ULBs under various state and centrally sponsored schemes. But unfortunately, no credible baseline data is available at ULBs on service level indicators to assess service delivery performance improvements. Performance improvement planning at city level and decision making, both at city and state levels, has become increasingly difficult in the absence of credible data. It is, therefore, very essential to put in place a mechanism for periodic measurement of service level performance at the ULBs. To streamline the process the Ministry of Urban Development, Government of India has developed a common Service Level Benchmarking (SLB) framework for monitoring and reporting on service level indicators along with the guidelines on how to operationalise the framework. The Handbook on Service Level Benchmarks explains the framework and the urban local bodies are expected to develop a credible baseline data on identified service level indicators.

To ensure that ULBs give priority to service delivery and allocate adequate resources the 13th Finance Commission recommended that the local bodies should put in place benchmarks for delivery of four essential civic services. This is a pre-condition to access the performance grant recommended by the Commission from 2011-12. This necessitates operationalization of the SLB Framework and set year wise targets to achieve improvements in service levels.

The Andhra Pradesh Municipal Development Project (APMDP), which is being implemented by Government of Andhra Pradesh with support from The World Bank, aims to support the selected ULBs in Andhra Pradesh to bring improvements in high priority urban services and also to improve capacity of ULBs to develop and manage urban services. The Reform Action Plan which focuses on planning for improvements in service level performance, financial and other municipal governance reforms is one of the eligibility criteria for the ULBs to access funds under APMDP. The urban service delivery indicators that will be monitored under APMDP will be consistent with the JnNURM and SLB framework for indicators.

Recognizing the need to develop baseline indicators and subsequent planning for service delivery improvements, the Municipal Administration and Urban Development (MA&UD) Department of Government of Andhra Pradesh has taken up the initiative of operationalising the SLB Framework in the project towns of APMDP. Administrative Staff College of India (ASCI) is extending the training and capacity building support to ULBs in operationalising the Service Level Benchmarks.

2. The Service Level Benchmark Orientation workshop is being organized in the selected eleven pilot cities by the Administrative Staff College of India (ASCI) and Andhra Pradesh Municipal

Development Project (APMDP) and will cover all the urban local bodies in the state in a phased manner.

As part of this effort a one day workshop was organized by Administrative Staff College of India, Hyderabad (ASCI) and Andhra Pradesh Municipal Development Project (APMDP) for the officials and elected representatives of Ananthapur Municipal Corporation on 2 June, 2010 at DRDA Meeting Hall, Ananthapur Municipal Corporation, Ananthapur. A report on the proceedings of the one-day workshop is presented below.

### **Orientation Workshop for Officials and Elected Representatives of Ananthapur Municipal Corporation** ***Inauguration***

4. Shri.Surendra, Municipal Engineer Ananthapur welcomed the participants on behalf of the Municipal Commissioner, Ananthapur Municipal Corporation. He explained the initiative of SLB context of Ananthapur. He welcomed all the chief guests in to the stage and the workshop was chaired by Hon. Mayor Shri. Raage Parashuram.

5. The one day workshop was inaugurated by Hon. Mayor Shri. Raage Parashuram Ananthapur Municipal Corporation. He emphasized the significance of the programme for the city and the need to accelerate SLB in the city. He also underlined importance of service delivery context, objectives and other related aspects. He stressed that city has two options regarding coverage of drains i.e. going for Open and Underground drainage. He expressed that ongoing construction of 15 over head service reservoirs will also serve Narayana puram and other rural areas. He also chaired the workshop for the entire day.

6. Hon. Member of Parliament Ananthapur Shri. Anantha Venkat Reddy emphasized that due to migration, the cities are unable to deliver effective services to its citizens. He underlined that city faces acute water supply problems and project worth Rs. 65 Crores was submitted last month to the Government. He expressed his view that from past many programmes the city was able to create assets, but sustaining the assets is also very important for the utility. He expressed his concern that there are many reasons for low performance of the urban local body and there is a need to create awareness workshop in to the ward levels headed by the councilors and active participation and support by the NGOs. He expressed that urban local body has the responsibility in keeping the city clean. He stressed the need to supply water even for the periphery areas of the city and construction of 15 Over Head Service Reservoirs will be completed soon. The Minister was also keen to support any political will from his side and suggested that at least 30 year horizon period should be kept in mind while designing the future projects and the city should opt for Underground drainage system in phased manner.

7. Hon. MLA Shri. Gurunath Reddy expressed that the objectives of the service level benchmarking clearly explains the provision of better services to all. He underlined the need to provide water supply to all. He called for the active participation of all the stakeholders to achieve the objective. He expressed that the duty of government is to provide all the basic services to all



*Inauguration Speech by Hon. Mayor Raage Parashuram*

sections of the society. He shared the information that already a Kolkata based consultant has been appointed for designing a water supply project. He also expressed that study tours should be organized for cross learning from other cities like Ahmedabad and Surat where service delivery is effective when compared to other cities.

8. Mr. Devanand, Procurement Specialist APMDP, expressed that this initiative was taken in 11 piloted cities across the state and will scale up across the state with the amount of Rs. 16,000 Crores by World Bank assistance. He concerned about the fact that 30 percent of people in the state lives in urban areas and it has its own effects for service delivery. He expressed the view that to overcome the problem of water supply in the city, it should go for adding more storage capacity, water supply re modeling, source augmentation should be adopted.

9. Public Health Superintend Engineer Mohan, expressed that by keeping year 2040 as horizon water supply needs for the city is already submitted and around 25 – 30 over head service reservoirs are required to cater the needs of the city and as per this initiative 100 percent households should be covered by individual water supply connections and our objective should be to reach this benchmark.

10. Mr. Murali Krishna Goud, Regional Director of Municipal Administration (RDMA), Ananthapur, underlined the objectives of the service level benchmarking and this involves capturing current service levels and comparing it by benchmarks and requested the elected representatives and the participating officials to make use of the opportunity.

11. Prof. Murali Mohan ASCI explained the entire framework work of service level benchmarking and its objectives and the methodology that should be adopted to access the current service levels and to address the gaps of the current levels and the benchmark values. He also discussed the relevant issues thereon while explaining the framework in Ananthapur context.

### **Participants**

Total number of participants was 102 which include elected members, officials and staff of Ananthapur Municipal Corporation, press and civil society groups.

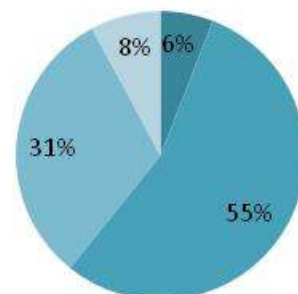
A list of participants – councilors is given in Annexure I.

### **Programme Delivery**

8. Keeping in view the profile and background of the participants, the programme was delivered majorly in Telugu. Clarifications were given, where needed/requested, in English as well. The team comprised of a Telugu speaking ASCI faculty who hails from Hyderabad and this helped immensely to capture the concerns of the elected representatives and officials during deliberations.

### **Participants in the Workshop**

■ Corporators / Elected Reps. ■ Officials / Staff  
■ Civil Representatives ■ Other Citizens





Mr. Devanand APMDP interacting with participants



Councilors and Media during the workshop

9. During the one day workshop, details of implementing Service Level Benchmarking were covered. Apart from lecture sessions, Interactions were made by Prof. Murali Mohan who is well versed with Telugu, Urban Governance Area of Administrative Staff College of India, Hyderabad, coordinated the programme supported by Mr. NC Rathnakar, Senior Research Associate. The programme schedule is given in Annexure -II.

### Material provided

10. The following material was circulated to the participants during the programme.

- *Agenda of the Programme*
- Over view of Service Level Benchmarking Initiative – Hand book.
- Soft copy of the presentation made in the session to the city officials.



Session During the Programme



Hon. Mayor, MP and MLA during Workshop

### Resource Persons

11. The faculty and resource persons include

- Prof. T Murali Mohan, Assistant Professor, Urban Governance Area, ASCI, Hyderabad
- Mr. NC Rathnakar, Senior Research Associate, Hyderabad.
- Mr. Sanil, Project Academic Assistant, ASCI, Hyderabad.

### ***Key Discussion***

- As suggested by Mr. Vijay Bhaskar Reddy Corporator, there is a immediate requirement to change the old age distribution lines.
- After exploring the options given by Hon. Mayor for drains, many stake holders have raised the need of underground drainage rather than opting open drains even though it may incur huge investments and longer time frame.
- The main concern for health condition of the city is improper door to door collection and it results in littering of drains causing serious threat to public health.
- The options for safe sullage disposal should be explored
- Capturing seasonal variation in water supply services is very important
- The awareness of this programme to ground level staff is very important
- Sufficient staff should be present to drive this initiative and implement it. Without this support city cannot completely move towards benchmarks.

### ***Key Concerns***

14. During the one day workshop several issues and concerns were raised or discussed. They are listed below.

### ***Post Programme Discussions***

15. One of the features of the one day programme is that the interaction between ASCI team and the officials of the local body and discussed the implementation issues of *SLB*. They expressed that some field visits to other utilities might expose them to discuss emerging issues in the service delivery. The ASCI Team impressed on them that the State Government is very keen on supporting the local bodies and ASCI can extend support to seek clarifications and for any kind of support.

## Annexure I: List of Participants



Government of Andhra Pradesh



Administrative Staff College of India



Andhra Pradesh Municipal Development Project

**Andhra Pradesh Municipal Development Project (APMDP)**  
**Orientation workshop on Operationalising Service Level Benchmarking Framework**  
**Anantapur Municipal Corporation, 2<sup>nd</sup> June, 2010**

Registration Form

S.No	Name	Designation & Organisation	Mobile	Signature
1	Samyadree Rage Parashuram	Mayor	9849907401	Rage
2	B. Gurunatha Reddy	M.L.A.		B. Gurunatha Reddy
3	A. Venkatarani Reddy	M.P.		A. Venkatarani Reddy
4	K. Ranga Babu	corporator	9440521704	K. Ranga Babu
5	J. Chikhesley. K.	CO-OP. LOW INCOME	9849779518	J. Chikhesley. K.
6	V. LINGAMURTHI	corporator	9000484506	V. Lingamurthi
7	M. Durgesh		9866584271	M. Durgesh
8	Murali Krishna Reddy	Regional Director Comp. Dept. State Govt.	9848605511	Murali Krishna Reddy
9	T. Munali Mohan	Asst. Dir., ASCI	9248051351	T. Munali Mohan
10	M. Devanand	PS, APMDP	9866316287	M. Devanand
11	E. SURENDRA BABU	Executive Engineer	9849706624	E. Surendra Babu
12	J. Padmanabham	A. J. P. Channarayana	9885481757	J. Padmanabham
13	D. Sanyal Babu	Andhra Jothi	9642115756	D. Sanyal Babu
14	K. Veenu	Andhra Boomi	8125317242	K. Veenu
15	B. V. Nagesh	Sakshi	9849404626	B. V. Nagesh
16	B. S. Prasad Babu	B.S.P. Dist. Office	9849676664	B. S. Prasad Babu
17	B. S. Prasad Babu	B.S.P. Dist. Office	9440566553	B. S. Prasad Babu
18	R. Suresh Reddy	CC (P) A.M.	958744144	R. Suresh Reddy
19	S. Suresh Reddy	C.R.P.	9949195457	S. Suresh Reddy
20	G. Adilakshmi	C.R.P.	900031950	G. Adilakshmi
21	P. Nalini	C.R.P.	9542727514	P. Nalini

S.No	Name	Designation & Organisation	Mobile	Signature
22	M. Rajeswari	C.R.P.	9703402630	M. Rajeswari
23	Kpala Subramaya	MAE	9849907350	Kpala Subramaya
24	R. Murali Mohan	MAE.	9849906634	R. Murali Mohan
25	D. Mahadev Prasad	Electrician SSSHOW.	9849909386	D. Mahadev Prasad
26	M. Sai Prasad	Computer	9985024399	M. Sai Prasad
27	K. NAGARAJU.	TOWN PLANNING OFFICER	9849908167	K. Nagaraju
28	K. Jambika	CRP (SLF leader)	9602672148	K. Jambika
29	K. Padmarathi	-	9032218442	padmarathi
30	Shameem	-	8182140084	Shameem
31	R. NARAYANAN	Asst. Engineer Hpl. Company ATP	9849906631	R. Narayan
32	A. Thimmappa	-	9490693915	A. Thimmappa
33	B. Sreedhar	R.P.	9000386193	B. Sreedhar
34	P. Lakshmi Redhma	R.P	8897161718	P. Lakshmi Redhma
35	B. Venkatesh	-	-	B. Venkatesh
36	B. SUDAN	-	-	B. SUDAN
37	M. L. N. Reddy	-	9441765349	M. L. N. Reddy
38	K. S. MOORTHY	-	-	K. S. MOORTHY
39	S. Ali saheb	CRP	9849907398	S. Ali saheb
40	K. Jagamani	CRP	-	-
41	K. Radha	CRP	-	-
42	B. SUDAN	CRP	-	-
43	S. Mahesh Babu	Asst. Engineer	9177517429	S. Mahesh Babu
44	S. Chandra Babu	Town Inspector	9849907364	S. Chandra Babu
45	K. Ven. Srinivas	-	9849907364	K. Ven. Srinivas
46	V. R. Prasad	Asst. Engineer Hpl. Company	9866088182	V. R. Prasad
47	A. Srinivas Reddy	Asst. Engineer	9440975411	A. Srinivas Reddy
48	M. Narasimhan	Asst. Engineer	9160775003	M. Narasimhan
49	G. Sathya Murthy	Co. 4	9441019014	G. Sathya Murthy
50	S. Balaji Reddy	R-I	9849907359	S. Balaji Reddy
51	S. KRISHNA MURTHY	PO	9849907352	S. KRISHNA MURTHY

S.No	Name	Designation & Organisation	Mobile	Signature
52	V. Navaneetha Kiran	Sr. Asst-		
53	C. Chakrabarty	B.II Officer		
54	P. Anand	Community Org		
55	B. Suneel	Tr. Asst	9642244535	
56	G. Jeevan Prasad	Tr. Asst	9603999674	
57	P. Linganna	Revenue Inspector		
58	K. Prabhavathi			
59	S. Azeefa	R.P. Srikrishna	99665153	
60	N. Vamaja	R.P. Bhallamiraj	9990650397	
61	R. Parvathi	Bhawanrao	9802965501	
62	M. Alema	SI/2/2011	9581914889	
63	A. Karthika	SI/1/2011	9965322488	
64	P. Ramani	SI/1/2011	9849907393	
65	D. Rajaraja	SI/1/2011	9885102661	
66	Ramiah	SI/1/2011	9753487132	
67	S. Mahesh Babu	SI/1/2011	9849907385	
68	M.P. Ramakrishna	SI/1/2011	9849907395	
69	Abulash	SI/1/2011	9441575761	
70	B. Hanumanth	SI/1/2011	9849907387	
71		SI/1/2011		
72	DR. P. Sreenivas Rao	M.H.O	9849908168	
73				
74	Post Lunch			
75	M. K. Lakshmi Devi	RD Officer	9849907387	
76	E. Srinivas Babu	E.G	9849906626	
77	P. Srinivas Babu	M.H.O	9849908168	
78	Nageswari	T.P.O	9849908168	
79	K. Shankar Kumar	Manager I/c	9849907389	
80	C. Sri Shankar	RD Commissioner	9440781111	
81	S. Krishna Mohan	RO	9849907382	
81	S. Balanagireddy	M-R-I	9849907359	

S.No	Name	Designation & Organisation	Mobile	Signature
82	C. Sankar	Junior Asst		C. Sankar
83	A. Durbar	A.E	9849906082	A. Durbar
84	R. L. NARASIMHAN	A.E. w/o III	9849906631	R. L. N. S.
85	S. M. Mohan	Tap Inspector	9849907384	S. M. Mohan
86	S. Malabar Mohan	Assistant Engineer	9177517249	S. Malabar Mohan
87	R. MAHADEVA PRASAD	Electrician Sri Sathy Sri Hara	9849907386	R. Mahadeva Prasad
88	R. Murali Mohan	MAE	9849906634	R. Murali Mohan
89	P. Laxshmi Kantha Rao	MAE (Sec)	9849906630	P. Laxshmi Kantha Rao
90	Q. Sankar	R.A	9000465055	Q. Sankar
91	A. Padmalatha	Jr. Asst	9848475170	A. Padmalatha
92	H. Lakshmi Devi	Senior Asst	9440271940	H. Lakshmi Devi
93	S. Maheswari	DS	9502060269	S. Maheswari
94	Ali Sahel	Asst	9849907385	Ali Sahel
95	Obulayy	Asst	9441575761	Obulayy
96	P. Prasad	Asst	9849907387	P. Prasad
97	K. Sankar	Asst		K. Sankar
98	D. Ratanendra			D. Ratanendra
99	P. Venkatesh	Jr. Asst		P. Venkatesh
100				

101. H. Prasad Asst Filter 9869967345 H. Prasad
102. S. Mahabadi Asst Filter 9849907385 S. Mahabadi
103. S. Rajendra Prasad Asst RI 9849907388 S. Rajendra Prasad
104. K. Venkatesh Asst RI 9869907387 K. Venkatesh

Annexure II: Agenda of the Workshop

# కార్యక్రమము

సమయం	విషయం	స్పీకరు
10:30-10:35	స్వాగతం	శ్రీ. శివకోటి ప్రసాద్, మునిసిపల్ కమీషనర్, అనంతపురం నగరపాలక సంస్థ.
10:35-10:45	పరిచయ వ్యాఖ్యలు	శ్రీ. మురళీకృష్ణ గౌడ్, ఆర్.డి.ఎం.పి., అనంతపురం
10:45-10:50	సదస్సు ఉద్దేశాలు	శ్రీ. డి. మురళీ మోహన్, అడ్మినిస్ట్రేటివ్ స్టాఫ్ కాలేజ్ ఆఫ్ ఇండియా, (ఆస్పి)
10:50-11:00	ఆరంభ వ్యాఖ్యలు	గౌ   శ్రీ. రాగే పరశురాం, మేయర్, అనంతపురం నగరపాలక సంస్థ
11:00-11:10	ముఖ్య అతిథి ప్రసంగం	గౌ   శ్రీ. బి. గురునాథరెడ్డి గారు, ఎం.ఎల్.ఏ., అనంతపురం.
11:10-11:20	ఆంధ్రప్రదేశ్ మునిసిపల్ డెవలప్మెంట్ ప్రాజెక్టు	శ్రీ. ఎమ్. దేవానంద్, ప్రొక్యూర్మెంట్ సెక్యూరిటీ, ఎ.పి.ఎం.డి.పి., హైదరాబాదు.
11:20-12:00	సర్వీస్ లెవెల్ బెంచిమార్కింగ్ (ఎస్.ఎల్.బి.) ప్రేవర్ణు, అమలు ప్రక్రియ పై వివరణ	శ్రీ. డి. మురళీ మోహన్, అడ్మినిస్ట్రేటివ్ స్టాఫ్ కాలేజ్ ఆఫ్ ఇండియా (ఆస్పి), హైదరాబాదు
12:00-12:30	చర్చ	
12:30-12:35	వందన సమర్పణ	గౌ   శ్రీ. యస్. శ్రీరాములు, డిప్యూటీ మేయర్, అనంతపురం నగరపాలక సంస్థ.
02:00-04:00	అనంతపురం నగర స్థాయి ఎస్.ఎల్.బి. కోర్ టీం మరియు సంబంధిత అధికారులకు సర్వీస్ లెవెల్ బెంచిమార్కింగ్ (సేవాస్థాయి ప్రమాణీకరణ) ప్రక్రియ పై శిక్షణ కార్యక్రమం	

## Annexure III: Press Clippings

## Annexure IV: Photographs



Hon. Mayor welcomed all the guest in to the dais



Participants during the programme



Hon. MLA Gurunath Reddy in the Workshop



Hon. MP Venkat Reddy in the workshop



Officials during the workshop



Corporator with a query in the workshop