

# Model Citizens' Charter for the ULBs of Gujarat

Prepared by Urban Management Centre Under the Performance Assessment System (PAS) Project



All photographs are by UMC unless otherwise mentioned.



### Urban Management Centre (UMC)

The Urban Management Centre (UMC) is a women promoted not-for-profit organization, that works towards professionalizing urban management in India and worldwide. UMC provides technical assistance and support to city governments and facilitates change through peer-to-peer learning processes. It enhances the capacity of city governments by providing expertise and ready access to innovations on good governance implemented in India and abroad. UMC extensively works in the areas of urban water and sanitation, heritage management, planning, urban health, municipal finance, urban management, urban transportation and institutional restructuring. UMC is a legacy organization of International City/County Management Association (ICMA) and hence is also known as ICMA-South Asia. For more information, visit our website:

[www.umcasia.org](http://www.umcasia.org)



### Performance Assessment System (PAS)

PAS, a seven-year action research project, has been initiated by Centre For Environment Planning and Technology (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 uses performance indicators and benchmarks on water and sanitation services in all the 400-plus urban areas of Gujarat and Maharashtra. Urban Management Centre (UMC) and the All India Institute of Local Self Government (AIILSG) are CEPT University'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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# About the PAS program

Performance Assessment System (PAS), is a seven-year action research project, initiated by CEPT University with funding from the Bill and Melinda Gates Foundation.

The aim of the PAS program is to measure, monitor and improve performance of municipal water supply and sanitation services in 400 ULBs in the states of Gujarat and Maharashtra.

The Urban Management Centre (UMC) is a project partner in the PAS program for Gujarat. We have monitored and assessed the performance of all 167 cities in Gujarat over the last five years, and are currently working with the ULBs on various performance improvement initiatives. We believe that the comprehensive database and management system prepared under the PAS program will help decision makers and local governments bring efficiency in service delivery, effective budget allocation and inclusive coverage.

(Read more about PAS at [www.pas.org.in](http://www.pas.org.in) and about UMC at <http://www.umcasia.org/content.php?id=57>)

# Acknowledgements

The Urban Management Centre would like to thank the Government of Gujarat and specially the Urban Development and Urban Housing Department for supporting the Performance Assessment System Program. I would also like to thank the municipal staff of all the cities of Gujarat who shared their data and information for the purposes of this study. We would also like to give special mention to the cities of Rajkot, Junagadh, Himmatnagar, Navsari, Gondal and Petlad for long discussions and support throughout the course of this study. The Citizen charters and Complaint redressals have always been high on of UMC's agenda. The charters enable local governments to reach out to citizens. I am happy that we have been able to develop a Public Grievance Redressal tool and a film explaining its use to the local government. It has been beta tested and modified for use and can be made available upon request.

UMC would like to acknowledge the technical support received from CEPT University. A special thanks to the team Leaders- Dr. Meera Mehta and Dr. Dinesh Mehta for their support.

My appreciation to the efforts made by the UMC teams involved in the research and analysis -Arvind Singh, Meghna Malhotra, Anurag Anthony, intern Kanika Arora and former colleague Usha Kiran Jarika.

Manvita Baradi  
Director  
Urban Management Centre

## WHY A CITIZENS' CHARTER?

- Background
- Gol's Initiative
- Gujarat's Response

## HOW WE PREPARED?

- Assessment of national and state level case studies
- Comparison of services stated and services delivered
- International perspective
- Compilation & categorization
- Peer review
- Finalization of model charter
- Limitations of charter

## WHAT HAS TO BE DONE ON GROUND?

- Adaptation Process
- Dissemination Guidelines





# Why we need a charter?

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 a 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.*

Government of India, 2005  
(<http://goicharters.nic.in/cchandbook.htm>)

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 & operationalizing citizens' charters. In 1997, it was launched as "*Citizens' Charter*" initiative both in Central and State Government departments.

# Gujarat's scenario

The 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 implement the same successfully ("Citizens Charter for Urban Local Bodies of Gujarat: A Draft prepared during the workshop", City Managers' Association, Gujarat, 1998, ). Also, numerous changes have occurred in various sectors and the way public grievances are being handled by ULBs since then.

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 – PAS program

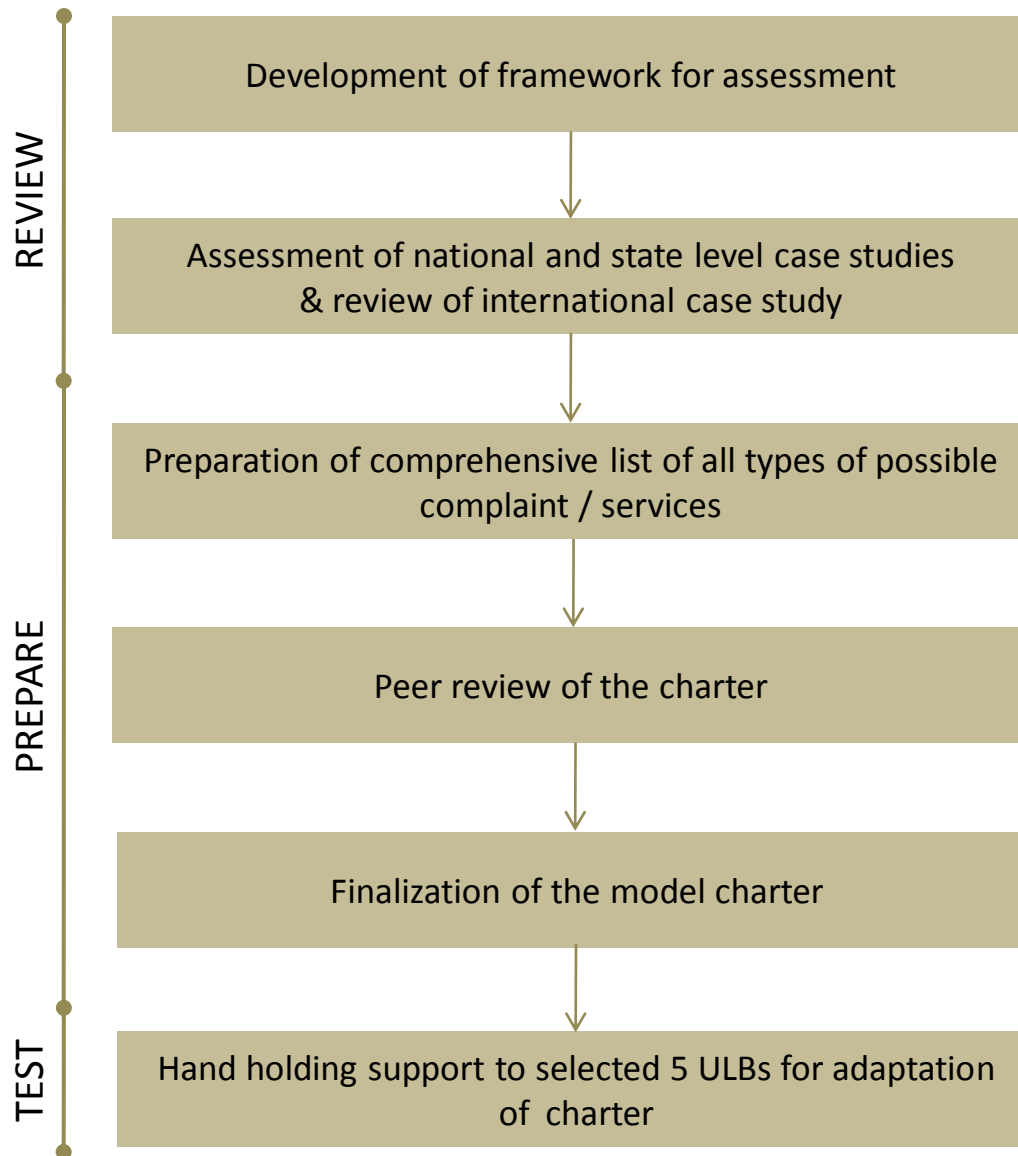
Under the PAS program, the UMC team visited all 166\* ULBs of Gujarat for collecting data. The team observed that many ULBs do not have citizens' charter. Amongst the ones which have a charter, very few displayed it on the ULB premises or disseminated through any other means. The adjacent table shows 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.

\*Gandhinagar was added as a Municipal Corporation post 2009, hence not included in 166 ULBs.

# MAKING THE MODEL CHARTER



# Methodology



In order to understand the various components of municipal citizens' charter, case studies were selected both at the national and at the state level; it included examples of charters prepared by different authorities. To gain an international perspective, consumer charters of cities of UK and South Africa were studied. The model charter for Gujarat has been formulated by contextualizing the learning of the reviewed charters. The charter was reviewed by in-service city manager from the Ahmedabad Municipal Corporation. The charter will be piloted in select 5 cities, where UMC team will guide the ULBs in adaptation process of the model charter for their respective cities.

# Selection of case studies

NATIONAL CASE STUDIES	
<b>State Governments' model municipal charters</b>	Gujarat, Himachal Pradesh, Andhra Pradesh, Bihar, Karnataka
<b>Charters by ULBs</b>	Mysore, Chandigarh, Vijayawada, New Barrackpore
<b>Charters by water supply &amp; sewerage boards</b>	Chennai, Hyderabad, Bengaluru

STATE LEVEL CASE STUDIES	
<b>M Corp.</b>	Ahmedabad, Surat, Rajkot, Vadodara, Junagadh, Jamnagar
<b>Class A</b>	Navsari and Patan
<b>Class B</b>	Gondal and Petlad
<b>Class C</b>	Jambusar
<b>Class D</b>	Boriyavi

Across Indian states, municipal citizens' charters have been prepared by three bodies: state bodies, ULBs and parastatals. We have included examples of the three in our study. While model charters prepared at the state level are a guideline which reflects the expectations of the state from the ULBs, the charters adapted by the ULBs of respective states tell us the actual scenario. Vijayawada and Mysore are such examples. Performance of such charters also tells the success of the model charter. There are cities like Chandigarh which have prepared a charter on their own without guidelines from the state. A charter was prepared by JNNURM for the municipality of New Barrackpore which is not used. The municipality has prepared its own charter which is displayed on its website. Water and sewerage boards are parastatals delivering basic services, hence, it was important to look at their service delivery mechanism.

In Gujarat, ULBs have been categorised as municipal corporations, class A, class B, class C and D. For the purpose of this study, ULBs have been selected such that examples of all the categories are included.

The above mentioned charters have been assessed on what they commit in the charter and also on what they deliver on ground.

## **REVIEW OF CASE STUDIES**

*For quality assessment of citizens' charters, the selected case studies have been evaluated through a common framework, prepared by UMC. The evaluations have been done within and across categories based on defined parameters.*

*The former part of this section discusses the parameters and sub parameters of the framework and the latter part shows the assessment of charters using the framework and inferences drawn from it.*

# Framework for assessment of citizens' charters

## GENERAL INFORMATION

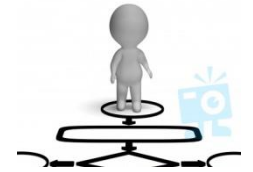


- 1 Date of preparation/ last revision
- 2 Detailed and unambiguous service delivery standards
- 3 Roles and responsibilities of ULB
- 4 Roles and responsibilities of citizens
- 5 Exhaustiveness of types of complaints
- 6 Suggestions from citizen

In order to assess and compare the citizens' charters, UMC has developed a framework to assess parameters such as comprehensibility, dissemination, user-friendliness, etc. Charters have been assessed based on 5 key parameters and 37 sub-parameters.

Definitions of each parameter has been provided and is followed by the assessment of model charters prepared by state bodies, ULBs and parastatals across India and charters of ULBs of Gujarat.

## COMPLAINTS PROCESS



- 1 When to complain?
- 2 Where to complain?
- 3 How to complain?
- 4 Redressal options

- Phone (direct or call centre)
- Walk – in
- Online
- Written application/ letter
- SMS
- Verbal

- Time frame for redressal
- Apology
- Explanation
- Assurance booked up with action and monitoring
- Action to remedy a complaint
- Compensation (financial or otherwise)
- Adalat

## USER-FRIENDLINESS

- 1 Simple terminology
- 2 Small yet comprehensive document
- 3 Available in official and local language



## PAYMENTS

- 1 Fees/charges/ tariffs
- 2 Penalties/ fines



## DISSEMINATION MEDIA



- 1 Display in ULB premises
- 2 Leaflets
- 3 Posters
- 4 Booklets
- 5 Radio

- 6 Television
- 7 Local press
- 8 Directory
- 9 Website
- 10 Social networks
- 11 Open house meetings



# Parameters of the assessment framework : General Information

The first parameter covers general information and combines sub parameters on service standards, roles and responsibilities of ULBs and citizens, details of services provided by the ULB etc. A short description of each sub parameter is given below.

## 1 Date of preparation/ last revision

It includes specification of the year of preparation of the charter and the year of revision of the charter.

## 2 Detailed and unambiguous service delivery standards

It includes the service delivery standards committed by the ULB. For example: 'provision of 135 litres per capita per day every day for at least 2 hours'

## 3 Roles and responsibilities of ULB

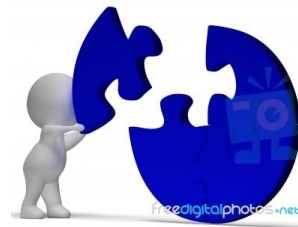
It includes ULB specifying their roles and responsibilities in service delivery to the citizens. It does not include the service delivery standards.

## 4 Roles and responsibilities of citizens

It includes the roles and responsibilities of the citizens such as paying taxes honestly and timely, reporting any wrong-doing by the ULB or any of its staff, etc.

## 5 Exhaustiveness of types of complaints

It includes the types of complaints.



## 6 Suggestions from citizen

A citizen should be able to provide his/ her suggestions. (even if they are unsolicited)

# Parameters of the assessment framework : Complaint Process

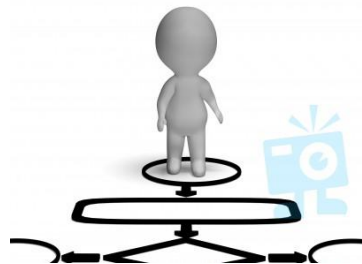
The second parameter is regarding the complaint process and focuses on the ease with which a citizen is able to file or track a complaint. It also assesses use of multiple modes of lodging a complaint and responsiveness of the ULB in redressal of the complaints and in providing feedback to the complainant.

## 1 When to complain?

It 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.

## 2 Where to complain?

It includes contact information of the concerned authorities. Eg: phone numbers, email IDs, online portals, address of the office/ civic centre where complaints could be lodged.



## 3 How to complain?

It includes the different modes of registering a complaint.

- Phone (direct or call centre)
- Walk – in
- Online
- Written application/ letter
- SMS
- Verbal

## 4 Redressal options

It includes the various redressal options committed by the ULB. It informs the citizen that their complaint could result in any of the adjacent responses from the ULB based on the nature of complaint. The redressal options should also specify the time period in which the complaints are to be redressed.

- Time frame for redressal
- Apology
- Explanation
- Assurance booked up with action and monitoring
- Action to remedy a complaint
- Compensation (financial or otherwise)
- Adalat

# Parameters of the assessment framework : Others

## Payments

This parameter 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 parameter includes sub-parameters 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 media

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



# Assessment of model charters prepared by State Governments

Assessment Parameter		Model charters prepared by State Governments				
		Gujarat	Himachal Pradesh	Andhra Pradesh	Bihar	Karnataka
 <b>General information</b>	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 citizens					
 <b>Complaints process</b>	When to complain					
	Where to complain					
	How to complain	Phone (direct/ call centre)				
		Walk-in				
		Online				
		Written application/ letter				
		SMS				
		Social networks				
		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				
 <b>Payments</b>	Minimum Fees/ charges/ tariffs					
	Minimum Penalties/ fines					
 <b>User-friendliness</b>	Simple terminology/ vocabulary					
	Small yet comprehensive document					
	Available in official and local language					
 <b>Dissemination media</b>	Display in ULB premises					
	Leaflets					
	Posters					
	Booklets					
	Radio					
	Television					
	Local press					
	Directory/ Municipal Diary					
	Website					
	Open house meetings					

## “Karnataka Guarantee of Services to Citizens Act 2011 (Sakala Services Act)”

- Guarantees 265 services for citizens, within a stipulated time limit.
- Builds a relationship of TRUST with its Citizens.
- Transparency of rules, procedures, checklists.
- Accountability of individual officials for timely service.
- SMS tracks the status of application
- No visits to offices needed.
- No need to bribe as officials need to pay for delay.
- Information and grievance redressal – a call away.
- The Entire process is automated to reduce workload and increase efficiency



No






Yes

NA

From the framework, it is observed that Karnataka charter does better in terms of providing general information, payments related information and in terms of user friendliness. It can be attributed to it being backed by legislation (see box on right) and supported by IT based complaint monitoring and redressal system. Bihar charter fairs good in terms of providing general information. All charters pay no emphasis on specifying redressal options; Karnataka also promises of monetary compensation only.

In an event of delay, the hammer of justice falls on the designated official, who has to cough up @ Rs. 20 for each day delay upto Rs. 500.  
Source: <http://www.sakala.kar.nic.in/>

# Assessment of charters prepared by ULBs and parastatals (across India)

Assessment Parameter		Charter prepared by ULBs					Charter prepared by para-statals		
		Chandigarh	Mysore	Vijayawada	New Barrackpore (JNNURM)	New Barrackpore	HMWSSB	CMWSSB	BWSSB
 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 citizens								
 Complaints process	When to complain								
	Where to complain								
	How to complain	Phone (direct/ call centre)							
		Walk-in							
		Online							
		Written application/ letter							
		SMS							
		Social networks							
		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)							
 Payments	Adalat								
	Minimum Fees/ charges/ tariffs								
 User-friendliness	Minimum Penalties/ fines								
	Simple terminology/ vocabulary								
	Small yet comprehensive document								
	Available in official and local language								
 Dissemination media	Display in ULB premises								
	Leaflets								
	Posters								
	Booklets								
	Radio								
	Television								
	Local press								
	Directory/ Municipal Diary								
	Website								
	Open house meetings								

No

Yes

Citizens' charters prepared by water and sewerage boards are comprehensive compared to municipal charters in terms of providing general information, complaint registration options, payment related information and making the charter user friendly. None of the above ULBs have a well written charter. Across parastatals and ULBs, action to remedy is the only redressal option specified other than specification of time frame. Vijayawada is the only ULB which has made provision for monetary compensation in case of delay. A charter had been prepared for New Barrackpore by JNNURM, however, the ULB has prepared its own charter; it does not fair well in any of the parameters. While model charter of Andhra Pradesh fairs good, the charter adapted by Vijayawada ULB fails in nearly all parameters.

# Assessment of charters by ULBs of Gujarat

Assessment Parameter		M Corp						Class A		Class B		Class C	Class D
		Ahmedabad	Surat	Vadodara	Rajkot	Junagadh	Jamnagar	Navsari	Patan	Gondal	Petlad	Jambusar	Boriyavi
 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 citizens												
 Complaints process	When to complain												
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	Posters												
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	Radio												
	Television												
	Local press												
	Directory/ Municipal Diary												
	Website												
	Open house meetings												

No

Yes

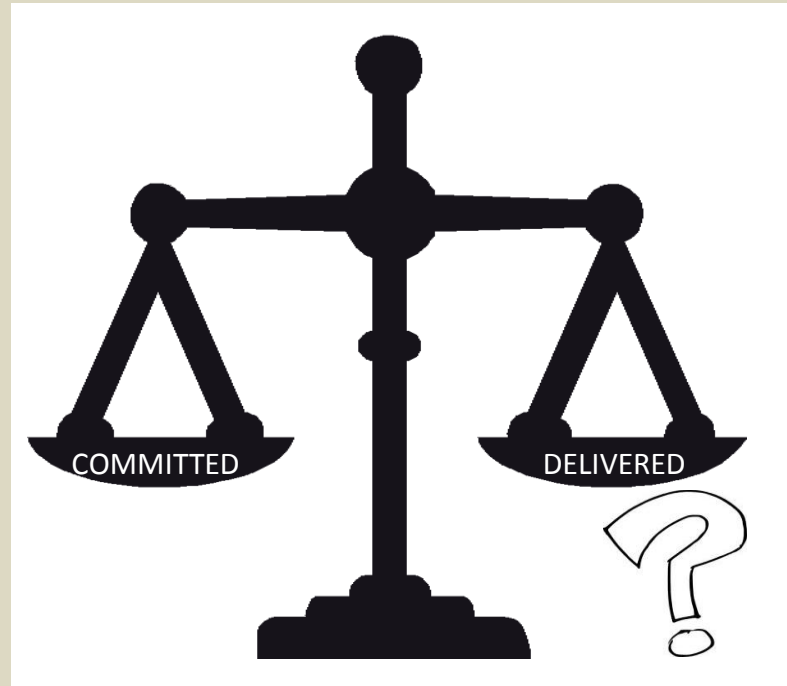
ULBs of Gujarat have also paid little attention to redressal options . Only large municipal corporations have uploaded citizens' charters on their respective websites. Dissemination of the charter lacks due emphasis. Since ULB charters have been adapted from the model charter of Gujarat, they display shortcomings in the same respects. Bigger ULBs are switching to online registration and call centre systems to register complaints.

# Inferences from the framework

- The analysis of citizens' charters based on the framework shows that across all organisations there is **moderate emphasis given to providing general information and information related to fees/ taxes/ charges** .
- Very little emphasis is given to dissemination of the charter.
- The comparison of citizens' charters shows that citizens' **charters prepared by water and sewerage boards are comprehensive** as compared to municipal charters. Model state charters fared better than individual municipal charters. However, model state charters could adopt many features from charters prepared by water and sewerage boards.
- Charters prepared by water and sewerage boards are much more detailed and focus on user-friendliness and complaints registration-redressal process. Chennai water supply and sewerage board has provided detailed information about its dissemination while charter of Bengaluru board focuses on user-friendliness and payments.
- **Dates for revision have not been mentioned.** A charter cannot be a static document; it needs to be regularly revised to cope with dynamic nature of the city.
- **Service delivery standards have not been specified** i.e. no information has been provided to citizens about when the service delivery is not normal (in terms of quality, quantity, duration etc.). A citizen should know when the variations in service delivery are not acceptable and could be reported to the ULB.

### **SERVICES COMMITTED IN THE CHARTER Vs. SERVICES DELIVERED BY THE ORGANISATION**

*Having assessed the charters we get to know the commitment of the respective bodies. However, it doesn't tell us the ground truth. In order to find out the actual scenario of the grievance systems, we made phone calls to respective ULBs and parastatals. The following section shows the comparison between what is stated by the bodies in their respective charters and what is actually delivered by them.*



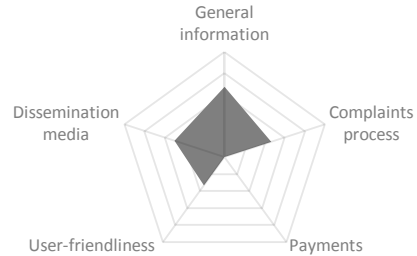


# Services stated Vs. services delivered

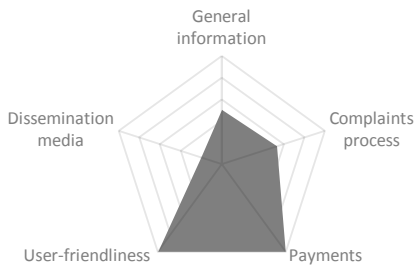
Parastatals

## SCORING AS PER CITIZENS' CHARTER

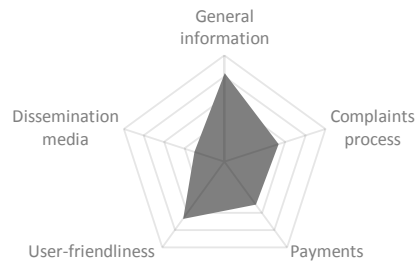
## SCORING AS PER ACTUAL SERVICES



(Chennai Metropolitan Water Supply & Sewerage Board)



(Bangalore Water Supply & Sewerage Board)



(Hyderabad Metropolitan Water Supply & Sewerage Board)

Charters prepared by water and sewerage boards are much more detailed overall and focus on user-friendliness and complaints registration - redressal process. Chennai Metropolitan Water & Sewerage Board has provided detailed information about its dissemination while Bangalore Water Supply & Sewerage Board focuses on user-friendliness and payments. However, charters by parastatals provide fewer services than committed in their respective citizens' charters.

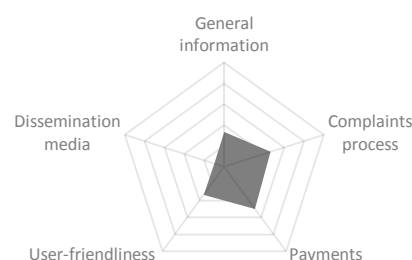
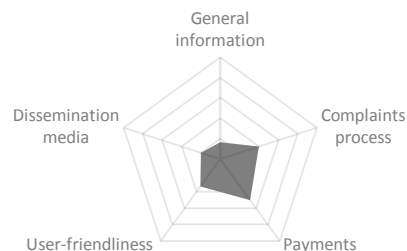
# Services stated Vs. services delivered

ULBs across India

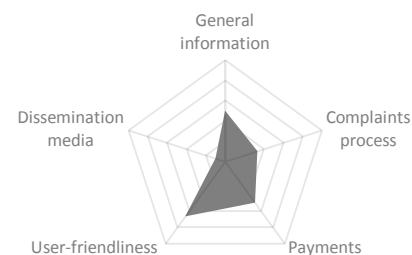
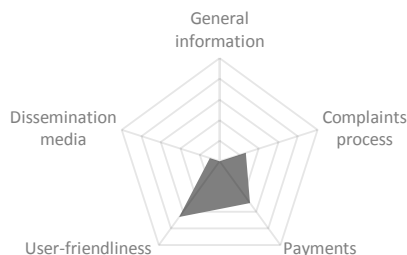
SCORING AS PER CITIZENS' CHARTER

SCORING AS PER ACTUAL SERVICES

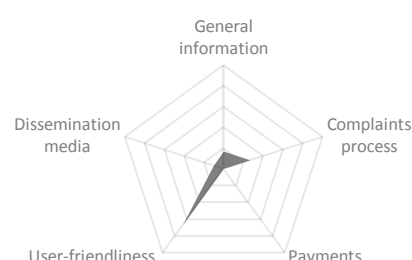
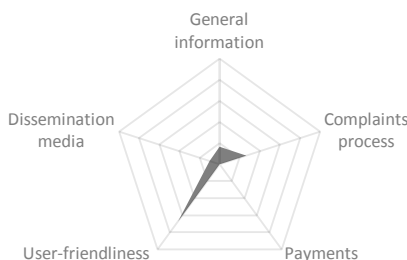
Chandigarh



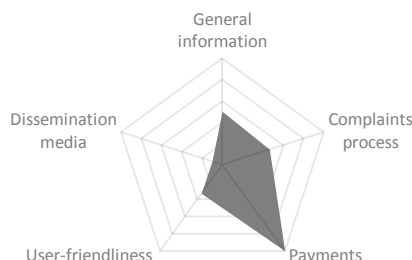
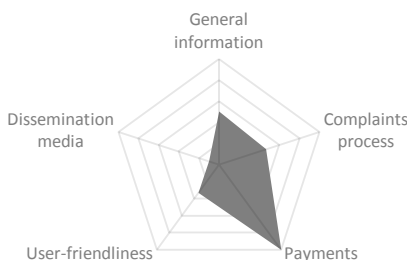
Mysore



Vijaywada



New Barrackpore



ULBs focus on making their charters user-friendly. There is moderate emphasis given to providing general information and payment related information. Little emphasis is given to dissemination of the charter. It may also be noted that the ULBs also provide actual services more than what they have committed in the citizens' charters.

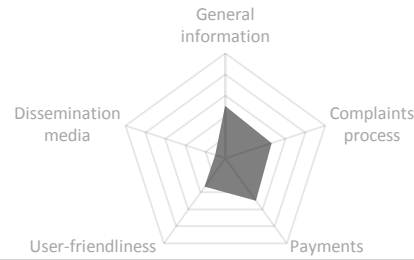
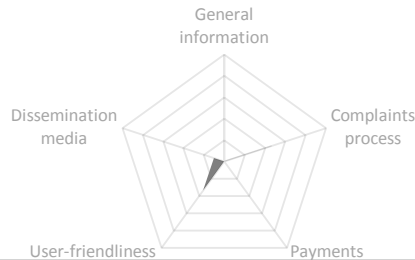
# Services stated Vs. services delivered

ULBs across Gujarat

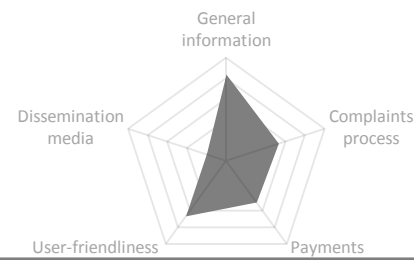
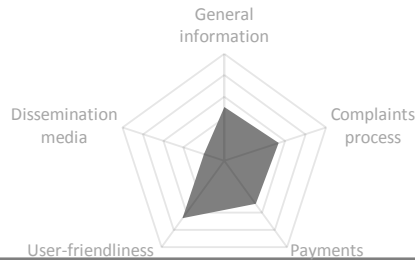
SCORING AS PER CITIZENS' CHARTER

SCORING AS PER ACTUAL SERVICES

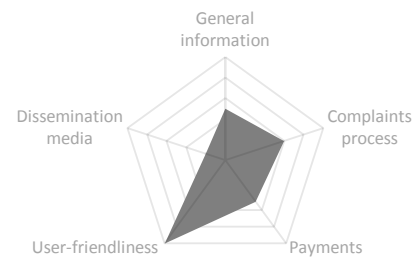
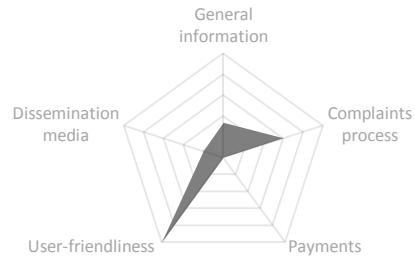
Ahmedabad



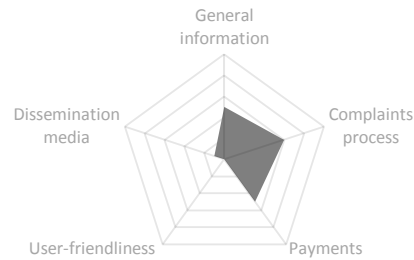
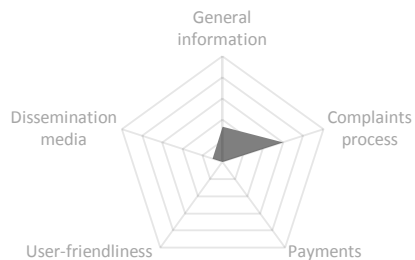
Surat



Vadodara



Rajkot



Similar to the situation of ULBs across India, ULBs of Gujarat also provide actual services more than committed in the charter. The adjacent four examples are of municipal corporations. The charters are neither comprehensive nor disseminated using various means. On the ground, citizens are not assured of a time frame for complaint redressal and therefore there is no mention of any kind of compensation.

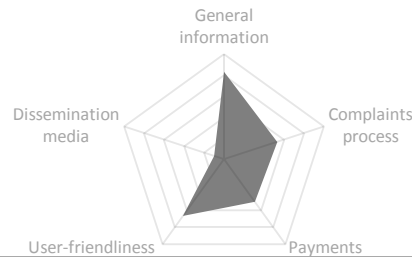
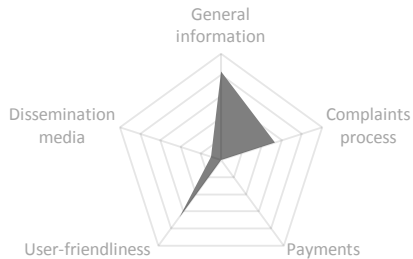
# Services stated Vs. services delivered

ULBs across Gujarat

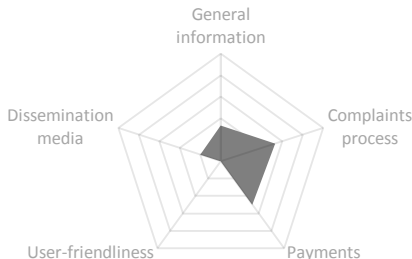
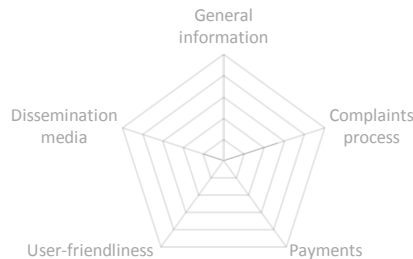
SCORING AS PER CITIZENS' CHARTER

SCORING AS PER ACTUAL SERVICES

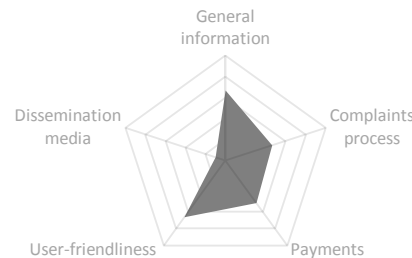
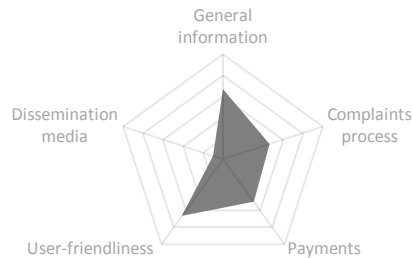
Junagadh



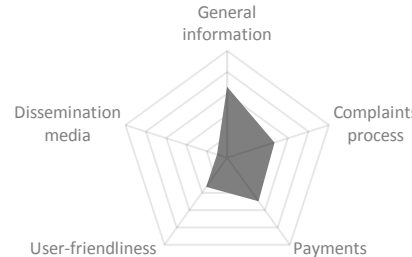
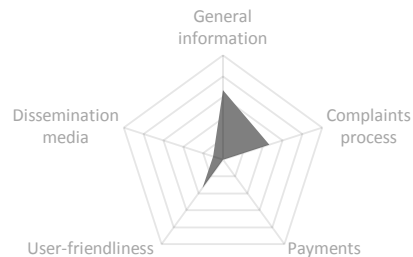
Jamnagar



Navsari



Patan



The charters of Jamnagar and Junagadh (M Corp.) and Navsari and Patan ( class A towns) have been reviewed. Navsari has published a booklet of the charter with details of services including fees, redressal time and contact person but it has not been disseminated enough and is only available in Gujarati. Across ULBs of Gujarat, redressal options have been ignored in the charters as well as on ground.

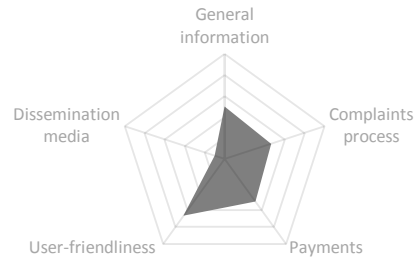
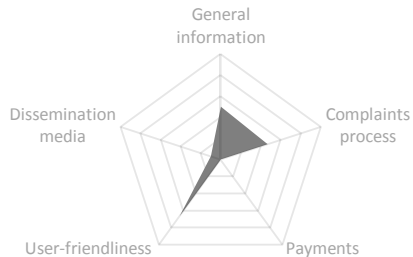
# Services stated Vs. services delivered

ULBs across Gujarat

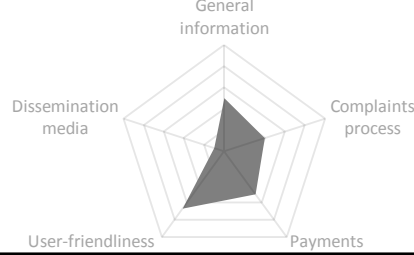
SCORING AS PER CITIZENS' CHARTER

SCORING AS PER ACTUAL SERVICES

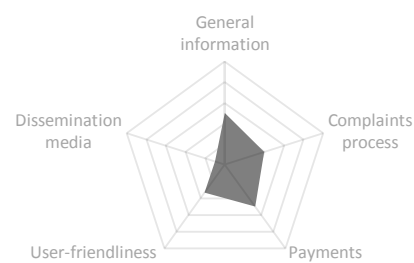
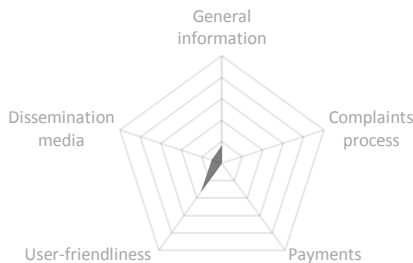
Gondal



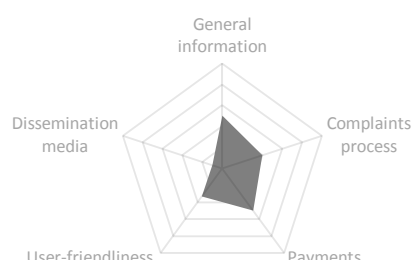
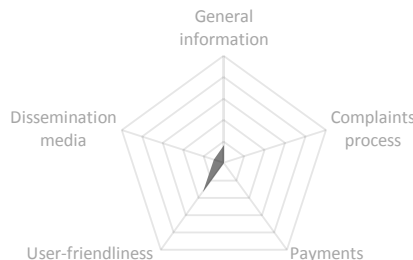
Petlad



Jambusar



Boriyavi



Charters of Gondal and Petlad (class B), Jambusar (class c) and Boriyavi (class D) municipalities were reviewed. Smaller cities have only summary charters painted on the walls of ULBs and thus lists very limited services. The trend is similar across Gujarat cities: they are inadequately disseminated and have little or no information regarding payments and complaints procedure. Thus they score poorly in all respects.

## **INTERNATIONAL PERSPECTIVE**

*In order to have an international perspective on service delivery system, consumers' charters of public companies of UK and South Africa have been reviewed. The most distinguishing factor in the charters is the specification of service standards. The following example explains the differentiating features of their consumers' charter. Sembcorp Bournemouth Water is a private water company providing essential water services to 3 counties of England.*

*In UK, the statutory guaranteed standards scheme (GSS) establishes minimum standards of service that each company must provide to its consumers. If a company fails to meet a standard then it must make a specified payment to the consumer.*

***“Citizens will be told what level and quality of public services they will receive so that they are aware of what to expect. These standards will be set at a level that is demanding yet realistic.”***

***KwaZulu Natal Citizens' Charter, 2009-14 (South Africa)***

# International perspective

Consumer charter of Sembcorp Bournemouth Water, UK						
S.No.	Complaint/ Service	Service Standard	Automatic Payment (A) / Customer Claim (C)	No. of working days to make payment or credit	Compensation (£)	Penalty Payments( if compensation not given within the specified time limit) (£)
1	Satisfactory response to written complaints	Within 10 working days	A	10	35	35
2	Installing a meter	Within 60 days, within 90 days during peak months			Free water until the meter is installed	
3	Interruptions in supply	Notice will be issued 72 hours prior in writing (planned interruptions)				
3.1	Planned interruption longer than the warning given		A	20	35	35
3.1.1	Extra 24 hrs period without water		A	20	35	35
3.2	Emergency interruption longer than 12 hours		A	20	35	35
3.2.1	Extra 24 hrs period without water		A	20	35	35
3.3	Emergency interruption longer than 48 hours (strategic main)		A	20	35	35
3.3.1	Extra 24 hrs period without water		A	20	35	35
4	Alternative supply	Water supply interrupted for more than 24 hours			10 litres water each day(min), it is more than 5 days then 20 litres each day	
5	Repeated interruptions	In an year, more than 3 unplanned interruptions lasted more than total of 15 hours	C	20	35	
6	Pressure	Standard: 1 bar (10 metres head) Compensation: below 7 metres head, lasting more than an hour	A+C		35	35
7	Drought order related interruptions	Compensation where the essential household water supply is interrupted as a result of emergency restrictions enforced by a drought order	C		10	
8	Water quality failure		A	20	10	
9	Discoloured water		C		10	
10	Sampling of water at premise		A	20	35	
11	Access to property blocked due to work	Prior discussion	C		20	
12	Property flooding due to leak from water mains		C		100	

## Defined compensation system

The charter not only specifies compensation but it also specifies whether the compensation will be automatically made by the company or after a claim made by the customer. Any delay in monetary compensation also attracts a penalty.

## Service standards

Service delivery standards have been specified and hence assured. It informs the customers when the service is not normal.

## Failure of service standards

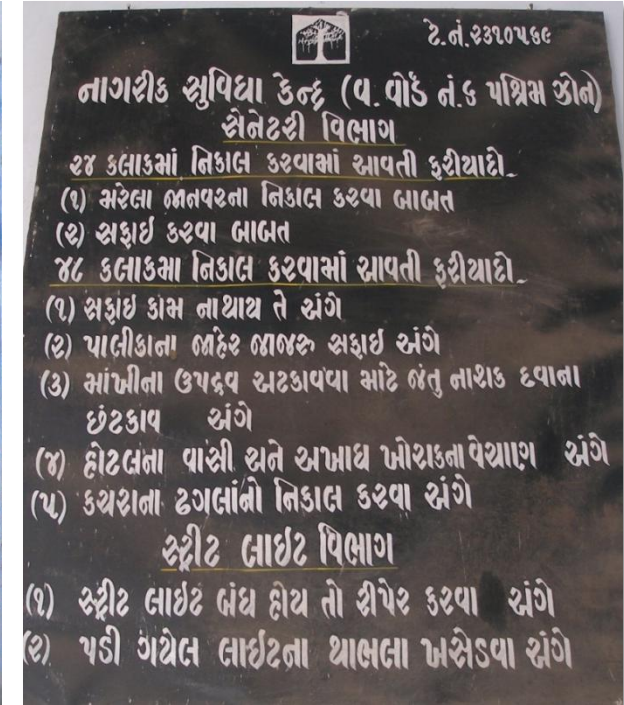
In case of failure of delivery standard, the company assures the number of days within which it would make it good or otherwise will compensate for the same.

Source: <http://www.sembcorp.com/en/>



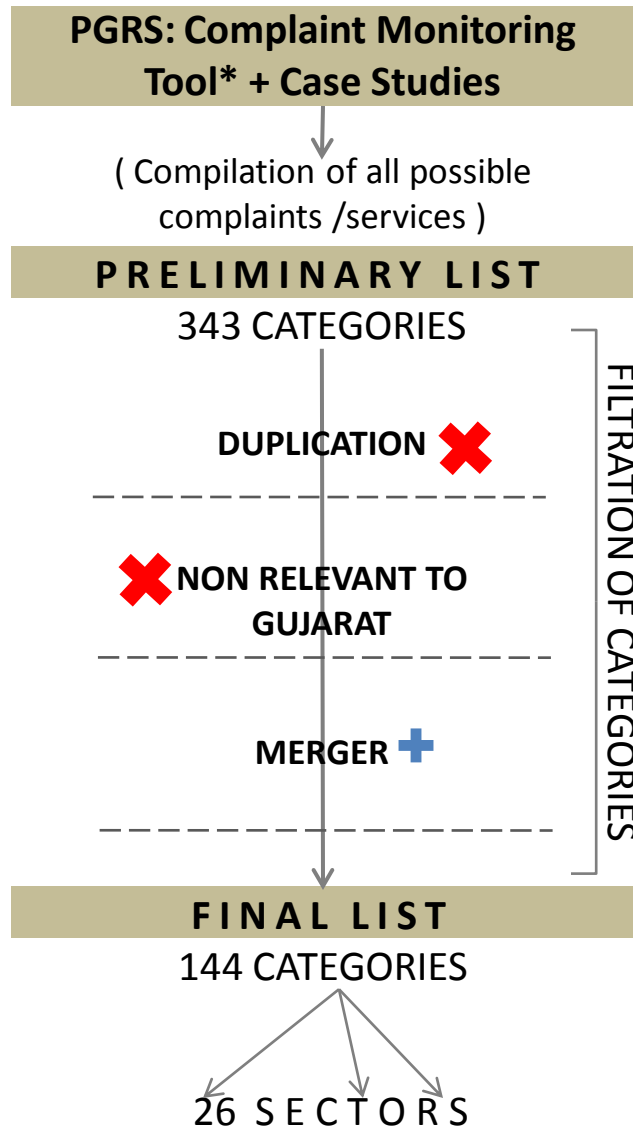
## MODEL CHARTER FOR ULBs OF GUJARAT

Based on the learning of the case studies and taking ahead the principles discussed in the framework, a model citizens' charter has been prepared. The draft charter has been discussed with in service city managers from AMC. The model charter is comprehensive, user friendly and comes with guidelines for adaptation and dissemination. This section discusses the processes involved in making of the charter.





# Compilation of complaints/ service requests



A comprehensive list of all possible complaints or requests for services was compiled by reviewing the national and state level case studies and PGRS: Complaint monitoring tool. (\*UMC has developed an excel based complaints monitoring tool for recording and preparing reports. This has been shared with ULBs of Gujarat. For more information on PGRS, see annexure B.)

The preliminary list had a total of 343 complaints/services. The list was filtered to eliminate duplication, categories not relevant to Gujarat and to make it crisp. Since service delivery mechanisms vary across states in India, the list was revised to make it contextual to Gujarat; it included elimination of categories like land regularization scheme which was taken from the Hyderabad charter but was not applicable for Gujarat. Few categories have been merged, wherever required. For example: assessment of vacant land, re assessment, change in factors for property tax assessment have been clubbed under the head of “re-assessment” since the procedure for all involves assessment from level zero. Similarly, complaints of dog menace, cattle menace, catching of rabies infected dogs have been combined under the category of stray animal menace. The final list includes 144 complaints/services categorized into 26 sectors.

It was done to create a comprehensive list which is not only simpler for citizens to report or request but also for the ULBs to track and monitor complaints.

# Sectors of the model charter

Sector	No. of services/ complaints
Advertisements	3
Certificates/ Licences	6
Fire & Emergency	7
General Administration	4
Hawking/ Vending	2
Health / Diseases	13
Heritage	3
Housing	1
e governance	1
Land Acquisition	1
Markets	2
Open spaces / public places	1
Parks & gardens	8
Roads, Estate & Buildings	14
Sanitation	6
Sewerage / Drainage	6
Solid Waste Management	15
Sports	5
Storm water drainage	3
Street Lights	4
Taxation	7
Town Planning	10
Traffic & Transportation	6
Urban Community Development	1
Veterinary	2
Water Supply	13
<b>Total</b>	<b>144</b>

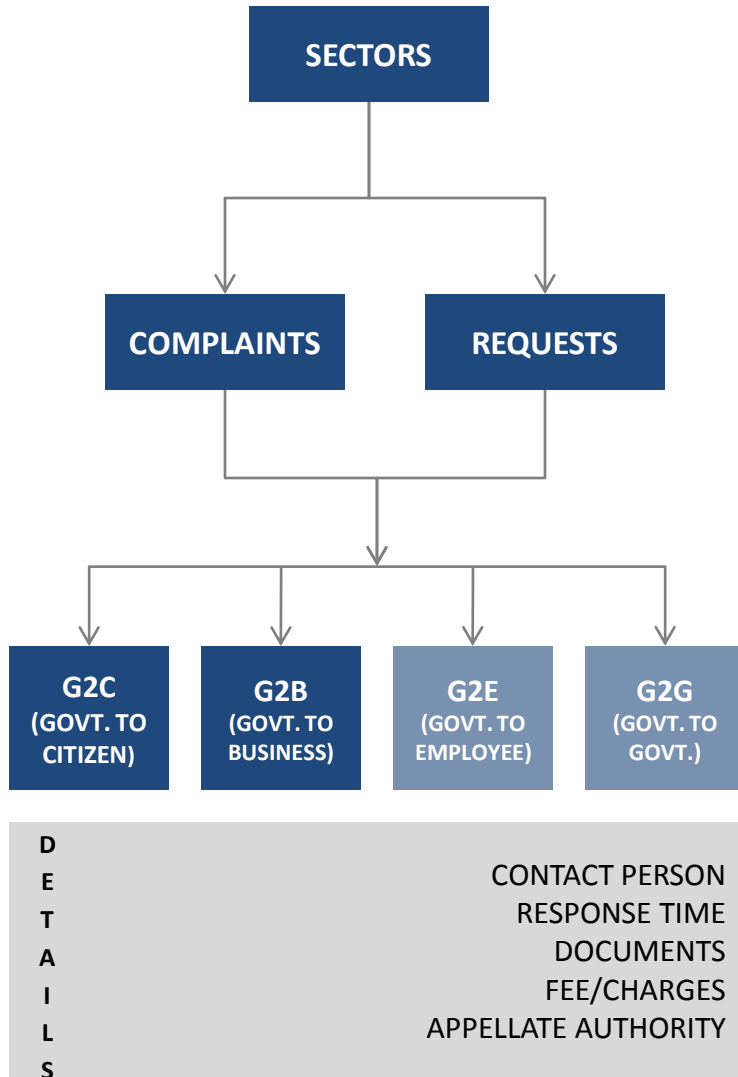
Newly added sectors

After compilation of the list, based on case studies, there were still few services left uncovered such as heritage, e governance and urban community development. Sectors have been constituted as per departments of the ULB.

અનુ.	સામાન્ય ફરિયાદની વિગત	મિત્રાલ માટેના દિવસો
૧	લીફ્ટ અંગેની ફરિયાદ	૧
૨	નળમાં દુષિત પાણીની ફરિયાદ	૧
૩	જાહેરમાં ગંદકી કરતા હોય તેની ફરિયાદ	૧
૪	સફાઈ કામદાર અંગેની ફરિયાદ	૧
૫	સફાઈ ન થતી હોય તે અંગેની ફરિયાદ	૧
૬	મૂત પશુઓનો મિત્રાલ	૧
૭	ટવા છંટકાવ અંગેની ફરિયાદ	૧
૮	ઢોર દુ ઢોર કલેક્શનની ફરિયાદ	૧
૯	ભરેલ કન્ટેઈનર નહીં ઉપાડવાની ફરિયાદ	૧
૧૦	સ્ટ્રીટ લાઈટ રીપેરીંગ	૧
૧૧	એમ્બ્યુલન્સ સેવા / રાબવાહિની સેવા	૧
૧૨	વરસાટી પાણીનાં મિત્રાલની કામગીરી	૩
૧૩	પાણી પુરતાં પ્રેસરમાં ન મળતુ હોય તેવી ફરિયાદ	૫
૧૪	મેન હોલ ભુગર્ભ ગટર સફાઈ ની કામગીરી	૫
૧૫	આઈ.સી. ચેમ્બર્સ ગટર સફાઈની કામગીરી	૫
૧૬	સેકા, પુરણી, કચરો યિ. ઉપાડવાની ફરિયાદ	૭
૧૭	ગટર રીપેરીંગ તેમજ કુડીઓ ડાંકવાની કામગીરી	૭
૧૮	પોલ રીપેરીંગ	૭
૧૯	અન્ય ફરિયાદ (ફરિયાદના પ્રકાર આધારિત મિત્રાલ)	૭
૨૦	રોડ ડેમેજ	૧૦
૨૧	ગેરકાયદેસર બાંધકામની ફરિયાદ	૧૦
૨૨	રોમવાળાની ફરિયાદ	૧૦

Charter of Valsad Municipality.

# Structure of the model charter



The services delivered by urban local bodies have been categorized into sectors. Within each sector, the services are sub divided under two parameters:

1. *Nature of the service* i.e. whether it deals with request for services or it is a complaint to a municipal service.
2. *Who is involved* i.e. whether it is between citizen and the government, G2C or it involves a business and the government, G2B. The other categories G2E and G2G have not been included for the purpose of municipal citizens' charter.

An indicative time frame has been given to each category to foster accountability. Names and contact details of concerned officer/Deptt. and senior officers, in case of delay, have to be mentioned by the ULB.

To make the charter more helpful to the citizens: charges, penalties and documents required, wherever applicable, have been specified.

# Limitations of the charter

- *The charter includes only those services delivered by the ULBs on a regular basis.*
- *It does not address complaints related to specific schemes, missions etc. A charter for such schemes needs to be prepared by the respective competent authority.*

**IMPLEMENTATION ON GROUND**



# Adaptation process

1

**Review the model charter & select services provided by the ULB**

2

**Fix the contact person/Deptt. for accountability**

3

**Set charges for the service and specify documents reqd.**

4

**Define response/action time (as per ULB's capacity)**

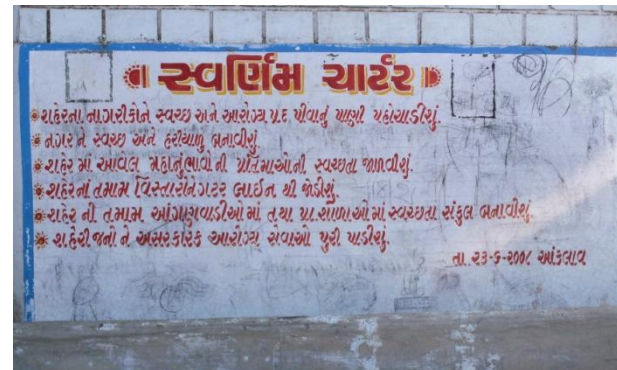
5

**Specify mode of registration**

6

**Define appellate authority**

The model charter is only a guideline for the ULBs who could adapt it as per their context. The first step towards adaptation is removing the services not offered by the ULB in each of the sectors. An indicative time frame for each complaint and service request has been suggested which needs to be altered according to the capacity of the ULB. The ULBs need to specify the fees to be charged for the services offered, contact details of the concerned officer for each service or complaint. For the cases of escalation of complaint, contact details of senior officers needs to be mentioned which would be used by the citizens in case of delay. The mode of complaint registration has to be decided and clearly specified by the ULB.



Summary Charter of Anklaiv Municipality



Complaint entry confirmation by Petlad Municipality

# Example

If we take the example of request for re-assessment of property tax, which is a service provided by the ULB. A user needs to know whom to contact, what documents are required, what is the process involved and what charges will he/she has to pay for the service. The user also needs to know in how much time he/she will be able to avail the service. In case of delay, who would act as the first appellate authority?

The following table illustrates the details. Thus it makes the charter a tool for fulfilling the essence of good governance: responsiveness, accountability and transparency.

S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person	Fee / Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
SUGGESTIVE, TO BE ADAPTED BY ULB					TO BE FILLED BY ULB		
1	New assessment of property tax	G2B,G2C	<b>For residential Properties:</b> 1.Copy of the certificate of the ownership 2.copy of revenue record noting like copy of 7/12 3. copy of receipt obtained from the organizer. (If possession is given then copy of ration card, Evidence of gas connection.) <b>For Non Residential properties:</b> 1.Copy of license of shops and establishment Act 2. Certified copy of sales Tax Registration 3.Electricity Bill 4. Telephone Bill.	2 weeks			



# Dissemination of the charter

MORE THAN ONE LANGUAGE

WEBSITE

PAINTED ON WALL

OPEN HOUSE MEETINGS

CIVIL SOCIETIES

AUDIO/VIDEO MODE

In order to make people aware of the charter, ULBs should use different media of dissemination of the charter and ensure:

- Availability of charter in Gujarati, Hindi ,English or other local languages.
- Charter uploaded on ULB's website.
- Summary of the charter painted on ULB's wall.
- Summary of the charter of a sector painted on respective department's wall/ associated places. For example, charter of open spaces could be painted on garden's wall or water supply charter should be clearly visible in that department's office.
- Arrangement of open house meetings to explain the charter.
- Availability of copies and display of charter at eminent institutions of the city and civil societies' offices.
- Conversion to audio or video mode for those who are illiterate. A pictorial pamphlet of the charter can inform the citizens better.
- Regular advertisements in the newspaper.

# Way forward

*5 cities will be chosen where UMC team will provide hand holding support to the ULBs, in the adaptation process of the model charter.*

*We are hopeful that the charter will act as a bridge between ULBs and citizens to achieve the aim of good governance.*

# ANNEXURES

# Annexure A

# MODEL CITIZENS' CHARTER FOR ULBs OF GUJARAT

WATER SUPPLY							1
S.No.	Description Of Service	Nature Of Service	Documents Required	Suggested Time	Contact Person/ Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	New connection	G2C,G2B	1. Application form 2. Proof of residence of owner/ occupier( property tax bill/ Aadhar card) 3. BU Permission	2 weeks			
2	Change of connection category	G2C,G2B	Approved plan/ BU permission	2 weeks			
3	Disconnecting existing connection	G2C,G2B	1. Application form 2. Proof of residence of owner/ occupier	3 days			
4	Supply of water through water tanker a) In case of failure of water supply	G2C,G2B	No documents required	a) Within 6 hrs of complaint			
	b) For marriages/other functions		Plain paper application	b) 3 days			
5	Request for installation of a new stand post	G2C,G2B	Recommendation from corporator	2 weeks			
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time		Contact Person/ Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
1	Illegal water connection	G2C,G2B	3 days				
2	Leakage in the pipelines	G2C,G2B	Within 24hrs				

3	Complaints related to quality of water (muddy, smelly, colour, floating particles, chlorine content, etc.)	G2C,G2B	4hrs			
4	Complaints related to pressure, timing of water supply	G2C,G2B	3 days			
5	Complaint against Leakage/ broken tap of public stand post	G2C,G2B	Within 24 hours			
6	Non-functional hand pump	G2C,G2B	3 days			
7	Complaints related to water supplied by municipal tanker	G2C,G2B	Within 6 hours			
8	Complaints related to water meter	G2C,G2B	3 days			

SEWERAGE/DRAINAGE							2
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/ Deptt.	Fee /Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for New sewer / drainage connection	G2C,G2B	1. Application form 2. Proof of residence of owner/ occupier( property tax bill/ aadhar card) 3. BU Permission	1 week			
2	Request for cleaning septic tank/ soak pit	G2C,G2B	Plain paper application	1 week			
S.No.	Description Of Complaint		Nature Of Complaint	Suggested Time	Contact Person/ Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
1	Illegal Sewerage Connection		G2C,G2B				

2	Complaints of sewer line( over flowing, damage, blockage)	G2C,G2B	2 days			
3	Discharge of untreated sewage in storm water drainage / water bodies / open space	G2C,G2B	2 days			
4	Complaint against broken/missing manhole cover	G2C,G2B	Within 48 hours			

SANITATION							3
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for removal of unused public / community toilet or urinal	G2C	Recommendation letter from corporator	2 days			
,2	Request for construction of a new public/ community toilet or urinal	G2C	Recommendation letter from corporator	4 weeks			
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time		Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
1	Service related complaints in public/ community toilets or urinals(cleaning, water supply, timing)	G2C	Within 48 hours				
2	Civil repairs & maintenance related complaints in public / community toilets or urinals (building condition, doors, fixtures, electrical fixtures)	G2C	1-2 weeks				
3	Overcharging at public/ pay & use toilets	G2C					
4	Open defecation/ urination in public places	G2C	2 days				

STORM WATER							4
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee / Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for covering of open drains	G2C, G2B	Plain paper application	1 week			
S.No.	Description Of Complaint		Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee / Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
1	Complaints related to storm water drains (Repair, Blockage, De-silting, Cleaning)		G2C, G2B	2 days			
2	Complaints related to water logging		G2C, G2B	24 hrs			

SOLID WASTE MANAGEMENT							5
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for new secondary bins	G2C, G2B	Plain paper application	2 days			
2	Removal of dead animals	G2C, G2B	No documents required	12 hrs			

3	Request for collection of waste (including construction, bulk waste)	G2C, G2B	Plain paper application	1 week			
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online	
1	Complaint against littering in public places	G2C, G2B	1 day				
2	Complaints related to street sweeping/ garbage spots	G2C, G2B	within 24 hours				
3	Removal of debris from public spaces like roads, parks, etc.	G2C, G2B	3 working days after issue of notice for debris				
4	Improper disposal of hospital-dispensary / Biomedical wastes	G2C, G2B	Within 48 hours				
5	Improper disposal of hotel-restaurant wastes	G2C, G2B	Within 48 hours				
6	Complaint against burning of garbage	G2C, G2B	Within 48 hours				
7	Lack of maintenance of secondary collection bins	G2C, G2B	2 days				
8	Complaint against not clearing of secondary collection bins	G2C, G2B	24 hrs				
9	Improper disposal of e-waste (Consumer Electrical and Electronics, Information Technology Equipments)	G2C, G2B	3 days				
10	Complaints of door to door waste collection (absent/ irregular)	G2C, G2B	2 days				
11	Garbage spillage from waste collection vehicles	G2C, G2B	Within 24 hours				
12	Dumping of waste in water bodies	G2C					



## TRAFFIC & TRANSPORTATION

6

S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for Parking provision	G2C, G2B	Recommendation letter from corporator	1 week			
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online	
1	Complaint against excess collection / unauthorised collection of parking fee	G2C, G2B	1 week				
2	Complaint related to negligence of parking contractor	G2C, G2B	1 week				
3	Complaint against non-functional traffic signal	G2C, G2B					
4	Lack of provision of facilities at bus stops	G2C	15 days				
5	City bus service related complaints	G2C, G2B	3 days				

## STREET LIGHT

7

S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1. Written Application 2. Phone Call 3. SMS 4. Online
	<b>(Suggestive, to be adapted by ULB)</b>			<b>(To be filled by ULB)</b>		
1	Complaints related to improper functioning of street lights (insufficient lighting, non functional,	G2C, G2B	48 hrs			

	untimely/irregular operation)					
2	Sparking on street light pole	G2C, G2B	24 hrs			
3	Complaints regarding fallen/ about to fall street light poles	G2C, G2B	24hrs			
4	Removal of non functional street light	G2C, G2B	1 week			

ROADS, ESTATES & BUILDINGS							8
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Laying of new road	G2C, G2B		2 weeks			
2	Road cutting permission	G2B	1. Location sketch 2. Permission from traffic police Deptt. 3. Form (permission given only in specified months)				
3	Laying of new footpath	G2C, G2B	Recommendation letter from corporator	2 weeks			
4	Improvements in burial grounds	G2C	Plain paper application	4 weeks			
5	Request for repair of quarters	G2C	Plain paper application	4 weeks			
6	Request for construction of a new speed breaker	G2C,G2B	Recommendation letter from corporator				
7	Request for a new zebra crossing	G2C	Recommendation letter from corporator				

S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
1	Maintenance / repair of public roads	G2C, G2B	1day to fill , 3 days to asphalt		.	
2	Complaint against broken railing / divider	G2C, G2B				
3	Maintenance of footpath	G2C, G2B	1 week			
4	Complaint against lack of /improper signage	G2C, G2B				
5	Complaints related to speed breakers	G2C,G2B				
6	Complaint against absence of / improper disable friendly infrastructure	G2C				
7	Broken culvert/ bridge related complaints	G2C, G2B	1 week			

TOWN PLANNING							9
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Development permission/ building construction permission	G2C, G2B	1. Proof of ownership 2. Certified copy of approved layout of final plot with dimensions 3. Certificate from licenced structural designer 4. Required copies of Site plan of the area in required scale 5. Required no. of copies of Detailed			Scrutiny fee as applicable as per GDCR	

			plan, section, elevations in reqd. scale 6. Certificate of undertaking by reg. architect/ structural designer/clerk of works/developer/owner 7. Copy of NOC from relevant authority				
2	Sub-division/ amalgamation of Plots	G2C, G2B	1. Proof of ownership 2. Certified copy of approved layout of sub division of final plot with dimensions	Within 30 days			
3	Occupancy certificate/ building use permission	G2C, G2B	1. Application for getting occupancy certificate 2. Completion report of construction 3. Detailed drawing of the structures 4. The report and all information must be submitted and signed by the owner and the concerned structural engineer/architect 5. Permission will be granted after inspection.	1 week			
4	Request for Site Plan	G2C, G2B	Plain paper application	1 week			
5	Request for Status of Building Application	G2C, G2B	Plain paper application	1 week			
6	Request for permission to install mobile tower		1. Structural safety certificate 2. Indemnity bond				
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online	
1	Complaint against mobile tower	G2C, G2B					
2	Complaint against dilapidated building	G2C, G2B					
3	Encroachment on Public Properties /road margins by laying building material / foot paths / playground and park / burial ground /	G2C, G2B	1 week				

	community hall / quarters / municipal land / other municipal properties					
4	Complaint against unauthorised constructions/ land use	G2C, G2B			1 week	

HOUSING						10
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)			(To be filled by ULB)		
1	Construction related complaints of houses under Govt. schemes	G2C	1 week			

OPEN SPACES/PUBLIC SPACES							11
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Booking of grounds, community open spaces for the purpose of hosting functions	G2C, G2B	Plain paper application	On spot/1 day			

LAND ACQUISITION							12
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Objection against acquisition of property	G2C, G2B	1. Proof of ownership 2. Plain paper application	2 days			

MARKETS							13
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for repairs in municipal market / shopping complex	G2B	Plain paper application	3-4 weeks			
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online	
1	Complaint against revision of rents in municipal market / shopping complex	G2B	1 week				

**TAXATION**

**14**

S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	<b>(Suggestive, to be adapted by ULB)</b>				<b>(To be filled by ULB)</b>		
1	Request for assessment of property tax a) re-assessment b) sub division c) vacant premise	G2C,G2B	<b>a) RE-ASSESSMENT</b> <b>For residential Properties:</b> <ol style="list-style-type: none"> <li>Copy of the certificate of the ownership</li> <li>Copy of revenue record noting like copy of 7/12</li> <li>Copy of receipt obtained from the organizer.</li> </ol> (If possession is given then copy of ration card, Evidence of gas connection.) <b>For Non Residential properties:</b> <ol style="list-style-type: none"> <li>Copy of license of shops and establishment Act</li> <li>Certified copy of sales</li> <li>Tax Registration</li> <li>Electricity Bill</li> <li>Telephone Bill.</li> </ol> <b>b) SUBDIVISION</b> <ol style="list-style-type: none"> <li>Application</li> <li>Certified copies of bill</li> <li>Rent receipt &amp; rent agreement (in case of tenant)</li> </ol> <b>c) VACANT PREMISE CERTIFICATE</b> <ol style="list-style-type: none"> <li>Application</li> <li>Copy of the property tax</li> </ol> *Amount of property tax will not be refunded if property was vacant for less than 30 days in any financial year. *Benefit of vacant property commences from the date on which application is made. *If the property is expected to remain vacant in every financial year, an	1 week			

			advance application is to be submitted every year. A benefit of the vacant property is given at the end of the financial year.				
2	Mutation / transfer or change of title in the records of the municipality	G2C,G2B	<ol style="list-style-type: none"> <li>1. A certified copy of the entry made in the record of rights in city survey office.</li> <li>2. In case of registered co-operative housing society, a certified copy of the resolution made for share transfer duly signed by the chairman and secretary with society seal.</li> <li>3. A copy of the conveyance deed for comparison with document.</li> <li>4. An application in prescribed format with copy of the receipt of payment of property tax up to the date of application.</li> </ol>		Application form – Rs. 2/-		
3	Application regarding address and spelling mistakes in the property tax bills.	G2C,G2B	<ol style="list-style-type: none"> <li>1. Application</li> <li>2. Documents to show proper name/address</li> </ol>	1 week			
4	To cancel tax bills of demolished properties	G2C,G2B	<ol style="list-style-type: none"> <li>1. Evidence of Date of Demolition.</li> <li>2. Xerox copy of the receipt of application for demolition</li> <li>3. Details of construction plans of new property</li> <li>4. Details of the B U Permission</li> <li>5. Details of the Assessment year of the new property by the Tax Deptt.</li> <li>6. Xerox copy of the tax bill to be cancelled</li> </ol>	1-2 weeks			
5	Request for Enrolment number of professional tax (EC)	G2C,G2B	<p>The application should be made within 60 days of the commencement of business.</p> <ol style="list-style-type: none"> <li>1. Application form</li> <li>2. A registration certificate (such as the PAN card or the Certificate of Incorporation)</li> <li>3. A proof of place of business</li> <li>4. Details of employees.</li> </ol>		Fee decided by the authority		



S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
1	Issues related to Online Payment	G2C,G2B				
2	Complaints related to bills (Interest / Penalty Adjustments/ calculations/ delay in delivery)	G2C,G2B				

FIRE & EMERGENCY							15
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for rescue of animals and birds	G2C	No documents required	Immediate response			
2	Issue of fire safety clearance certificate for existing buildings (Fire NOC)	G2C,G2B	<ol style="list-style-type: none"> <li>1. Application for Fire NOC</li> <li>2. Checklist of fire department , duly filled</li> <li>3. 5 sets of plans of all floors including Sectional Elevation showing the height of the building and duly earmarking the open spaces all round the building and abutting road width, staircases with width</li> <li>4. Fire Safety Measures as per table 23 of part 4 NBC of India 2005.</li> </ol>			Non-refundable fire precaution fee @Rs.10/- per square metre for total built up area including basement and stilt in the form of a challan.	

S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
1	Reporting emergency related to fire/ disaster	G2C	Immediate response			
2	Reporting hazardous building nearby	G2C				
3	Complaint against unauthorised building /shop without fire NOC	G2C	1 week			
4	Complaint against unauthorised Stocking of LPG Cylinders	G2C				
5	Complaint against unauthorised crackers shop in locality	G2C	24 hrs			

HEALTH & DISEASES							16
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee / Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Issue of food licence	G2B		1 week			
2	Request for disinfestations of locality	G2C	No documents required				
3	Request for new health facility, aanganwaadi	G2C	Plain paper application				

S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
1	Reporting of outbreak of diseases	G2C	within 48 hours			
2	Mosquito menace in the locality	G2C	within 48 hours			
3	Medicines not available in municipal medical facilities	G2C	3 days			
5	Hygiene issue in eateries (Sale of stale food, non edible food, cleanliness etc.)	G2C,G2B	2 days			
6	Complaint against non possession of food licence	G2C,G2B				
7	Complaints related to items sold after/without expiry date	G2C,G2B				
8	Complaint against irregularity in conducting health camps	G2C				
9	Complaint against aaganwaadi	G2C				
10	Adulteration of food	G2C,G2B				

SPORTS							17
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request - new gym equipment at community halls/ gyms/ vyayamshalas	G2C	Plain paper application	3-4 weeks			

2	Request - Permission for Temporary Use of Play Ground & Infrastructure	G2C	Plain paper application	1 week			
3	Request - Membership of Swimming Pools	G2C	1. Id proof 2. 2 photographs	1 day/ on spot			
<b>S.No.</b>	<b>Description Of Complaint</b>	<b>Nature Of Complaint</b>	<b>Suggested Time</b>	<b>Contact Person/Deptt.</b>	<b>Fee/ Charges</b>	<b>Mode Of Registration</b> 1.Written Application 2.Phone Call 3.SMS 4.Online	
1	Poor maintenance of play ground / sports complex / swimming pools	G2C	15 days				
2	Repair of Sport's Equipment	G2C	15 days				

<b>URBAN COMMUNITY DEVELOPMENT</b>						<b>18</b>
<b>S.No.</b>	<b>Description Of Complaint</b>	<b>Nature Of Complaint</b>	<b>Suggested Time</b>	<b>Contact Person/Deptt.</b>	<b>Fee/ Charges</b>	<b>Mode Of Registration</b> 1.Written Application 2.Phone Call 3.SMS 4.Online
	<b>(Suggestive, to be adapted by ULB)</b>			<b>(To be filled by ULB)</b>		
1	Complaints related to UCD schemes in the city (NULM, SGRY,DWCUA)	G2C,G2B	15 days			

GENERAL ADMINISTRATION						19
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)			(To be filled by ULB)		
1	Disciplinary cases like misbehaviour by staff or hired contractors	G2C,G2B	within 24 hrs			
2	Corruption related complaints	G2C	1 -2weeks			
3	Complaint against absence of staff	G2C,G2B				
4	Complaint against no response from officials	G2C, G2B				

HERITAGE						20
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)			(To be filled by ULB)		
1	Demolition of heritage property	G2C, G2B				
2	Vandalism of heritage property	G2C, G2B				
3	Complaint against modifications in heritage structures	G2C, G2B				

**PARKS & GARDENS**

**21**

S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Request for felling of trees	G2C	1. Application 2. Ownership certificate 3. Approved building plans 4. Photograph of tree	2 days			
2	Request for provision of tree guards	G2C	Plain paper application	3 days			
3	Request for development of new park, renovation of park, planting new trees	G2C	Plain paper application				
4	Request - children's play equipment/ slides/ rides in parks	G2C	Plain paper application				
S.No.	Description Of Complaint		Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
1	Parks maintenance - cleaning, electrical maintenance, staffing & security, park benches damage etc.		G2C				
2	Insufficient lighting in parks						
3	Complaints related to fallen trees		G2C				
4	Lack of care of plantation (irregular watering, trimming ,pruning)		G2C				

VETERINARY						22
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)			(To be filled by ULB)		
1	Stray animal menace	G2C,G2B	Within 48 hours			
2	Illegal Slaughter of Animals	G2C,G2B				

e -GOVERNANCE						23
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)			(To be filled by ULB)		
1	Complaint - Website Related	G2C	1 week			

CERTIFICATES/LICENCES							24
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Issue of Birth /Death Certificates	G2C	1.application in prescribed format 2.adequate fee receipt 3.Proof of birth/death 4.Original court affidavit(> 21 days)		registration centre of ward office < 21 days; registrar office in central		

					office > 21 days		
2	Marriage registration	G2C	<p>1. Application form  2. Memorandum of Marriage ( two copies with 100 rupees agreement stamp on both copies)  3. Two photographs each of bride and bride groom  4. Certified copies of birth certificate or school leaving certificate of both bride and bride groom (true copy)  5. Certified copy of photo identity of the person holding marriage procession/ holding nikah (passport/ PAN card/ Voter ID/ driving license) If the person holding marriage procession/ holding nikah is dead then it should be clearly written in the Memorandum of Marriage that he has DIED.  6. Certified photo identity proof of two witnesses(passport/ PAN card/ election card/ driving license)  7. Wedding invitation card ( If it is not available then an affidavit on stamp paper of Rs. 20 has to be produced mentioning that “ OUR MARRIAGE WAS HELD IN _____ (CITY) AT _____ (PLACE) AND ON _____(DATE)”</p>		Ward office		
3	Inclusion/Correction in Birth/Marriage/Death Certificate	G2C	<p>Plain paper application  OR  Attested true copies of necessary evidence and court affidavit(in reqd. cases)</p>				
4	Supply of extra copies of Birth/Marriage/ Death certificate	G2C	Plain paper application			Application form - Rs. 5 One copy charges - Rs. 10	
5	Shops& establishment licence	G2B	The employer must register the establishment in the prescribed				



			manner within 30 days of the date on which the establishment commences its work. 1. Application form 2. Professional tax challan 3. Property-tax receipt 4. ID Proof 5. Electricity bill 6. Visiting card or company letterhead 7. Lease paid receipt				
6	Licence for pet dogs/cats	G2C					

ADVERTISEMENTS							25
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	Permission for advertisement on designated spots	G2B	1. Application for advt. Permission 2. 7/12 form of land where the advt. Will be put up 3. Tax bill 4. City survey no. 5. Terrace right certificate 6. Agreement b/w agency and owner 7. Layout plan showing location 8. Structural design with dimensions 9. Photographs 10. Tax bill 11. Electricity bill	2 weeks		Hoarding Fee to be paid in advance for the year or duration, whichever comes first	

S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
				(To be filled by ULB)		
1	Complaints related to hoardings (unauthorised, air space, lighting)	G2C	1 week			
2	Complaint against posters put on compound wall / trees	G2C				

HAWKING/ VENDING							26
S.No.	Description Of Service	Nature Of Service	Process / Documents Required	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online
	(Suggestive, to be adapted by ULB)				(To be filled by ULB)		
1	New vending licence / vending licence renewal	G2B					
S.No.	Description Of Complaint	Nature Of Complaint	Suggested Time	Contact Person/Deptt.	Fee/ Charges	Mode Of Registration 1.Written Application 2.Phone Call 3.SMS 4.Online	
1	Littering due to hawkers’ stalls	G2C,G2B					

Annexure B

PGRS : Complaints Monitoring Tool

COMPLAINTS REDRESSAL SYSTEM IN ULBs- COMPLAINTS MONITORING TOOL											
Name of ULB	Boriyavi										
Class Size	D										
District	Anand										
Month	Dec-12										
Complaint no.	Date of complaint registration (dd/mm/yr)	Name & address of occupier and contact no.	Area	Ward no. (Administrative Ward)	Mode of complaint	Sector wise complaint code	Details of complaints	Date of dispatch to respective dept. (dd/mm/yr)	Date of complaint resolved (dd/mm/yr)	Reasons for not being resolved	Remark (Done /Pending /Any Specific)
			Slum Area-1		In person - 1	1. Water Supply - WS					Done - 1
			Non Slum Area-2		Telephonic - 2	2. Sewerage & Drainage - SD					Pending - 2
					Written/Application form-3	3. Solid Waste Management - SWM					Any specific -3
					E mail - 4	4. Storm Water Drainage - SWD					
					Fax - 5	5. Street Light - SL					
					Other - 6	6. Construction - C					
						7. Road - R					
						8. Health - H					
						9. Property Tax - PT					
						10.Other - O					
1	27/11/12	USHA	1	2	1	1	WS 4	27/11/12	28/11/12		1
2	27/11/12	KIRAN	1	3	2	2	SD 5				3
3	27/11/12	ZARIKA	1	3	2	1	WS 1				2

Source: Boriyavi Municipality

To improve the efficiency of grievance redressal system, UMC developed an excel based complaint monitoring tool; it was shared with ULBs of Gujarat to help them keep record of complaints received and redressed in various sectors. Shown above is an example of “input sheet” of monitoring tool. Details of complaints have been filled using codes specified in the “complaint code” sheet; it gives code for 52 complaints in 5 sectors, namely water supply, sewerage & drainage, solid waste management, storm water drainage and street light. It also generates monthly/ yearly summary sheet which displays 28 types of analysis.

Spreadsheets of complaint monitoring tool, filled by ULBs for different months have been reviewed to list the various complaints registered. It was found that complaints registered were not present in the previously made charter, since complaint registration is a very verbal process otherwise. It also helped in assigning a suggested redressal time frame based on the trend of time taken for redressal by various ULBs.

Complaints Code
Water Supply (WS)
WS 1 - Delay in new connection
WS 2 - Leakage / Pipe breakage
WS 3 - Illegal water connection
WS 4 - Contaminated water
WS 5 - Problem of turbid water
WS 6 - No water supply
WS 7 - Low water pressure
WS 8 - Irregular timing of water supply
WS 9 - Non functional Stand post
WS 10-Non functional Hand pump
WS 11-Inadequate supply through tanker
WS 12-Faulty individual meter (if applicable)
WS 13-Delay in requested service

Each complaint has been given a code, specified in the “complaint code” sheet



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