



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
Nellore Municipal Corporation
7th June 2010, Conference Hall, Hotel Haritha APTDC, Nellore

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 Nellore Municipal Corporation on 8 June, 2010 at Haritha Hotel, Andhra Pradesh Tourism Development Corporation (APTDC), Nellore. A report on the proceedings of the one-day workshop is presented below.

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

4. Shri.TSR Anjaneyulu, Municipal Commissioner Nellore welcomed the participants on behalf of the Nellore Municipal Corporation. He briefed the various sessions of the programme.

5. The one day workshop was inaugurated by Hon. Mayor Nellore Municipal Corporation Smt.N.Bhanusri. She expressed happiness that it is a milestone achievement for Nellore for being part of the piloted cities under the SLB initiative. She concerns about the absence of underground drainage system in the city, where as even some of the smaller cities are able to provide the service. She explained the participants about the importance of this initiative for the current service levels and benchmarks for each of the services.



She also felt that due to the presence of River Pennar the city is good enough to get water during all seasons. She expressed happiness that even the eastern part of the city which in past used to face water supply problems is also now covered. The HUDCO funds and contribution from MLAs has helped to solve the above said problem. She also emphasized that water supply distribution lines should be replaced in few points as it has reached its saturation. She also said that for Solid Waste sector project worth Rs. 350 crores proposal has been already sent off. She said that city has two dumping yards and from 12th finance commission sources city was able to provide vehicles for waste collection. She also expressed that city developed its infrastructure in providing street lights and also new scientific door numbering system. She also emphasized that city apart from providing four basic services it also succeeding in constructing four community resources and reached the target of the program "Pavala Vaddi" – A state Govt. initiative for the loans for the poor family.

6. Hon.MLA Nellore (Urban) Shri. Krishna Reddy explained the importance of the program in the current context where urban areas are growing at rapid pace and allocation of funds are also on the rise. He concerned about the participation of councilors in this important program. He stressed the point that the funds which are obtained should be effectively used for the improvement of basic services. He explained the need of underground drainage in the city. He concerned that Nellore could not able to get sufficient funds from the past DFID Program. He also explained the importance of public health by quoting an example in the past where around 15,000 people got affected. He suggested some public health measures like chlorination, promoting segregation of waste and providing Strom water drains in the city. He requested the cooperation from all sections of people in

taking the initiative forward and concluded that efficient usage of funds should be done for all the sectors.

7. Hon. MLA Nellore (Rural) Shri. A. Vivekananda Reddy emphasizes the support of Municipal Corporation in taking the initiative forward and praised the all departments of the corporation for its past support for various programmes. He memorized Nellore as a Municipality and then as a corporation and the various development schemes and he was proud enough to say that around 80 percent of the population are able to drink River Pennnar water. He explained that benefits of underground drainage and said that in a month he will inaugurate underground scheme. He explained the importance of SLB initiative and urged officials to achieve the benchmarks prescribed under this initiative with

7. Mr. Devanand, Procurement Specialist APMDP, emphasized the MLAs words should be carefully taken up and absorbed. He explained that Nellore is also one the city which is getting benefitted out of this initiative and he explained conditions to access these grants such as having an operative surplus and completion of audit reports by year 2007-08. He emphasized that our four service deliveries can be measured and assessed by this initiative. He explained the four components of the APMDP project.

8. Prof. Murali Mohan ASCI Hyderabad emphasized the significance of Service Level Benchmarking and explained the objectives of the program and took the participants through the entire Service Level Benchmark framework in the Nellore context.

Participants

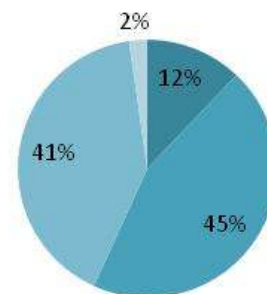
- Total participants were 132 including elected members, official staff and civil society representatives.
- A list of participants – councilors is given in Annexure I.

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





Chief guests and officials at the stage



Councilor query 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



Participants 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

- One of the councilor raised the utilization of funds under 12th finance commission without much involvement of all stake holders and urged that this awareness should be created for even low level staff. He also questioned the point that how can Water Sold should be covered for entire population for the city, he argued that certain portion should be always left to poor people and other sections and some portion of reservation can be given.
- Prof.Murali Mohan has raised the point that due to flat systems only rich is getting benefit irrespective of water consumed and poor are the losers. He also suggested that by introducing meters in pilot zones we can at least arrive at the values of consumption by various categories
- The accuracy of data for Solid waste generated was questioned to the officials and the reported value found out to be much more than the ground value.
- The officers also felt that a significant number of illegal connections exist in the city and needs to be checked.
- Necessity of Underground drainage system should be implemented
- No centralization of complaints from customers is maintained.



Key Concerns

12. During the one day workshop several issues and concerns were raised or discussed.

Post Programme Discussions

13. One of the interesting features of the one day programme is that the councilors and officials met the ASCI team and discussed ways of expeditiously implementing *SLB*. They expressed that similar programmes are needed more frequently to orient the councilors and officials and also 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
Nellore Municipal Council, 7th June, 2010**

Registration Form

S.No	Name	Designation & Organisation	Mobile	Signature
1	Dr. T.S.R. ANJASAYUNU	Mpl. Comm	9849906608	[Signature]
2	Kathi. Srinivasulu	Corporator	9394791101	K. Srinivasulu
3	[Signature]	Corporator	92266436699	[Signature]
4	M Venkateswara	Dy Mayor	9949004816	[Signature]
5	N. Bhonasee	Mayor	9177700151	N. Bhonasee
6	M. Srinivasulu	M. L. A City	9848170555	M. Srinivasulu
7	Sd. Sandani Bala	Corporator	9440927475	Sd. Sandani Bala
8	M. Devanand	Procurement Spl.	9866316287	M. Devanand
9	T. Murali Mohan	Asst. Inspecr. APMDP	92248251351	[Signature]
10	V. R. Srinivasulu	Asst. Inspecr.	9440172197	V. R. Srinivasulu
11	M. Lakshminarayana	Corporator	9367962204	[Signature]
12	M. Ramakrishna	Corporator	9868589523	[Signature]
13	S. Ramadevi	Corporator	9246426267	[Signature]
14	M. Shalini	Corporator	9246437001	[Signature]
15	P. Subbarao	Corporator	9247367129	[Signature]
16	SK SHANMUGESAN	Corporator	9490142316	SK Shanmugesan
17	K.M.V. SUDHEER	CORPORATOR, MCN	9393766988	[Signature]
18	K. TIRUPATI NARAYAN	CORPORATOR, MCN	9490276129	[Signature]
19	Slk Mattaraju	Corporator	9267318889	Slk Mattaraju
20	K. Sushant	Corporator	9866166996	[Signature]
21	M. Perlaiah	Asst. Inspecr. Corporation	9849518767	[Signature]




S.No	Name	Designation & Organisation	Mobile	Signature
22	Y.V. Subbarao	TD P, 10th Division		Y.V.S
23	P. Ramakrishna Reddy	Revenue Officer	9447335532	P.R.
24	P. Srinivasulu Reddy	Revenue Officer	9000661907	P.S.
25	A. Junesankar	RD	9000661901	A.J.
26	P. Srinivasulu Reddy	RD (PH)	9398094699	P.S.
27	P. Srinivasulu Reddy	RD		P.S.
28	P. S.V. Prathap	Bill collector	P. S.V.P.	P.S.V.P.
29	T. SATHYANARAYAN	do	9849571138	T.S.
30	M. R. Reddy	- do -	9848280063	M.R.
31	Ch. Srinivasulu Reddy	RD	9000661702	Ch.S.
32	Y. Srinivasulu Reddy	do		Y.S.
33	Ch. Prasad	Bill collector		Ch.P.
34	M.K. Kishore	Revenue Inspector	9000987800	M.K.
35	E. Raguvaran	Bill collector	9912025830	E.R.
36	M.V.S. Krishna	Tr Assnt	9948488200	M.V.S.
37	P. Srinivasulu Reddy	Bill collector	9398094699	P.S.
38	N. Venkateswara	Bill collector	9949614895	N.V.
39	P. Srinivasulu Reddy	FITB	9347116445	P.S.
40	S. Srinivasulu Reddy	Bill collector	9642939536	S.S.
41	B. Srinivasulu Reddy	Bill collector	9703388203	B.S.
42	P. S. Prathap	J. Assnt	9346321581	P.S.
43	P. Srinivasulu Reddy	FITB	9347116445	P.S.
44	P. RAMESH RAO	Senior Assnt	9560523114	P.R.
45	G.V. PRASAD	Bill collector	9948610253	G.V.P.
46	P. Krishna Kumar	CO - Mellore	9727722473	P.K.K.
47	M. SIVA KUMAR	CO - Mellore	9929773979	M.S.K.
48	V. Padmaravathi	Tr Assnt	9902187885	V.P.
49	Ch. Srinivasulu Reddy	Tr Assnt	9676325906	Ch.S.
50	B. SOMASEKHARA RAO	community organizer	9000884072	B.S.
51	K. Madhubabu	PA - CB	900005857	K.M.

S.No	Name	Designation & Organisation	Mobile	Signature
52	md Abidalbas	C.O. I.K.P. Urban	9939773475	[Signature]
53	T. Pranjali	Bill Collector	9963020679	[Signature]
54	Skilabeeshis	S.L.F. R.P.	9550993650	Skilabeeshis
55	B. Padma	S.L.F. Proceedant	9411719856	B. Padma
56	N. padmawati	S.C.F. R.P.	8897221642	N. padmawati
57	K. Kavitha	S.L.F. R.P.	9052182802	K. Kavitha
58	B. Prathavathi		9700579021	B. Prathavathi
59	G. NEEMA	S.L.F. R.P.	9030803662	G. NEEMA
60	K. Mang	S.L.P. R.P.	9989203416	K. Mang
61	K. Pushpamba	S.L.F. R.P.	9985749220	K. Pushpamba
62	K. Padma	Junior Assistant G.	9290907535	[Signature]
63	Sd Farhad	Attender		5006005
64	L. Bhavani	S.L.F. R.P.	9652430277	L. Bhavani
65	G. Narsimhan	S.G.F. R.P.	9640301469	G. Narsimhan
66	K. Srinivas	S.C.F. R.P.	9000688429	K. Srinivas
67	J. Padma	S.L.F. R.P.	9985942900	J. Padma
68	Sd Rania	S.L.F. R.P.	9966966495	Sd Rania
69	K. Suthashini	S.L.F. R.P.	9908942055	K. Suthashini
70	K. Bandha	[Signature]	9246425694	K. Bandha
71	D. Suprasta	R.P.	9293114602	D. SUPRASA
72	Sd Shalini	[Signature] R.P.	9391607463	Sd Shalini
73	G. Ratelwari	[Signature] R.P.	9704346173	G. Ratelwari
74	A. PADMAVATI	KAMAKSHI Parathala	9247376236	[Signature]
75	A. SUMAPRITHA	Kanathik Group Leader	9297055822	[Signature]
76	J. Bhavathi	Nellore C.O.	9989732480	J. Bhavathi
77	T. Sanja	Vengal Rao Nagar SH.G.	9603782877	T. Sanja
78	Aadithal	[Signature] SH.G.	9618186628	Aadithal
79	H. Manjula	Ganikar Nagar Sanja	9908273003	H. Manjula
80	M. Nahani	[Signature]	9542529822	M. Nahani
81	A. Smita	Bushimatti Padupuram	9391806829	A-S

S.No	Name	Designation & Organisation	Mobile	Signature
82	Chinnappa	C.O. Nellore (R.P)	9912715713	P. Bhargava
83	Chinnappa	C.O. Nellore (R.P)	9392548726	B. Parthasarathy
84	B. Savada	Jr Asst		
85	A. Sridharan	Jr Asst		
86	D. J. Lakshminarayana	Jr Asst		
87	A. Srinivasan	R Asst		
88	Y. Padmarathi	C.O. Nellore		Y. Padmarathi
89	P. Krishnaveni	Chulapathinagar - Asst		P. Krishnaveni
90	K. KAVITHA	SHGn Member	7799346658	K. Kavitha
91	C. Rajini Kuni	Typist		C. Rajini Kuni
92	A. Padmaswathi	Jr Asst		Padmaswathi
93	T. Jayasudha	C.O. Nellore	9000884076	T. Jayasudha
94	D. Geetha	C.R.P		D. Geetha
95	B. Srinivasan	C.O. Nellore		B. Srinivasan
96	D. Vijaya Rani	C.O. Nellore	9989773271	D. Vijaya Rani
97	M. SURYA KUMAR	C.O. ?	9666441006	M. Suryakumar
98	Y. Vasanth	S.L.F. President	996338025	Y. Vasanth
99	P. Bhavani	C.O. Nellore	9989773244	P. Bhavani
100	M.V.S. Karmakar	C.O. Nellore	9989773274	M.V.S. Karmakar
101	K. padma	C.O. Nellore	9390277124	K. padma
102	Sk. Zahirun	C.O. Nellore	9989773282	Sk. Zahirun
103	A. Naimoda	CRP Nellore	9290727372	A. Naimoda
104	A. Kalpana	R.P. Nellore	8125759583	A. Kalpana
105	B. Dhayalakshmi	C.R.P. Nellore	9908287244	B. Dhayalakshmi
106	L. P. Varabhadra	Jr Asst	9701415206	L. P. Varabhadra
107	Syed Mahabub Basha	HA	9849278526	Syed Mahabub Basha
108	T. ESWARAIAS	HA	9491642244	T. Eswaraias
109	SK. MAHABOBSUARIF	HA	9491339255	SK. Mahabobsuarif
110	E. VENKATESWARAN	4TH O/S	8106992706	E. Venkateswaran
111	J. CHINNA BABU	Jr. Asst.	9963695222	J. Chinnababu
112	Md. Abdul Raheem	Jr Asst		Md. Abdul Raheem

113	K.V. Reddy N. Hani Rathanam	B.C	Junior Asst	K.V. Reddy N. Hani Rathanam
114	Narayanan Reddy		Senior Asst	G. Narayana Reddy
115	CH. RAJESWARA RAO		Bill collector	H. Raju
116	K. Jay Ra K. YESURATHANAM		Bill collector	K. Jayaram
117	D. Sekhar Babu		Bill collector	D. Sekhar
118	D. VENKATESWARLU		Sanitary Inspector	V. Venkateswarlu
119.	U. Siva Nageswara Rao		Sanitary Supervisor	U. Siva Nageswara Rao
120.	M. Ram Babu		Sanitary Inspector	M. Ram Babu
121.	D. BUSJANATH		Brass Cooli	D. Busjanath
122.	K. RAJESH		DRP-HEPDA	K. Rajesh
123.	K. RAVEENDRA		Bill collector	K. Raveendra
124.	G.M. Kiran Kumar		Work Inspector	G.M. Kiran Kumar
125.	U.V. Kondaiah		Bill collector	U.V. Kondaiah
126.	Mrs. Krishna Rao		Tr. Asst.	Mrs. Krishna Rao
127.	P. Ramanaiah		Jr Asst	P. Ramanaiah
128.	T. Ravi Kumar		Jr Asst	T. Ravi Kumar
129.	SIC. NAZAR		Bill-collector	SIC. NAZAR
30	M. RAMANAIYAH		HA XIV Division	M. Ramanaiyah
31.	P. Jayapal		fitter	P. Jayapal
32	R. Rajendra Prasad		SI Asst.	R. Rajendra Prasad
33	K. Hanu Das		TPO	K. Hanu Das
34.	M.V. SIVAPRASAD		T.P. TRACER	M.V. Sivaprasad

Annexure II: Agenda of the Workshop

సర్వీస్ లెవెల్ బెంచిమార్కింగ్ (ఎస్.ఎల్.బి) ప్రీమ్ వర్క్ అమలు పై
పట్టణ స్థాయి అవగాహనా సదస్సు

నోమవారం, 7 జూన్ 2010
నెల్లూరు నగర పాలక సంస్థ

కార్యక్రమము

సమయం	విషయం	స్పీకరు
10:30 – 10:35	స్వాగతం	శ్రీ. టి. ఎస్. ఆర్ ఆంజనేయులు, మునిసిపల్ కమీషనర్, నెల్లూరు నగర పాలక సంస్థ
10:35 – 10:45	పరిచయ వ్యాఖ్యలు	ఆర్. డి. ఎం. ఏ, నెల్లూరు
10:45 -10:50	సదస్సు ఉద్దేశాలు	శ్రీ. టి. మురళీ మోహన్, అడ్మినిస్ట్రేటివ్ స్టాఫ్ కాలేజ్ ఆఫ్ ఇండియా, (ఆస్కీ),
10:50 – 11:00	ఆరంభ వ్యాఖ్యలు	గౌ" శ్రీమతి. భానుశ్రీ, మేయర్, నెల్లూరు నగర పాలక సంస్థ
11:00 – 11:10	ముఖ్య అతిథి ప్రసంగం	గౌ" ఎం. ఎల్. ఏ, చిత్తూరు
11: 10 – 11:20	ఆంధ్ర ప్రదేశ్ మునిసిపల్ డెవలప్మెంట్ ప్రాజెక్టు (APMDP) – ముఖ్యాంశాలు	శ్రీ. సాలమన్ ఆరోక్యరాజ్, ప్రాజెక్ట్ డైరెక్టరు, ఎ.పి.ఎం.డి.పి, హైదరాబాదు
11:20 – 12:00	సర్వీస్ లెవెల్ బెంచిమార్కింగ్ (ఎస్. ఎల్. బి.) ప్రీవర్క్, అమలు ప్రక్రియ పై వివరణ	శ్రీ. టి. మురళీ మోహన్, అడ్మినిస్ట్రేటివ్ స్టాఫ్ కాలేజ్ ఆఫ్ ఇండియా (ఆస్కీ), హైదరాబాదు
12:00 – 12:30	చర్చ	
02:00 – 04:00	నెల్లూరు నగర స్థాయి ఎస్. ఎల్. బి. కోర్ టీం మరియు సంబంధిత అధికారుల కు సర్వీస్ లెవెల్ బెంచిమార్కింగ్ (సవాస్థాయి ప్రమాణీకరణ) ప్రక్రియ పై శిక్షణా కార్యక్రమం	

Annexure III: Press Clippings

Annexure IV: Photographs



Hon. Mayor, Nellore Municipal Corporation during the Inauguration



Participants during the programme



Hon. MLA Nellore (Urban) Shri. Krishna Reddy during Workshop



Hon. MLA Nellore (Rural) Shri. A. Vivekananda Reddy during Workshop



Chief guests along with Councilors at the stage



Prof. Murali Mohan during the Session