



Prepared by Urban Management Centre (UMC)

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### Urban Management Centre (UMC)

The Urban Management Centre (UMC) is a not-for-profit organization based in Ahmedabad, Gujarat, working towards professionalizing urban management in India and South Asia. UMC provides technical assistance and support to Indian state local government associations and implements programs that work towards improvement in cities by partnering with city governments. UMC builds and enhances the capacity of city governments by providing much-needed expertise and ready access to innovations on good governance implemented in India and abroad. UMC is a legacy organization of International City/County Management Association (ICMA) and hence is also known as ICMA-South Asia.



### Performance Assessment System (PAS)

**PAS**, a five-year action research project, has been initiated by CEPT University with funding from the Bill and Melinda Gates Foundation. PAS aims to develop better information on water and sanitation performance at the local level to be used to improve the financial viability, quality and reliability of services. It will use performance indicators and benchmarks on water and sanitation services in all the 400-plus urban areas of Gujarat and Maharashtra. UMC and the All India Institute of Local Self Governance are CEPT's project partners in Gujarat and Maharashtra, respectively. More details are available on [www.pas.org.in](http://www.pas.org.in).



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Manvita Baradi  
Director  
Urban Management Centre

## Preamble

Government of India introduced the concept of citizens' charter for establishing transparency, accountability and higher standards of public service. Urban Management Centre supports the idea that public sector organizations should have a charter setting out the standard of service its users can expect.

The main purpose of a charter is to improve access to public services and promote quality. It does this by helping people understand what an organization does, how to contact it, what to expect by way of service, and how to seek a remedy if something goes wrong. It helps users to claim existing rights, and may create new rights that are enforceable through non-legal means.

In the current phase of PAS program, only water, sewerage and storm water drainage sections of the charters have been assessed. The assessment has been conducted between April 2012 and June 2013. This report presents the assessment of urban local bodies in Gujarat conducted by Urban Management Centre for the following:

- i. Presence of a municipal citizens' charter
- ii. Public display and dissemination of citizens' charter
- iii. Comparative assessment of the existing citizens' charters within Gujarat
- iv. Study of municipal citizens' charters in other parts of the country

The study concludes with recommendations for revision in the water, sewerage and storm water drainage sections of the existing 'Model citizens' charter for ULBs in Gujarat'. Revisions in other sectors could be taken up by Urban Management Centre in the subsequent phases of PAS program.

This revised charter may be adapted by ULBs across the state of Gujarat. Urban Management Centre hopes that the model citizens' charter would encourage ULBs to produce their own charters or improve quality of their existing ones. Eventually, the cities' own charters would serve as an effective medium for citizens' engagement with the ULBs.

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## List of Abbreviations

BWSSB	Bangalore Water Supply and Sewerage Board
CEPT	Center for Environmental Planning and Technology
CMAG	City Managers' Association, Gujarat
CMC	Chandigarh Municipal Corporation
CMWSSB	Chennai Metropolitan Water Supply and Sewerage Board
DARPG),	Department of Administrative Reforms and Public Grievances
GoG	Government of Gujarat
GoI	Government of India
HMWSSB	Hyderabad Metropolitan Water Supply and Sewerage Board
JNNURM	Jawaharlal Nehru National Urban Renewal Mission
NBM	New Barrackpore Municipality
PAS	Performance Assessment System
SMS	Short messaging service
ULB	Urban local body
UMC	Urban Management Centre
VMC	Vijayawada Municipal Corporation

# 1. Background

Good governance is driver to urban development to achieve sustainability for all kind of development activities. The essence of good governance lies in transparency, accountability and responsiveness of organization/administration. A citizens' charter is parallel tool to achieve good governance. A municipal charter clearly distinguishes the structure, transparency and accountability of urban local bodies (ULB).

A citizens charter is a document addressed to the citizens and is aimed at defining standards of services and procedures that a government body offers the citizens. The concept of citizens' charter enshrines the trust between the service provider and its users.

“A Citizens' Charter is the expression of an understanding between Citizens' and the provider of a public service with respect to the quantity and qualities of services, the former receive in exchange for their taxes. It is essentially about the rights of public and the obligations of public servants.”

(Government of India, 2005)

Therefore, a citizens' charter initiative is a response to the quest for solving the problems which a citizen encounters, day in and day out, while dealing with the organizations providing public services. The charter is not a legal document for enforcement but states the functions and rights of citizens.

The Department of Administrative Reforms and Public Grievances (DARPG), Ministry of Personnel, Public Grievances and Pensions, Government of India (GoI) initiated the task of coordinating, formulating & operationalising citizens' charters. In 1997, it was launched as “*Citizens' Charter*” initiative both in Central and State Government departments.

City Managers' Association Gujarat (CMAG) conducted a workshop in 1998 sponsored by DARPG on developing a draft model citizens' charter for ULBs in Gujarat. Following the workshop, based on the recommendations by CMAG, Government of Gujarat (GoG) encouraged all ULBs to prepare their respective citizens' charters. Many cities prepared and a few disseminated their charters in subsequent years. However, these charters did not reflect all recommendations of the model charter. Many cities also failed to implementation the same successfully (City Managers' Association, Gujarat, 1998).

This study assesses the model charter prepared by CMAG in 1998 alongwith other state/ city level charters. Citizens' charters of 12 cities in Gujarat have also been assessed and compared with citizens' charters of water-sanitation service providers of Chandigarh, Mysore, Chennai, Hyderabad and Bangalore.

## 2. Framework for assessment of citizens' charters

In order to assess and compare the citizens' charters, UMC has developed a framework to assess parameters such as comprehensibility, dissemination, user-friendliness, etc. This assessment has been conducted for model charters as well as charters being implemented by respective competent authorities.

Citizens' charters have been assessed on 5 key parameters and 37 sub-parameters. These parameters have been shown in the table below:

**Table 1 Framework for assessment of citizens' charters**

General information	Date of preparation/ last revision *		
	Detailed and unambiguous service delivery standards		
	Roles and responsibilities of ULB		
	Roles and responsibilities of citizens		
	Exhaustiveness of types of complaints		
	Suggestions from citizen *		
Complaints process	When to complain		
	Where to complain		
	How to complain	Phone (direct or call centre)	
		Walk-in	
		Online	
		Written application/ letter	
		SMS	
		Verbal	
	Redressal options	Time frame for redressal	
		Apology	
		Explanation	
		Assurance backed up with action and monitoring	
		Action to remedy a complaint	
Compensation (financial or otherwise)			
Adalat			
Payments	Fees/ charges/ tariffs		
	Penalties/ fines		
User-friendliness	Simple terminology/ vocabulary		
	Small yet comprehensive document		
	Available in official and local language		
Dissemination mediums*	Display in ULB premises		
	Leaflets		
	Posters		
	Booklets		
	Radio		
	Television		

	Local press
	Directory
	Website
	Social networks
	Open house meetings

Note: \* not applicable to model state charters

Source: UMC

### General information

This category comprises of 6 sub-categories containing information about the charter, relationship between the ULB and the citizen, and provides scope for citizens providing suggestions at will. A short description of each sub-category has been given below.

- i) Date of preparation/ last revision – this includes specifying the year of preparation of the charter and year of revision of the charter, if applicable on the charter document itself.
- ii) Detailed and unambiguous service delivery standards – this includes the service delivery standards committed by the ULB. Examples include ‘providing 135 litres per capita per day every day for atleast 2 hours’ or ‘collecting garbage from your home every day between 8 to 9 pm’.
- iii) Roles and responsibilities of ULB – this includes ULB specifying their roles and responsibilities in service delivery to the citizens. It does not include the service delivery standards.
- iv) Roles and responsibilities of citizens – this includes the roles and responsibilities of the citizen such as paying taxes honestly and timely, cooperating with the ULB, reporting any wrong-doing by the ULB or any of its staff, etc.
- v) Exhaustiveness of types of complaints – this includes the types of complaints accepted by the ULB.
- vi) Suggestions from citizen – a citizen should be able to provide his/ her suggestions (even if they are unsolicited) which serve public interest.

### Complaints process

This category explains the ease with which a citizen may file or track a complaint. It also assesses use of multiple modes of lodging a complaint. This also assesses the responsiveness of the ULB, whether in redressal of the complaints or in providing a feedback to the complainant. There are 4 sub-categories under this section which should be included in the citizens’ charter.

- i) When to complain – this provides information to the citizen about when the service delivery is not normal. In other words, a citizen should know the variations in service delivery are not acceptable and should be reported to the ULB.

- ii) Where to complain – this includes information about who to contact, including phone numbers, email IDs, online portals, address of the office/ civic centre where complaints could be lodged.
- iii) How to complain – this includes the different modes of lodging a complaint including phone, SMS, email, online, written application, social networks, *adalats*, etc.
- iv) Redressal options – this includes the ULB informing the citizen that their complaint could result in any of the following response from the ULB based on the nature of complaint. The types of response include apology, explanation by ULB to the complainant about the fault or when their complaint would be redressed, assurance of future action, taking measures to redress the complaint immediately, compensation if applicable or forwarding to *adalat*. The redressal options should also specify the time period in which the complaints are to be redressed.

### **Payments**

This section includes information about payments, taxes, user charges, fees and other financial transactions involved in the regular course of service provisions. It also includes information about any penalties or fines applicable for any violation by either side.

### **User-friendliness**

This section includes sub-categories such as use of simple vocabulary in the charter, comprehensiveness of the document, i.e. providing all relevant information in the charter without multiple cross references to other documents, readability and availability of the document in local language(s).

### **Dissemination medium**

This section includes the methods adopted by ULB to disseminate the charter to the citizen. The various modes include display in ULB premises leaflets, brochures, posters, radio, television, local press, municipal diary, open house meetings and websites.

### 3. National case studies of citizens' charters

Model municipal citizens' charters prepared by the state government of Gujarat, Himachal Pradesh and Andhra Pradesh have been assessed using the framework described in the previous chapter. Similarly, citizens' charters for various cities have been assessed. The charters studied include a) model charters prepared by state, b) charters prepared by ULBs, and c) prepared by non-municipal service providers such as water supply and sewerage boards. The examples assessed include

State Governments' model municipal charters	Gujarat, Himachal Pradesh, Andhra Pradesh
Charters by ULBs	Mysore, Chandigarh, Vijayawada, New Barrackpore
Charters by water supply & sewerage boards	Chennai, Hyderabad, Bangalore

Citizens' charter in New Barrackpore has been prepared by JNNURM team at Ministry of Urban Development. However, New Barrackpore Municipality has disseminated its own adaptation of the JNNURM charter on their website.

## Comparative assessment of citizens' charters

The framework described in the previous chapter has been applied to assess the above listed citizens' charters. The results are shown below:

**Table 2 Comparison of various citizens' charters based on assessment framework**

Assessment Parameter		Prepared by State Governments			Prepared by ULBs					Prepared by para-statals			
		Gujarat	Himachal Pradesh	Andhra Pradesh	Chandigarh	Mysore	Vijayawada	New Barrackpore (JNNURM)	New Barrackpore	HMWSSB	CMWSSB	BWSSB	
General information	Date of preparation/ last revision	-	-	Y	N	N	N	Y	Y	Y	Y	N	
	Detailed and unambiguous service delivery standards	N	N	N	N	N	N	N	N	N	N	N	
	Roles and responsibilities of ULB	N	N	N	N	N	N	N	N	Y	N	Y	
	Roles and responsibilities of citizens	N	N	Y	N	N	N	Y	N	Y	Y	Y	
	Exhaustiveness of types of complaints	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y	
	Suggestions from citizens	-	-	N	N	N	N	N	N	Y	Y	N	
Complaints process	When to complain	N	N	N	N	N	N	N	N	N	N	N	
	Where to complain	Y	Y	Y	Y	Y	N	Y	N	Y	Y	Y	
	How to complain	Phone (direct/ call centre)	N	Y	Y	Y	Y	N	N	N	Y	Y	Y
		Walk-in	Y	Y	Y	Y	N	N	Y	N	Y	Y	Y
		Online	N	N	Y	N	N	N	N	N	Y	Y	Y
		Written application/ letter	N	Y	Y	Y	N	N	Y	N	Y	Y	Y
		SMS	N	N	N	N	N	N	N	N	N	N	N
		Social networks	-	-	N	N	N	N	N	N	Y	N	N
	Redressal options	Verbal	N	N	N	N	N	N	N	N	N	N	N
		Time frame for redressal	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Apology		N	N	N	N	N	N	N	N	N	N	N	
	Explanation	N	N	N	N	N	N	N	N	N	N	N	

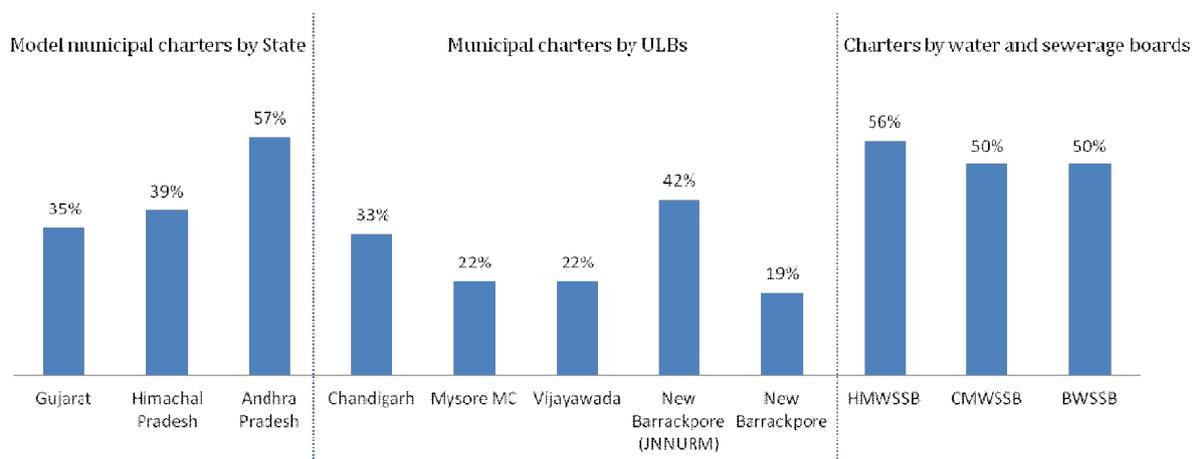
Assessment Parameter		Prepared by State Governments			Prepared by ULBs					Prepared by para-statals				
		Gujarat	Himachal Pradesh	Andhra Pradesh	Chandigarh	Mysore	Vijayawada	New Barrackpore (JNNURM)	New Barrackpore	HMWSSB	CMWSSB	BWSSB		
			Assurance backed up with action and monitoring	N	N	N	N	N	Y	Y	Y	N	N	N
			Action to remedy a complaint	Y	Y	Y	Y	Y	Y	Y	N	Y	Y	Y
			Compensation (financial or otherwise)	N	N	Y	N	N	Y	Y	N	N	N	N
			Adalat	N	N	N	N	N	N	N	N	Y	N	Y
Payments	Minimum Fees/ charges/ tariffs	N	N	N	Y	Y	N	Y	N	Y	N	Y	N	Y
	Minimum Penalties/ fines	N	N	N	N	N	N	N	Y	N	N	N	N	Y
User-friendliness	Simple terminology/ vocabulary	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	Small yet comprehensive document	Y	Y	Y	N	N	N	N	N	Y	N	Y	N	Y
	Available in official and local language	Y	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Dissemination mediums	Display in ULB premises	-	-	-	N	N	N	N	N	N	N	N	N	N
	Leaflets	-	-	-	N	N	N	N	N	N	N	Y	Y	N
	Posters	-	-	-	N	N	N	N	N	N	N	Y	Y	N
	Booklets	-	-	-	Y	N	N	N	N	N	Y	Y	Y	Y
	Radio	-	-	-	N	N	N	N	N	N	N	N	N	N
	Television	-	-	-	N	N	N	N	N	N	N	N	N	N
	Local press	-	-	-	N	N	N	N	N	N	N	N	N	N
	Directory/ Municipal Diary	-	-	-	N	N	N	N	N	N	N	N	N	N
	Website	-	-	-	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
Open house meetings	-	-	-	N	N	N	N	N	N	N	N	Y	Y	N

Note: \* not applicable to model state charters

The analysis of citizens' charter on the framework discussed in the previous chapter reveals that charters lay focus on 'action to remedy' and on making it user-friendly. There is moderate emphasis given to providing general information and in fees/ taxes/ charges related information. Very little emphasis is given to dissemination of the charter.

The figure below shows relative scoring of each city based on the assessment framework.

**Figure 1 Comparative score of citizens' charters**

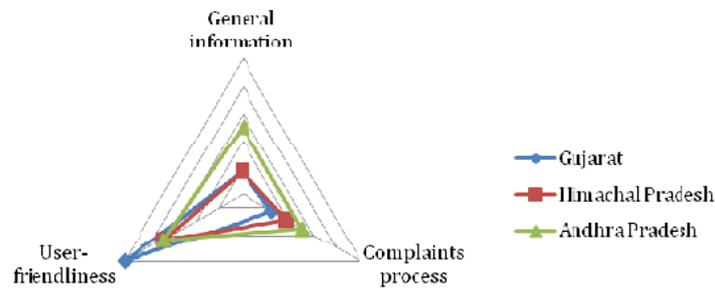


Note: JNNURM prepared a charter for New Barrackpore which is not in use. New Barrackpore municipality published its own charter on their website.

Source: UMC

The comparison of citizens' charters above reveals that citizens' charters prepared by water and sewerage boards are comprehensive as compared to municipal charters. Out of 36 points, HMWSSB, CMWSSB and BWSSB scored 19, 17 and 18 points respectively. Municipal corporations of Chandigarh, Mysore, Vijayawada and New Barrackpore scored 11, 8, 8 and 7 points respectively, out of a total of 36 points. Model state charters of Gujarat, Himachal Pradesh and Andhra Pradesh scored 8, 9 and 13 respectively, out of a total of 25 points. Model state charters fared better than individual municipal charters. However, model charters could adopt many features from charters prepared by water and sewerage boards.

**Figure 2 Scoring of Gujarat and Himachal Pradesh's Model Municipal Citizens' Charter**



Source: UMC

As evident, both state level charters focus on user-friendliness of the charter for citizens. The charters however, were found to be weak w.r.t. explaining the complaints registration and redressal process.

UMC conducted a review of actual services provided w.r.t. complaints and requests in water and sewerage sectors. The framework for assessment discussed in the previous chapter has been used to assess the actual services being delivered by the ULBs and water and sewerage boards. The table below indicates the same.

A detailed section-wise scoring of city-level charters (ULB) vs. actual services has been presented below:

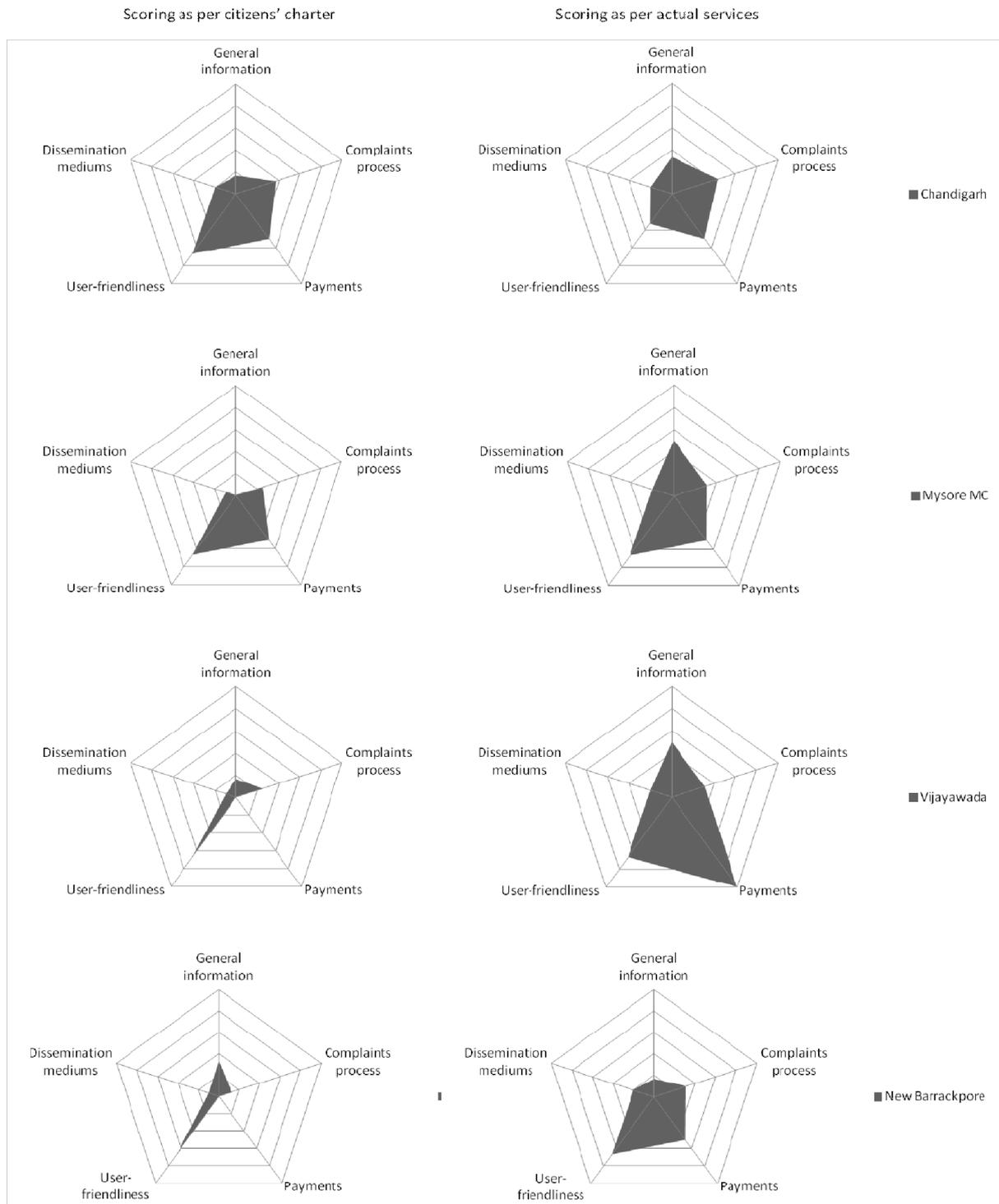
**Table 3 Comparison of various cities based on assessment framework for actual services provided**

Assessment Parameter		Prepared by State Governments			Prepared by ULBs					Prepared by para-statals			
		Gujarat	Himachal Pradesh	Andhra Pradesh	Chandigarh	Mysore	Vijayawada	New Barrackpore (NNURM)	New Barrackpore	HMWSSB	CMWSSB	BWSSB	
General information	Date of preparation/ last revision				N	N	N		N	N	N	N	
	Detailed and unambiguous service delivery standards				N	Y	Y		N	Y	N	N	
	Roles and responsibilities of ULB				N	N	N		N	N	N	N	
	Roles and responsibilities of citizens				N	N	N		N	N	Y	N	
	Exhaustiveness of types of complaints				Y	Y	Y		Y	Y	N	Y	
	Suggestions from citizens				Y	Y	Y		N	Y	Y	Y	
Complaints process	When to complain				N	N	N		N	N	N	N	
	Where to complain				Y	Y	Y		Y	Y	Y	Y	
	How to complain	Phone (direct/ call centre)				Y	Y	Y		Y	Y	Y	Y
		Walk-in				Y	Y	Y		Y	Y	Y	Y
		Online				Y	Y	Y		Y	Y	Y	Y
		Written application/ letter				Y	Y	Y		Y	Y	Y	Y
		SMS				N	N	N		N	N	N	N
		Social networks				N	N	N			Y	N	N
	Redressal options	Verbal				N	N	N		N	N	N	N
		Time frame for redressal				Y	N	N		N	N	N	Y
Apology					N	N	N		N	N	N	N	
Explanation					N	N	N		N	N	N	N	
	Assurance backed up with action and monitoring				Y	N	N		N	N	N	N	

Assessment Parameter			Prepared by State Governments			Prepared by ULBs					Prepared by para-statals		
			Gujarat	Himachal Pradesh	Andhra Pradesh	Chandigarh	Mysore	Vijayawada	New Barrackpore (JNNURM)	New Barrackpore	HMWSSB	CMWSSB	BWSSB
		Action to remedy a complaint				N	N	N		N	N	N	N
		Compensation				N	N	N		N	N	N	N
		Adalat				N	N	N		N	N	N	N
Payments	Minimum Fees/ charges/ tariffs					Y	Y	Y		Y	Y	N	Y
	Minimum Penalties/ fines					N	N	Y		N	N	N	N
User-friendliness	Simple terminology/ vocabulary					Y	Y	Y		Y	Y	Y	Y
	Small yet comprehensive document					N	N	Y		Y	Y	N	Y
	Available in official and local language					N	Y	N		N	N	N	Y
Dissemination mediums	Display in ULB premises					Y	Y	Y		Y	Y	Y	Y
	Leaflets					N	N	N		N	N	N	N
	Posters					N	N	N		N	Y	Y	N
	Booklets					N	N	N		N	N	N	N
	Radio					N	N	N		N	N	N	N
	Television					N	N	N		N	N	N	N
	Local press					N	N	N		N	N	N	N
	Directory/ Municipal Diary					N	N	N		N	N	N	N
	Website					Y	Y	Y		Y	Y	Y	Y
Open house meetings					N	N	N		N	N	Y	N	

The table above reveals that greater emphasis is laid on modes of registering complaints/ requests and on details related to fees, taxes and charges. Very little emphasis is given to the modes of dissemination and to providing information about redressal process. A comparison between 'what is stated in the charter' vs. 'actual services provided' for water and sewerage sectors has been done for each city below.

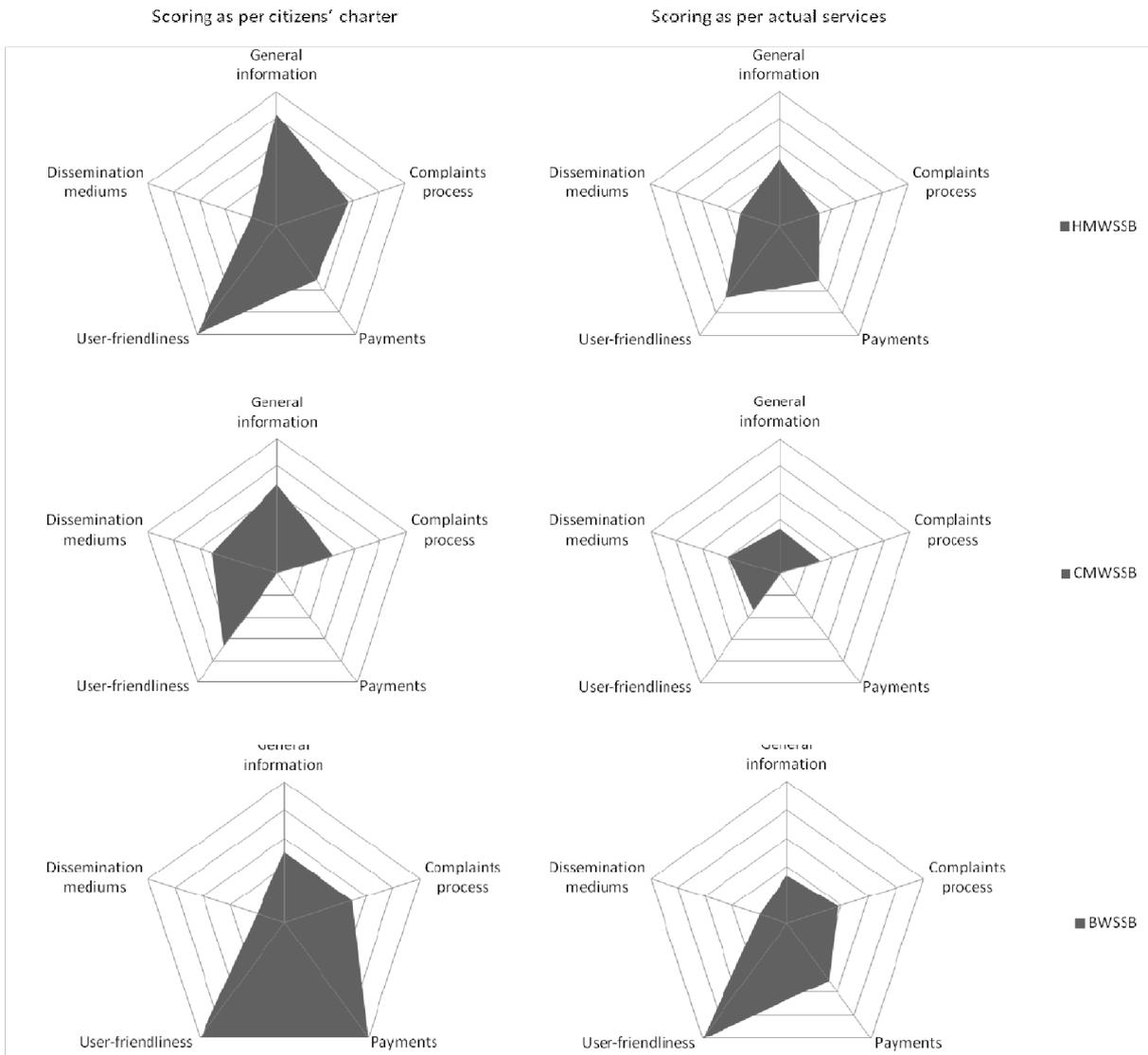
**Figure 3 Comparative graphs showing scoring of city level charters on key assessment parameters**



Source: UMC

A comparison between 'what is stated in the charter' vs. 'actual services provided' has been done for water and sewerage boards of Hyderabad, Chennai and Bangalore have been provided below.

**Figure 4 Comparative graphs showing scoring of charters by water and sewerage boards on key assessment parameters**



Source: UMC

The assessment of city level citizens' charters reveals that overall, municipal charters focus on payments related information and are weak in nearly all other key parameters. Charters prepared by water and sewerage boards are much more detailed overall and focus on user-friendliness and complaints registration-redressal process. CMWSSB has provided detailed information about its dissemination while BWSSB's charter focuses on user-friendliness and payments.

Overall, dissemination of charters is unsatisfactory irrespective of the organisation.

It may also be noted that the ULBs provide actual services more than what they committed in the citizens' charters. Water and sewerage boards on the other hand provide fewer services than committed in their respective citizens' charters.

## 4. Assessment of citizens' charters in ULBs of Gujarat

UMC team visited all 166 ULBs<sup>1</sup> of Gujarat during the data collection for PAS program (2009-14). The team observed that many ULBs do not have citizens' charter. Amongst the ones which have a charter, very few displayed it on the ULB premises or disseminated through any other means. The table below show that out of a total of 166 ULBs, only 121 cities prepared a citizens' charter. Out of the 121 ULBs which prepared a charter, only 72 ULBs have displayed it on the ULB office's premises.

**Table 4 Status of citizens' charters in 166 ULBs of Gujarat**

Class of ULB	Total number of ULBs	Number of ULBs with citizens' charter	Number of ULBs which have displayed their charter
Municipal Corporation	7	7	6
Class-A	18	17	14
Class-B	33	26	18
Class-C	44	35	16
Class-D	64	36	19
<b>Total ULBs</b>	<b>166</b>	<b>121</b>	<b>72</b>

Source: UMC

Nearly all municipal corporations have displayed their citizens' charters either on their officer premises or on their websites. Almost all Class-A ULBs have prepared their citizens' charters but 3 cities have not displayed it anywhere. Few Class-C and -D cities have prepared their charters and fewer have displayed their charters anywhere. UMC tried to procure a copy of citizens' charters from 121 cities which have prepared one. Only 27 cities could produce a copy of their respective charters in any form (digital or print). UMC conducted an assessment of the 27 charters. It was found that most of the charters mention only complaints types and have a uniform timeframe for redressal of complaints.

The following section assesses the citizens' charters of 12 cities in Gujarat including Ahmedabad, Surat, Rajkot, Vadodara, Jamnagar, Junagadh, Bhavnagar, Navsari, Petlad, Jambusar and Boriyavi. Citizens' charters of 12 cities in Gujarat have been assessed for the following three parameters:

- Accessibility and user-friendliness
- Request for services mentioned in the charter/ website
- Complaints registration for municipal services

These 12 cities of Gujarat have also been compared with Chandigarh, Mysore, Vijayawada and New Barrackpore.

<sup>1</sup> Gandhinagar was added as a Municipal Corporation post 2009, hence not included in 166 ULBs.

**Table 5 Accessibility & user-friendliness of citizens' charters in Gujarat**

Attributes	Gujarat												Other cities			
	Ahmedabad	Surat	Vadodara	Rajkot	Bhavnagar	Junagadh	Jamnagar	Gondal	Navsari	Petlad	Jambusar	Boriyavi	Chandigarh	Mysore	Vijayawada	New Barrackpore
Citizen charter availability	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Charter displayed on ULBs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Charter availability on website	✓	✓	✓	X	✓	X	X	X	X	X	X	X	✓	✓	✓	✓
Availability of hard copy of charter	X	X	X	X	X	✓	X	✓	✓	X	X	X	✓	✓	✓	✓
Details of municipal services in charter	X	X	✓	X	✓	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
Available in local language	X	✓	✓	X	✓	X	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Online complaint from website	✓	✓	✓	✓	X	✓	✓	X	✓	✓	X	X	✓	✓	✓	✓
Toll free number for complaints	X	X	✓	✓	X	X	✓	X	X	X	X	X	X	✓	✓	X

Source: UMC

Only large municipal corporations have uploaded citizens' charters on their respective websites. Junagadh, Gondal and Navsari have a hard copy available with them. All cities except Ahmedabad, Rajkot and Junagadh do not have their charters available in Gujarati. Only Vadodara, Rajkot Jamnagar do not have a toll-free number for registering complaints.

**Table 6 Categories of complaints related to water-sanitation in charters**

Attributes	Gujarat												Other cities			
	Ahmedabad*	Surat	Vadodara	Rajkot	Bhavnagar	Junagadh	Jamnagar	Gondal	Navsari	Petlad	Jambusar	Boriyavi	Chandigarh	Mysore	Vijayawada	New Barrackpore
<b>Complaints related to Water Supply</b>																
Water Leakage	X	✓	✓	✓	X	X	X	✓	✓	✓	✓	✓	✓	✓	✓	✓
Pipe break	X	✓	X	✓	X	✓	X	✓	✓	✓	X	X	✓	✓	✓	✓
Low pressure	X	✓	X	✓	X	X	✓	✓	✓	✓	X	✓	X	✓	✓	X
Contaminated/chlorinated/turbid water	X	✓	✓	✓	X	X	X	X	X	✓	X	X	✓	✓	✓	X
Stand post And hand pump repair	X	✓	✓	✓	X	X	X	✓	✓	✓	X	X	X	X	X	X
<b>Complaints related to Sewerage and Drainage</b>																
Blockage	✓	✓	X	X	X	✓	X	✓	✓	✓	✓	X	✓	✓	✓	✓
Overflow sewerage /drainage	X	✓	✓	X	X	X	X	✓	✓	✓	✓	X	✓	✓	✓	✓
Broken or missing manhole cover	X	✓	✓	X	X	X	X	X	X	✓	X	X	✓	✓	✓	✓
<b>Complaints related to Strom Water Drainage</b>																
Blockage	X	✓	✓	✓	X	X	X	X	X	✓	X	X	X	✓	✓	X
Over flow of Strom Water Drainage	X	✓	x	✓	X	X	X	X	X	✓	X	X	X	✓	✓	X
Broken or missing manhole cover	X	✓	✓	✓	X	X	X	X	✓	✓	X	X	✓	✓	✓	X

Note: \* Ahmedabad recently implemented its new Citizens' complaints redressal system (CCRS) in July 2013 which includes multiple categories for water-sanitation sectors.

Source: UMC

In water and sanitation sections, Surat, Petlad, Mysore and Vijayawada have provided comprehensive complaints categories. On the other hand, Bhavnagar, Jamnagar, Jambusar and Boriyavi have very few categories of complaints. This results in descriptive nature of complaints making it difficult to delegate, track, report and monitor a complaint.

Based on the findings of the assessment of citizens' charters of cities in Gujarat and learnings from other cities' charters, the following section recommends a revised model citizens' charter (only for water and sanitation sectors) for Gujarat. This model charter could be adapted by the ULBs to suit their own requirements.

## 5. Model Citizen Charter

The existing model citizens' charter was prepared in 1998 and was adapted by many cities in the years following that. Since, then numerous changes have occurred in water and sewerage sectors and the way public grievances are being handled by ULBs. UMC proposed revisions in water and sewerage sections of the existing model charter.

### Water supply

Water supply related section of the existing charter included 14 types of complaints/ request which have been shown below:

**Table 7 Water supply section of model citizens' charter for ULBs in Gujarat**

<b>2. Water Supply</b>	
<b>A <u>Complaints</u></b>	
Attend to complaints	
Fire service and stations	Round the clock
Emergencies	Round the clock
Control room	7 am to 10 pm
Ward offices	7 am to 10 pm
Leakage in main water supply line	Within 48 hrs
Contaminated water	Within 4 hrs
Failure of pumping system	Within 4 hrs
Water pressure	3 days
Repair of stand post	3 days
<b>B <u>Water connection</u></b>	
Supply of application form	All working days between 11am to 4 pm
Acceptance of application	All working days between 11am to 4 pm
Acknowledgement of application	On the spot
Intimation to applicant in case of deficiency in application form (for connection)	Within one week
Supply of challan for depositing connection fees	Within 7 days of receipt of application complete in all aspects
Depositing of fees in municipal treasury	By applicant
Giving of connection	Within 2 weeks
<b>C <u>Requests</u></b>	
Supply of water through water tanker	Within 6 hrs of complaint if there is failure of water supply
Water trolley booking for marriages/ other functions	3 days

Source: (City Managers' Association, Gujarat, 1998)

The revised section for water supply has been structured in 2 categories. Any citizen can complain or request for 19 services under one of the 2 categories. These categories are:

1. Request for services
2. Complaints related to municipal services

**Table 8 Revised water supply section for model citizens' charter for ULBs in Gujarat**

S. No.	Complaints /Request of Services	Suggested timeframe (ULBs may modify)	Contact details of concerned officer
<b>1.</b>	<b>New services related to water supply</b>		
1.1	New connection	2 weeks to 4 weeks	Name and contact details of the concerned officer should be given. In case of delay beyond stipulated time, contact details of a higher official should be provided.
	<ul style="list-style-type: none"> <li>• Issue of application form</li> <li>• Acceptance/ Registration of application form</li> </ul>	All working days between 10:30 am to 6:00 pm	
	<ul style="list-style-type: none"> <li>• Acknowledgement of application</li> </ul>	On the spot	
	<ul style="list-style-type: none"> <li>• Intimation to applicant in case of deficiency in application form</li> </ul>	Within one week of registration day	
	<ul style="list-style-type: none"> <li>• Deposit connection fees and water user charges</li> </ul>	Within 7 days of receipt of application complete in all respects	
	<ul style="list-style-type: none"> <li>• Issues of first water bill</li> </ul>	90 days after the release of connection	
1.2	Change in existing connection size	Upto 30 days	
1.3	Disconnecting existing connection	After 7 days of notice	
1.4	Cancellation fee refund		
1.5	Supply of water through water tanker	Within 6 hrs of complaint in case of failure of piped water supply	Name and mobile number of concerned officer.
1.6	Water tanker booking for marriages/ other functions	3 days	
<b>2.</b>	<b>Complaints related to water supply</b>		
2.1	Delay in new connection	3 days after the stipulated time	Name and mobile number of concerned officer.
2.2	Leakage/ Pipe breakage	Within 24hrs	
2.3	Action against reported illegal water connection	3 days	
2.4	Contaminated water	4hrs	
2.5	Turbid water (muddy)	4hrs	
2.6	No water supply	Within 6 hours of complaint registration	
2.7	Low water pressure	3 days - 5 days	
2.8	Irregular timing of water supply	2 days	
2.9	Non-functional stand post	2 days - 5 days	
2.10	Non-functional hand pump	2 days - 5 days	
2.11	Issues with water supplied through municipal tanker	Within 6 hours of complaint registration	
2.12	Faulty individual meter	3 days	
2.13	Delay in any of the above requested service	1 day	Chief Officer

The above suggested timeframe is indicative and could be adopted by the ULB to suit their respective services. However, every ULB should clearly specify the suggested timeframe for redressal of each of the complaints/ requests.

In addition to the above, ULBs should display the connection charges for various sizes and type of connection as shown in the table below:

**Table 9 Recommended format for display of water connection charges**

Category	Deposit fee/ One time connection charge	Application form fee	Residential	Slum	Commercial	Institutional	Industrial
½ "							
¾ "							
1"							
>1"							

### Sewerage and Drainage

Sewerage related section of the existing charter included 9 types of complaints/ request which have been shown below:

**Table 10 Sewerage section of model citizens' charter for ULBs in Gujarat**

<b>3. Sewerage &amp; Drainage</b>	
<b>A. <u>Sewer connections</u></b>	
Supply of application form	At ward level offices All working days between 11 am to 4 pm
Acceptance of application	At ward level offices All working days between 11am to 4 pm
Acknowledgement of application	On the spot
Intimation to applicant in case of deficiency in application form	Within one week
Supply of challan for depositing connection fees	Within 7 days of receipt of application complete in all aspects
Depositing of fees in municipal treasury	By applicant
<b>B. <u>Complaints (will be attended)</u></b>	
Blockage of sewer lines	Within 24 hours
Overflowing of sewer lines	Within 24 hours
Repair of damaged sewer lines	Within 24 hours

Source: (City Managers' Association, Gujarat, 1998)

The revised section for sewerage has been structured in 2 categories. Any citizen can complain or request for 18 services under one of the 2 categories. These categories are:

1. Request for services
2. Complaints related to municipal services

**Table 11 Revised sewerage section for model citizens' charter for ULBs in Gujarat**

S. No.	Complaints /Request of Services	Suggested timeframe (ULBs may modify)	Contact details of concerned officer
<b>1.</b>	<b>New services related to sewerage and drainage</b>		
1.1	New connection	2 weeks to 4 weeks	Name and contact details of the concerned officer should be given. In case of delay beyond stipulated time, contact details of a higher official should be provided.
	<ul style="list-style-type: none"> <li>Issues of an application form</li> </ul>	All working days between 11am to 4 pm	
	<ul style="list-style-type: none"> <li>Acceptance/Registration of application form by ULB</li> </ul>	All working days between 11am to 4 pm	
	<ul style="list-style-type: none"> <li>Acknowledgement of application from ULB</li> </ul>	On the spot	
	<ul style="list-style-type: none"> <li>Intimation to applicant in case of deficiency in application form (for connection)</li> </ul>	Within one week of registration day	
	<ul style="list-style-type: none"> <li>Deposit connection fees and water user charges</li> </ul>	Within 7 days of receipt of application complete in all aspects	
	<ul style="list-style-type: none"> <li>Issues of first sewerage bill</li> </ul>	90 days after the release of connection	
1.2	Enhancement of Existing Connection	Upto 30 days	
1.3	Disconnection of existing connection	After 7 days of notice	
1.4	Cancellation fee refund		
<b>2.</b>	<b>Complaints related sewerage and drainage</b>		
2.1	Delay in new connection	3 days	Name and contact details of the concerned officer should be given. In case of delay beyond stipulated time, contact details of a higher official should be provided.
2.2	Pipe break	1 day or within 24hours	
2.3	Blockage / Overflow of sewer lines	Within 24hours – 4days	
2.4	Discharge of untreated sewage in open place	Within 24hours	
2.5	Discharge of untreated sewage in storm water drainage	-- Within 24hours	
2.6	Discharge of untreated sewage in water bodies	Within 24hours	
2.7	Broken or missing manhole cover	Within 24hours	
2.8	Delay in Soak pit / septic tank cleaning	Within 24hours	
2.9	Unclean public toilet	Within 4hours	
2.10	Non supply of water in public toilet	Within 24hours	
2.11	Physical damage to public toilet - doors, fixture, electrical	1 day	
2.12	Issues related to timing of public toilet	1 day	
2.13	Complaint about illegal connection	1 day	
2.14	Delay in requested service	1 day	Chief Officer

In addition to the above, ULBs should display charges for various services such as septic tank cleaning as shown in the table below:

**Table 12 Recommended format for display of septage cleaning charges**

Category	Residential	Slum	Commercial	Institutional	Industrial
Within municipal limit					
Beyond municipal limit					

## Storm Water Drainage

The existing model citizen's charter for Gujarat does not have a section on storm water drainage sector. UMC proposes the following section to be added to the existing model charter.

**Table 13 New storm water drainage section for model citizens' charter for ULBs in Gujarat**

S. No.	Complaints /Request of Services	Suggested timeframe (ULBs may modify)	Contact details of concerned officer
<b>1.</b>	<b>Complaints related to storm water drainage</b>		
1.1	Blockage / overflow of Storm Water Drainage network (open + covered)	2hrs	Name and contact details of the concerned officer should be given. In case of delay beyond stipulated time, contact details of a higher official should be provided.
1.2	Water Logging	1 day	
1.3	Missing /damaged manhole cover	1 day	
1.4	Delay in requested service	3 days	Chief Officer

## 6. Way forward

In this phase of the study, water and sewerage related sections of various citizens' charters have been assessed. In the subsequent stages of the study, other relevant sectors would be taken up for assessment and recommendations for revision of the existing 'Model Citizens' Charter for ULBs in Gujarat' would be provided.

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## Annexures

### Citizens Charter for Urban Local Bodies of Gujarat

*A Draft prepared during the workshop-  
(Can be amended by each Urban Local Body)*

*Developed during the workshop on*

#### Citizens' Charter

*Organized by : School of Planning, CEPT, Ahmedabad,  
In association with : City Managers' Association Gujarat  
Sponsored by : The Department of Administrative Reforms and Public grievances,  
Government of India, New Delhi  
On : 17-18<sup>th</sup> July 1998*

**For more details contact:**

City Managers' Association Gujarat  
Ahmedabad Municipal Corporation (west zone office)  
Dr. Ramanbhai Patel Bhavan,  
Usmanpura cross Roads  
Ahmedabad 380013  
Phone/fax -079-7551861, fax-079-7551163  
email : [cimaguj@adl.vsnl.net.in](mailto:cimaguj@adl.vsnl.net.in)

### **Preamble**

Government of India has decided to propagate the concept of citizens charter for establishing transparency, accountability and higher standards of public service. It is committed to improving public services and making them more responsive to their users. We support the idea that every organisation in the public sector should have a charter setting out the standard of service users can expect.

The main purpose of a charter is to improve access to public services and promote quality. It does this by helping people understand what an organization does, how to contact it, what to expect by way of service, and how to seek a remedy if something goes wrong. It helps users to claim existing rights, and may create new rights that are enforceable through non-legal means (for example through a complaints procedure or independent adjudicator).

The key features of a charter are: a statement of the standards of service users can expect to receive; the arrangements for seeking a remedy should something go wrong; and brief information on the service provided (including contact numbers and addresses). Charters help staff too, by setting out clearly the services their organisation provides. But their main audience is the user, and they should not be seen as management tools.

A local charter is one that relates to a service delivered in a local area. It may be produced by, for instance, a local benefit office, hospital or local authority, and is tailored to the 'local' audience. The level at which a charter is drawn up by an organization will depend on how diverse the services are that are covered by that organization (for example local authorities may produce charters for individual departments, and hospitals, charters for individual wards).

Our cities are rapidly urbanizing. In the next two decades more than 50% of our population will be living cities. Services will have to reach to more and more people. By making a charter, urban local bodies are giving commitment to the people of the quality and what they can expect. It is like putting a pressure on oneself. Moreover people should know what they will get from the services for which they pay. We want people - both users and providers - to see these charters as a practical means of achieving improvement in the services that are delivered to millions every day.

This workshop on Citizens' Charter was a step in that direction. What follows is the draft citizens' charter which was prepared by the participants of the workshop to provide guideline to the corporations, municipalities and urban authorities while framing their own Citizens' Charters.

Let us all hope it will encourage each urban local bodies to produce their own charters, improve their quality, and make them more meaningful to the people who use them.

### **Citizens must know**

- What services local body provides?
- Whom should they approach to get the service?
- What are the timings for meeting the concerned officer?

### **Need for the charter**

- For expeditious disposal of public complaints, citizens may be told about the specific places where a complaint is to be registered either on telephone or in person or by post.
- Lodging of complaints to higher authorities may delay the disposal due to added chain of communication.
- The citizens may approve higher authorities if the "Office Notified" fails to reduce the grievance

## Obligatory functions

### 1. ROAD AND FOOTPATH MAINTENANCE

On receipt of complaints from citizens at service centers or control room, the work will be completed within:

Filling of pot holes	1 day to fill 3 days to asphalt
Patch repairs	1 week
Removal of obstruction on roads	1 working day
Replacement of missing manhole covers	1 working day
Removal of malba from public land by owner	Notice to owner within 24 hrs.
Removal of malba by corporations/municipalities if owner fails to comply with notice	3 working days after issue of notice (cost to be recovered from owner)
Decision on permission for road cut	One week of application
<u>Street lights</u>	
<ul style="list-style-type: none"> <li>• Replacement of bulb/tubelight or repair of street light- Main road</li> <li>• Replacement of bulb/tubelight or repair of street light- Side road</li> </ul>	24 hrs 48 hrs

### 2. WATER SUPPLY

#### A Complaints

Attend to complaints	Round the clock
Fire service and stations	Round the clock
Emergencies	Round the clock
Control room	7 am to 10 pm
Ward offices	7 am to 10 pm
Leakage in main water supply line	Within 48 hrs
Contaminated water	Within 4 hrs
Failure of pumping system	Within 4 hrs
Water pressure	3 days
Repair of stand post	3 days

#### B Water connection

Supply of application form	All working days between 11am to 4 pm
Acceptance of application	All working days between 11am to 4 pm
Acknowledgement of application	On the spot
Intimation to applicant in case of deficiency in application form (for connection)	Within one week
Supply of challan for depositing connection fees	Within 7 days of receipt of application complete in all aspects
Deposit of fees in municipal treasury	By applicant
Giving of connection	Within 2 weeks

#### C Requests

Supply of water through water tanker	Within 6 hrs of complaint if there is failure of water supply
Water trolley booking for marriages/ other functions	3 days

### **3. SEWERAGE & DRAINAGE**

#### **A Sewer connections**

Supply of application form	At ward level offices All working days between 11 am to 4 pm
Acceptance of application	At ward level offices All working days between 11am to 4 pm
Acknowledgement of application	On the spot
Intimation to applicant in case of deficiency in application form	Within one week
Supply of challan for depositing connection fees	Within 7 days of receipt of application complete in all aspects
Depositing of fees in municipal treasury	By applicant

#### **B. Complaints (will be attended)**

Blockage of sewer lines	Within 24 hours
Overflowing of sewer lines	Within 24 hours
Repair of damaged sewer lines	Within 24 hours

### **4. BUILDING PLANS**

Inquiry	All working days
Application forms	All working days
Forms will be supplied at facilitation counter on payment	Between 11 am to 2 pm on working days
Acknowledgements	On the spot
Communicate deficiencies	Within 30 days
All inquiries including advice on deficiencies in applications/documents will be attended across the table	Between 4 pm to 6 pm on working days
Challans for fees/other charges will be issued by building clerk, architect department	Between 11 am to 2 pm on working days
Payment of fees/other charges through challans will be received	Between 11 am to 4 pm on working days
Finalise permission	Within 30 days
Final decision on application for sanction of building plans will be communicated	Within 30 days
Decision on revalidation of building plans will be communicated	Within 30 days
Decision on completion certificate/ plans will be communicated	Within 21 days
Issue of verification certificate of legal status of buildings on payment of fees	Within 15 days

Note: Additional requirements for specific cases may be decided separately

### 5. PROPERTY TAX

#### A. Assessment

Information on assessment	3 pm to 5 pm on all working days
Survey of properties for inclusion in assessment list	Will be completed by 31 March
Right on information regarding property tax to every citizen	3 pm to 5 pm on all working days

#### B. Mutation

Acknowledgement of application	<ul style="list-style-type: none"> <li>On the spot if delivered in person</li> <li>Within 3 days if received by post</li> </ul>
Communication of deficiencies in applications	<ul style="list-style-type: none"> <li>On the spot if delivered in person</li> <li>Within 3 days if received by post</li> </ul>
Mutation to be cancelled	Within 15 of the date of payment of fees

### 6. HEALTH LICENSING

#### Food and non-food licenses

Application form	Between 11 am and 4 pm
Acknowledgement of application	<ul style="list-style-type: none"> <li>On the spot if delivered in person</li> <li>Within 3 days if received by post</li> </ul>
Communication of deficiencies in applications	Within 7 days if received by post
Communication of decision	Within 14 days of receipt of complete application forms
Issue of challan for deposit of fee	Along with letter communicating approval
Issue of license	Within 7 days of deposit of license fee

### 7. PUBLIC HEALTH

#### Sanitation – solid waste management

Cleaning of roads and public places	Every day
Collection and removal of garbage from municipal rubbish bins	Every day
Collection and removal of garbage on receipt of complaint of non-lifting	Within 24 hours
Removal of carcass	Within 12 hours

### 8. BIRTH AND DEATH REGISTRATION

Registration from 1 to 14 days after birth/death	Free	On the spot At notified places
Registration from 15 to 30 days after birth/death	Late fee: Re.1/-	
Registration from 1 month to 1 year after birth/death	Affidavit + Rs.3/-	At registrar's office within 3 days
After 1 year	First class magistrate's order + Rs. 5/-	

## **9.GENERAL**

### Supply of certified copies of documents

Receipt of applications	Between 11 am and 4 pm on all working days
Verification of applications	Within 3 days of receipt of applications
Supply of birth certificates, etc.	Within 7 days of receipt of applications
Documents other than building plans	Within 15 days
Building plans	Within 2 months

## **REDRESSAL OF GRIEVANCES**

If the complaint is not disposed of, in time, then following redressal mechanism will be adopted

1. Complaint to ward in-charge or concerned officer between 3 pm to 5 pm, who shall dispose of, within 3 days, and give a reply of compliance to the party.
2. If complaint is not resolved at the ward level, then the complainant can go to the zone/ headquarter level to the head of the department, who shall hear him/her personally and settle the grievance in 3 days, and send a reply.
3. If the party does not get response from the head of the department, then he/she can meet the Deputy Municipal Commissioner, Municipal Commissioner, or the Chairman.

## Annexure 1 Recent development in citizens charter

Citizens' Charters were introduced in India in 1997, which was voluntary in character. The main elements of the Citizens Charter were to be published containing the details of services and the time period for delivery of such services. These charters gradually spread from Central Ministries and Departments to States and their Organisations. However, a vast majority of them remained ineffective and dormant. In order to improve Public Service Delivery, a service excellence model called "Sevottam" was initiated in 2005 to give a new thrust to the implementation of Citizens Charter, which has been successfully piloted in a few chosen organisations of the Government of India and States and is being upscaled considerably. Centralised Public Grievance Redress and Monitoring System (CPGRAMS) was launched in 2007, which is a web based portal for lodging complaints by the public. It is now operational in all the Ministries and Departments of Government of India along with about 6000 of their subordinate organisations. Many States have also enacted Right to Public Service Delivery Legislation in which a few important Public Services have been selected for service delivery.

***In view of the aforesaid, it has been felt necessary to enact a comprehensive legislation, namely, the Right of Citizens for Time Bound Delivery of Goods and Services and Redressal of their Grievances Bill, 2011. The Bill, inter alia,—***

(a) confers right on every individual citizen to time bound delivery of goods and provision for services and Redressal of grievances;(b) require every public authority to publish, within six months of the commencement of the proposed legislation, a Citizens Charter specifying therein the category of goods supplied and services rendered by it, the time within which such goods shall be supplied or services be rendered the name and addresses of individuals responsible for the delivery of goods or rendering of services;(c) provide for obligation of the Head of the Department for updating and verifying the Citizens Charter;(d) require every Public Authority to establish information and facilitation centre for efficient and effective delivery of services and redressal of grievances, which may include establishment of customer care centre, call centre, help desk and people's support centre; (f) require the concerned Grievance Redress Officer, upon receipt of a complaint, to ensure that the grievance is remedied in a timeframe not exceeding thirty days from the date of receipt of the complaint;(g) provides that any individual aggrieved by a decision of the concerned Grievance Redress Officer or who has not received an action taken report in respect of a complaint filed by him, may, if he so desires, within thirty days from the expiry of such period or from the receipt of such decision, prefer an appeal to the Designated Authority who shall disposed of such appeal within thirty days from the date of receipt of such appeal; (h) provide for constitution of the State Public Grievance Redressal Commission and the Central Public Grievance Redressal Commission consisting of Chief Commissioners and other Commissioners; (i) any person aggrieved by the decision of the Designated Authority falling under the jurisdiction of the State Government may prefer an appeal to the State Public Grievance Redressal Commission and any person aggrieved by the decision of the Designated Authority falling under the jurisdiction of the Central Government may prefer an appeal to the Central Public Grievance Redressal Commission;

<http://www.prsindia.org/administrator/uploads/media/Citizen%20charter/Right%20of%20Citizens%20for%20Time%20Bound%20Delivery%20of%20Goods%20and%20Services%20and%20Redressal%20of%20their%20Grievances%20Bill,%202011.pdf>

## Annexure 2 Structure of citizens' charter by Government of India

The basic objective of the Citizens' Charter is to empower the citizen in relation to public service delivery. The six principles of the Citizens' Charter movement as originally framed were:

- i. Quality: Improving the quality of services;
- ii. Choice: Wherever possible;
- iii. Standards: Specifying what to expect and how to act if standards are not met;
- iv. Value : For the taxpayers' money;
- v. Accountability: Individuals and Organisations; and
- vi. Transparency: Rules/Procedures/Schemes/Grievances.

These were later elaborated by the Labour Government as the nine principles of Service Delivery (1998), which are as follows:-

- i. Set standards of service;
- ii. Be open and provide full information;
- iii. Consult and involve;
- iv. Encourage access and the promotion of choice;
- v. Treat all fairly;
- vi. Put things right when they go wrong;
- vii. Use resources effectively;
- viii. Innovate and improve;
- ix. Work with other providers.

Components of Citizens Charter by Government of India

- i. Vision and Mission Statement;
- ii. Details of Business transacted by the Organization;
- iii. Details of clients;
- iv. Details of services provided to each client group;
- v. Details of grievance redressal mechanism and how to access it; and
- vi. Expectations from the clients /organization.

Model Guidelines by Government of India:

- i. To be useful, the Charter must be simple;
- ii. The Charter must be framed not only by senior experts, but by interaction with the cutting edge staff who will finally implement it and with the users (individual organizations);
- iii. Merely announcing the Charter will not change the way we function. It is important to create conditions through interaction and training for generating a responsive climate;
- iv. Begin with a statement of the service(s) being offered;
- v. A mention be made against each service the entitlement of the user, service standards and remedies available to the user in case of the non-adherence to standards;
- vi. Procedures/cost/charges should be made available on line/display boards/ booklets inquiry counters etc at places specified in the Charter;
- vii. Indicate clearly, that while these are not justifiable, the commitments enshrined in the Charter are in the nature of a promise to be fulfilled with oneself and with the user;
- viii. Frame a structure for obtaining feedback and performance audit and fix a schedule for reviewing the Charter every six months at least;
- ix. Separate Charters can be framed for distinct services and for organizations/ agencies attached or subordinate to a Ministry/Department.

General Structure Guidelines

- i. A brief statement regarding the services concerned;
- ii. Public Interface of the service concerned to be addressed (e.g., Reservation, Passenger amenities by Railways, Mail Delivery, Premium services by Post etc);
- iii. Commitment to Standards (Time frame, Quality of service);

What Makes a Good Charter

- i. Focus on Customer Requirements;
- ii. Simple Language;
- iii. Service standards;
- iv. Effective Remedies;
- v. Training;
- vi. Delegation;
- vii. Feedback Mechanism;

- viii. Close Monitoring;
- ix. Periodic Review.

### **Effective Complaints Handling by Government of India**

As mentioned by DARPG the feature of Designing and Implementing Effective Complaints Handling Systems are mentioned below:

A complaint handling system should

- i. Be easily accessible and well publicized;
- ii. Be simple to understand and use;
- iii. Be speedy, with established time limits for action and keeping people informed of progress;
- iv. Be fair, comprehensive and impartial in its investigation;
- v. Be confidential, to maintain the confidentiality of both the staff and the complainant;
- vi. Be informative, providing information to top management so that services can be improved;
- vii. Set out clearly the volume of complaints, broken down by different categories;
- viii. Include an analysis of response time;
- ix. Inform the complainant of the proposed action.

*Without a good complaint redressal system, Citizens' Charters have no effect. Departments should establish highly credible & responsive complaints procedures and redressal systems.*

Basic Steps for Effective Complaints Management

- i. **Acknowledge** complaints;
- ii. Designate a **location** to receive complaints;
- iii. Develop a system for **record keeping**;
- iv. **Process** and record complaints;
- v. **Investigate and analyze** the complaints;
- vi. Keep the **customer informed** of the progress;
- vii. Periodically **analyze the complaints** and improve the process.

Other options shall also includes

- i. Feedback – From Citizen
- ii. Redress Options – Shall have valid explanation for delay in complaints resolve
- iii. Publishing Complaints Information – department must publish information for transparency
- iv. How to Complain? – This means giving names, addresses and phone numbers of the members of staff or secretaries to contact with any complaint.
- v. The Role of I.T. – Computerization of Data
- vi. Reviewing Complainants – From higher authority, helpline no., media, booklets, posters
- vii. Handling Complaints within the Organization: should have procedures of simple and speedy
- viii. Changing Attitudes – Internal Staff

### Annexure 3 Chennai Metropolitan Waster Supply & Sewerage Board's Citizens' Charter

Citizens' charter of the Chennai Metropolitan Water Supply and Sewerage Board (CMWSSB) is entrusted with provision of water supply and sewerage services in Chennai metropolitan. To ensure compliance with the citizens' charter, a consumer committee named '**Metro Water Citizens' Charter Review and Consumer Service Committee**' was formed. The committee comprises of:

- Chairman : leading activists in public and consumer affairs
- Vice-Chairman : Executive Director CMWSSB
- Members : Six members from consumer forums/ NGOs  
: Three engineers from North, South and Central circles of CMWSSB

A few good practices followed by the committee include

#### The Committee has the following functions:-

- (i) To discuss, deliberate upon and review the subjects connected with Citizens' Charter and public grievances redressal system and issue necessary guidelines/ instructions to ensure adherence to the same.
- (ii) To identify the problems of the officials/consumers in implementing the Citizens' Charter and give suitable advice in overcoming it.
- (iii) To identify the lapses, if any, in adherence to the Citizens' Charter and advice remedial suitable action.
- (iv) To identify the new items to be included in the Citizens' Charter or any existing items to be deleted from the Citizens' Charter to make the document an ideal one to suit public requirements.
- (v) Any other subjects connected therewith and entrusted to them by the Board.

The Committee was initially set up for a period of one year. Its tenure, however, has been extended on a year to year basis. One of the findings of the Committee was that 98.5% of the services of the Metropolitan Water Supply and Sewerage Board have been in conformity with the declared standards given in the Citizens' Charter. Hence, the Committee advised that in view of the higher capabilities of the Board, certain standards could be further raised. Accordingly, the Board brought out a modified Citizens' Charter in the year 2000 assuring that it would perform and render its services as per the commitments and well within the prescribed time limits.

#### Other practices initiated by the Board include:-

- i. Open House Meetings in all area offices and depot offices on all second Saturdays of the month with representatives of voluntary organizations, consumer action groups, resident associations and other interested groups / members of the general public concerned. These meetings have helped the Board to establish more informal contacts with its consumers and have enabled the Board to identify lapses, if any, in adherence to the commitments given in the Charter.
- ii. Weekly reports on adherence to standards committed in the Charter are being
- iii. Reviewed by the Managing Director and also published in the "**Cheithi Madal**", an in-house journal of the Metropolitan Water Supply and Sewerage Board which is being supplied to NGOs/ Councils and other stakeholders.
- iv. Information and Facilitation Counters have been opened in the Area Offices where an Area Information and Facilitation Officer (AIFO) has been posted to ensure that the members of the public/customers visiting the area offices get assistance for various services at one counter itself. A register is maintained at the reception with the following columns:-

#### Receptionist Register/Information Cell Register

S. No.	Date	Time	Name & Address of the Visitor	Purpose of the Visit	Details Queries O&M / Others if any	Information transferred to	Follow up action	Initial of the AIFO	Weekly Scrutiny by Area Engineer

#### Recent development in Citizens' Charter of Chennai Metro Water

##### 1. Transparency in sanctioning and effecting of New Water / Sewer Connections

A comprehensive and holistic system has been introduced in sanctioning and effecting New Water/Sewer Connections. **The new system includes:**

- **Simplified application form i.e.**
  - ✓ A Single sheet application.
  - ✓ Single application for water/sewer connections, renewal/shifting of existing water/sewer connections.
  - ✓ Remittance Challan available with the application form.
  - ✓ Only Seven particulars to be filled up.
- Free supply of Application form at Head office, all 15 Area Offices and 200 Depot Offices.
- Self assessment of connection charges.
- Sanction without inspection of premises.
- Personal letter for intimation of Sanction of New Water / Sewer connection from the Managing Director to the Applicant.

- Intimation letters with sanction orders to the Applicants through Courier within 7 days from the date of registration.
  - Mentioning of probable date of connection (i.e. within 30 days from the date of registration) in the sanction order.
  - Enclosure of prepaid reply post card for feed back from the consumer on New Water / Sewer connection.
  - Display of list of sanctioned New Water / Sewer connection at the entrance of the Head Office Building.
  - Hosting of the list of sanctioned New Water / Sewer connection in the website of the Board etc.
- 2. Reduction of time limit in sanctioning and effecting of New Water / Sewer Connections** - 7 days for issue of sanction order and 30 days to effect connection reduced from 15days and 45days effectively.
- 3. Information Counters at Head Office and all Fifteen Area Offices –**
- ✓ Application form for new water and sewer connection
  - ✓ Application form for registration of Contractors
  - ✓ Pam phlets, Book stickers –
    - Complaints, registration, redressal and monitoring system,
    - Rain water Harvesting and
    - Citizens' Charter
- 4. Open house meeting**
- 5. Revised standard of municipal service**

Source - <http://www.chennaietrowater.tn.nic.in/index.htm>,  
<http://www.chennaietrowater.tn.nic.in/public/charter.htm>, <http://darpg.gov.in/ArticleContent.aspx?category=184>

#### **Annexure 4 Citizens' Charter in all Municipalities/Corporations in Tamil Nadu**

The Government of Tamil Nadu and Commissionerate of Municipal Administration have formulated citizens' charter for urban local bodies. The charter of each local body provides that if grievances are not redressed in time as stipulated in the charter, citizens are entitled to bring it to the notice of the officers concerned and also to the Commissionerate whose telephone numbers have been indicated in the charter. Instructions are also issued to all the Executive Authorities of Corporations for collecting a fine of Rs.50/- per day per job from the staff concerned of the Corporation and given to the affected public concerned (for example, for delayed issue of license / permission/certificates).

Source - <http://www.sp.tn.gov.in/cma/>, <http://darpg.gov.in/ArticleContent.aspx?category=184>

## **Annexure 5 Hyderabad Metropolitan Waster Supply & Sewerage Board's Citizens' Charter**

This Charter comes into effect from January 26, 2000. The HMWSSB provides the following services to its customers.

- Supply of potable drinking water
- Sewage collection and disposal

The charter includes a clear description of the department's service quality standards in the document along with stipulated minimum and maximum time for complaint redressal. The charter promises a new connection of water supply within 30 days from the date of fees payment. It also specifies the Board is responsible for obtaining the road cutting permission, including all civil works connected with the laying of service connection up to the customers' premises, including fixing water meter. The department assures a minimum of 250 liters / connection / day along with portable water. Residual chlorine of minimum 0.25 ppm and maximum 1.00 ppm would be maintained by HWSSB. The board also commits on one hours minimum water supply to the consumers.

The charter assures compensating the end – users when service delivery does not meet the standards. Other salient feature of the charter is that in case of disruption to a consumer with respect to water supply, after a complaint has been lodged, the HWSSB has two days to restore a customer's water supply. If the department cannot do so, the HWSSB must provide the complainant 250 liters of water per day until the connection is restored. An allied institutional innovation was to establish a binding alternative dispute redressal mechanism to speedily resolve pending disputes in the courts relating to billing and payments. Introduced in December 2000, it was called "**Water LokAdalat.**"

The Charter brought out by the Hyderabad Metropolitan Water Supply and Sewerage Board is unique as it has incorporated a provision on payment of compensation as a token of commitment to its customers in the event of failure to provide services within the stipulated time norms, e.g.,:-

According to the Charter, some brief :

- New water supply and sewerage connections are supposed to be sanctioned or rejected within a period of 30 working days
- In the event of failure to issue sanction order within 30 working days, the customer will be paid a token amount of Rs.20/- and will be issued a fresh date of not more than 15 days hence.
- If the Board fails to provide the response even within the extended time, the customer will again be paid Rs.20/- and the Managing Director (Technical) of the Board will personally meet such customer to explain the reasons for delay.
- Customer has to apply for New/Enhancement/Feasibility receipt of water or sewerage connection by logging into HMWSSB website [www.hyderabadwater.gov.in](http://www.hyderabadwater.gov.in)
- No physical application is taken into consideration.
- The categories of complaints include no water supply, leakage in distribution main and service connection, suspected water pollution, low pressure, chockages, missing manhole cover, sewage overflows, repairing or replacement of meters, dispute on bills, change in category of consumption etc. Minimum and maximum times have been fixed in terms of days for attending the complaints.

Citizens' charter is a joint effort between the HMWSSB and the customer to improve the quality of service provided by HMWSSB and the Customer has the following Obligations to fulfill.

### **Indicative expectations from service recipients:**

#### **A. For release of water supply connections**

- The customer is responsible for obtaining the GHMC road cutting permission, including all civil works connected with the laying of service connection up to customer's premises including fixing water meter.
- The customers are requested not to pay or engage any plumber / contractor for the aforesaid work.
- The customers are advised to have a sump of adequate capacity close to meter. The meter chamber shall be located only within 2 meters from the boundary, inside the premises.
- All the materials required like communication pipes, compression fittings, gate valve for giving service connection from the tapping point up to the customer premises, including the meter will be supplied by the Board.
- The customers should not engage the services of any employee of the Board for taking the connection.
- The customer has to procure good quality ISO Meter and construct meter chamber for safety of the Meter.

#### **B. for release of Sewerage Connection**

- The customer shall construct sewer manhole with silt catch pit within the premises before the Board gives the sewerage connection.

Source - <http://www.hyderabadwater.gov.in/www/UI/citizencharter.pdf>,  
<http://www.hyderabadwater.gov.in/www/UI/citizencharter.aspx>, <http://www.hyderabadwater.gov.in/www/>

### **Annexure 6 Mysore City Corporation's Citizen Charter**

The citizens' charter is designed in that manner that articulate all the municipal services and certificate to be obtained and also displayed in the website for public access. The charter detail outs the given timeframe to get the services, documents to be enclosed for the requested services and to whom application for new services should submit. Although the charter did not mentioned complaints related to municipal services.

Source - <http://mysorecity.gov.in/sites/mysorecity.gov.in/files/Citizen%20Final%20Eng.pdf>

### **Annexure 7 Bangalore Waster Supply & Sewerage Board's Citizens' Charter**

The Bangalore Water Supply and Sewerage Board's (BWSSB) citizens' charter consists of rights as a customer with respect to water supply and sewerage services. The charter detail outs the contact for new connection of water supply or sewerage, fees, documents to be enclosed and time limit within which the utility will be delivered.

Various mechanisms have been put in place for handling the customer complaints. Customers can approach any of the following authorities for resolving their complaints: - Office of AEE, EE, Water Adalat and Appeals Committee. The charter specifies locations where complaints regarding the above mentioned complains can be lodged, format in which it would be accepted and time frame for response.

Source - [http://www.bwssb.org/pdf/BWSSB Citizen Charter English.pdf](http://www.bwssb.org/pdf/BWSSB%20Citizen%20Charter%20English.pdf)

### **Annexure 8 Vijayawada Municipal Corporation's Citizens' Charter**

Vijayawada Municipal Corporation (VMC) has a spread of 58 Sq.kms. VMC has prepared a citizen charter which addresses the following services. It also specifies the maximum redressal time for each service being offered.

- Complaint Types and Redressal Time
- Building plan approval / permissions / license
- New Water Supply & Sewerage Connection
- Assessment of property tax and allocation of door number.
- New Trade license or renewal
- Birth/ death/ residence certificates
- Booking of marriage halls/ grounds/ community halls for the purpose of functions.

VMC has a provision of compensation Rs. 50 per day as a token of commitment to its customers in the event of failure to provide services within the stipulated time norms. VMC has also initiated a system where a citizen can file a complaint via its website.

Source - <https://www.ourvmc.org/general/chart.pdf>

### **Annexure 9 Chandigarh Municipal Corporation's Citizens' Charter**

The Chandigarh Municipal Corporation (CMC) service area is spread over 114 sqkm. CMC has prepared a citizens' charter which addresses the following services and specifies the timeframe for redressal

- Complaint Types and Redressal Time
- Building plan approval / permissions / license
- New Water Supply & Sewerage Connection
- Assessment of property tax and allocation of door number
- New Trade license or renewal
- Birth/ death/ residence certificates
- Booking of marriage halls/ grounds/ community halls for the purpose of functions
- Directory of the officers dealing with various sectors

CMC has also initiated an online complaints registration system.

### **Annexure 10 New Barrackpore Municipality's Citizens' Charter**

New Barrackpore Municipality (NBM) service area is spread over of 6.89 sqkm. NBM published its citizens' charter in 2002. The charter addresses the following:

- Complaint Types and Redressal Time
- Building plan approval / permissions / license
- New Water Supply & Sewerage Connection

- Birth/ death/ residence/ enlistment certificates
- Permission for sale or gift of any property of landed property

NBM has also initiated an online complaints registration system.

**Annexure 11 Type of complaints accepted by HMWSSB, CMWSSB, BWSSB and Mysore City Corporation**

S. No.	Details in Citizens Charter	Chennai Metro Water	HWSSB	BWSSB	Mysore City Corporation
<b>WATER SUPPLY</b>					
1	Water Meter related complaints	√	√	x	x
2	Water leakage	√	√	√	x
3	Attending No Water Supply / Defective Water Supply	√	√	x	x
4	Complaint regarding pollution (Contaminated Water/Quality of Water)	√	√	x	x
5	Attending repairs to hand pump	√	√	x	x
6	Residual chlorine limits	x	√	x	x
7	Low water pressure	x	√	x	x
8	Irregular timing of water supply	x	√	x	x
9	Change of category of water supply	x	√	x	x
10	Illegal use of motor	x	√	x	x
11	Harassed by any employee	x	x	x	x
12	Tanker required in Board's supply area	x	√	x	x
13	Supply of water on non-receipt of piped water supply.	√	x	x	x
<b>SEWERAGE</b>					
14	Blockage of Sewer Line (Mains)	√	√	x	x
15	Blockage of Sewer Line (At citizen premises)	√	√	x	x
16	Sewage Overflow	√	x	x	x
17	Repair to damaged Sewer Line / Renewal of Sewer Line	√	x	x	x
18	Private septic tank cleaning	√	√	x	x
19	Replacement of missing manhole cover	x	√	x	x
20	Fee /Tariff structure of municipal services	x	x	√	x
21	Contact no. of concerned person and designation	√	√	√	√
22	Time frame to resolve complaints and to get requested services	√	√	√	√

\* Only articulated the new services, time frame to get services and whom to contact.

End of document.

# નગર સેવા સદન, વડાલી

• નાગરિક અધિકાર પત્ર •

## સેવાઓની વિગત

અ.નં.	ફોર્મ નંબર	સેવાઓની વિગત	નિફાલ માટેની દિવસો	અ.નં.	ફોર્મ નંબર	સેવાઓની વિગત	નિફાલ માટેની દિવસો
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૮	૧૭	એમ્બ્યુલન્સ લાઈ મેળવવા માટેની અરજી	૧	૨૩	૫	ફ્રેશ બોડાણ મેળવવા માટેની અરજી	૫
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૧૧	૨૦	મરણ પ્રમાણપત્રની નકલ મેળવવા માટેની અરજી	૧	૨૬	૨૪	બોમ્બકારક ઇંધાના લાયસન્સ માટેની એન.ઓ.સી. મેળવવા માટેની અરજી	૩૦
૧૨	૨૫	ફુંગાની ધમીન લાડેથી મેળવવા માટેની અરજી	૧	૨૭	૨૮	શીક્ષી અધિકાર અન્વયે અરજી	૩૦
૧૩	૨૬	શબ વીક્રીની મેળવવા માટેની અરજી	૧	૨૮	૧૧	ભિલકત ટ્રાન્સફર કરવા માટેની અરજી	૯૦
૧૪	૨૭	આવકનો દાખલો મેળવવા બાબત	૧	૨૯	૨૯	બાંધકામ પરવાનગી માટેની અરજી	૯૦
૧૫	૩૦	વ્યવસાયવેચ નોંધણી પ્રમાણપત્ર સુધારણા માટેની અરજી	૨	૩૦	૮	લગ્ન નોંધણી કરવાની અરજી	૭

# નગર સેવા સદન, વડાલી

• નાગરિક અધિકાર પત્ર •

## સામાન્ય ફરિયાદો

અ.નં.	સામાન્ય ફરિયાદની વિગત	નિફાલ માટેની દિવસો	અ.નં.	સામાન્ય ફરિયાદની વિગત	નિફાલ માટેની દિવસો
૧	લીકેજ અંગેની ફરિયાદ	૧	૧૨	વરસાદી પાણીના નિફાલની કામગીરી	૩
૨	નળમાં દુષિત પાણી અંગે ફરિયાદ	૧	૧૩	પાણી પૂરતા પ્રમાણમાં ન મળતું હોય તેવી ફરિયાદ	૫
૩	બહેરમાં ગંદકી કરતા હોય તેની ફરિયાદ	૧	૧૪	મેન હોલ ભુગર્ભ ગટર સફાઈની કામગીરી	૫
૪	સફાઈ કરવા અંગેની ફરિયાદ	૧	૧૫	ગેટ બંધ ગટર સફાઈની કામગીરી	૫
૫	સફાઈ ન થતી હોય તે અંગેની ફરિયાદ	૧	૧૬	સેનિટરી ના પુરાવા વિ. ઉપાડવાની ફરિયાદ	૭
૬	મૂત પાણીનો નિફાલ	૧	૧૭	સેનિટરી ના પુરાવા વિ. ઉપાડવાની કામગીરી	૭
૭	દવા ઇંટકાવ અંગેની ફરિયાદ	૧	૧૮	પોલ રીપેરીંગ	૭
૮	ગેટ ટુ ગેટ કલેકશનની ફરિયાદ	૧	૧૯	સામાન્ય ફરિયાદ (ફરિયાદના પ્રકાર આધારિત નિમલ)	૭
૯	ભરેલ કન્ટેઈનર નહીં ઉપાડવાની ફરિયાદ	૧	૨૦	રેડ ડેબ	૧૦
૧૦	સ્પ્રીટ લાઈટ ધીપેરીંગ	૧	૨૧	ગેરકાયદેસર બાંધકામની ફરિયાદ	૧૦
૧૧	એમ્બ્યુલન્સ સેવા / શબ વીક્રીની સેવા	૧	૨૨	રોગચાળાની ફરિયાદ	૧૦

For more details, contact:

**Urban Management Centre**  
 III Floor, AUDA Building, Usmanpura  
 Ashram Road, Ahmedabad, Gujarat  
 Tel: 079 27546403  
 Email: info@umcasia.org  
 www.umcasia.org

નિફાલ માટેની દિવસો