K-16011/8/2015-SC-IV/E. No. 3114450
Government of India
Ministry of Housing and Urban Affairs
(AMRUT-IIB)

Nirman Bhawan, New Delhi
Dated: 9 February, 2018

To

The Secretary /Principal Secretary
Urban Development Department
All States/UTs (As per list attached)

Sub: Reforms Incentive Claims Toolkit for FY 2017-18.-reg.

Madam/Sir,

Reform implementation is one of the key elements of AMRUT and focuses on implementation of 11 Reforms. The details of these Reforms along with timeline for their implementation are given at Annexure-1 of Mission Guidelines.

2.   As per Para 12 of the AMRUT Guideline, 10% incentive shall be provided to the States/ ULBs on the basis of self-assessment of ULBs. Self-appraisal would be done on the basis of a self-assessment form provided in table 5.5 of AMRUT guidelines. As per AMRUT Guidelines the reform achievements would be evaluated annually after the end of that Financial Year by allocating 10 marks for each Reform milestone achieved. The self-assessment is to be confirmed by the State High Power Steering Committee (SHPSC) and validated by the Independent Review & Monitoring Agencies (IRMA).

3.   National Mission Directorate, on receipt of the self-assessment, shall announce the award of incentives to the States for the previous year at the start of the succeeding Financial Year.

4.   Town & Country Planning Organization (TCPO) has been entrusted the task of reviewing and monitoring the progress of reform implementation as well as validate the same for release of reform inventive.

5.   To facilitate States/UTs for claiming the reform incentive, National Mission Directorate has formulated 'Reforms Incentive Claims Toolkit for FY 2017-18'. In order to avail Reform incentives, you are requested to kindly forward status of implementation of reforms milestones (2017-18) to the Mission Director and TCPO latest by 30 April, 2018.

6.   A copy of the Toolkit can be downloaded from the **What's new section of AMRUT website** www.amrut.gov.in.

Yours faithfully,

(H. C. Prasad)
Under Secretary to the Govt. of India
Tel: 011-23063488

Copy to:

1.   The Chief Planner, Town & Country Planning Organization, E- Block, Vikas Bhawan, I.P. Estate, New Delhi-110002.

2.   Sr. Technical Director (NIC), MoHUA, Nirman Bhawan, New Delhi with a request to upload the 'Reforms Incentive Claims Toolkit 2017-18' on the what's new section of website www.amrut.gov.in.

(H. C. Prasad)
Under Secretary to the Govt. of India

अमृत

Atal Mission for Rejuvenation and Urban Transformation

Reforms Incentive Claims Toolkit
(F.Y. 2017-18)

सत्यमेव जयते

Town and Country Planning Organisation

Ministry of Housing and Urban Affairs
Government of India
February, 2018

Preface

The Atal Mission for Rejuvenation and Urban Transformation (AMRUT) is a landmark initiative of Government of India for improving infrastructure and service delivery system in cities having one lakh and more population through better governance and financial management system. To achieve this the Mission envisages implementation of a set of reforms agenda such as E-Governance including Personnel & Project Management, Constitution & Professionalization of Municipal Cadre, Double Entry Accounting system, Urban Planning, Devolution of funds & Functions, Review of Building Bye Laws, Setting up of Financial Intermediaries at State Level, Credit Rating of the Urban Local Bodies, Energy & Water Audit. Once these reforms are implemented, it is expected to bring in improvement in service delivery, mobilization of resources and making municipal functioning more transparent and accountable. As per para 12 of AMRUT Guidelines on urban reforms, 10% incentive shall be provided to the States/ ULBs on the basis of self-assessment done by the States as per table 5.5 of AMRUT guidelines. The reform achievements would be evaluated annually after the end of Financial Year by allocating marks for each reform milestone achieved during the year 2017-18. The self-assessment is to be confirmed by the State-level High Powered Steering Committee(SHPSC) and validated by the IRMA.

This toolkit is an attempt to ease the process required for accomplishment of reform milestones. It aims at streamlining the entire assessment process for implementation of 10 Milestones (out of which two milestones are recurring in every award year of the Mission) of 5 major reforms to be achieved during current FY 2017-18. The toolkit is an attempt to define each milestone, its objectives, rationale, deliverables and evaluation criteria to be followed in assessing and validating the scores for each reform milestone based on the documentary evidences against its successful implementation.

I hope this toolkit will be useful to the States/ ULBs for smooth implementation of the reform milestones for FY 2017-18 and submitting self-assessment report to the Ministry of Housing and Urban Affairs without facing any difficulty.

Joint Secretary (AMRUT) & Mission Director
Ministry of Housing and Urban Affairs
Government of India
February, 2018

Contents

1.1. Background

Ministry of Housing and Urban Affairs, Government of India launched Atal Mission for Rejuvenation and Urban Transformation (AMRUT) on 25th June, 2015 as a national priority to provide basic services like water supply, sewerage and urban transport to households. The mission envisages building amenities in cities to improve quality of life for all citizens, especially the poor and the disadvantaged.

Reforms have been included in the Mission to effect improvement in service delivery, mobilize resources, make municipal functioning more transparent and functionaries more accountable, while Capacity Building of Municipalities will empower municipal functionaries and lead to timely completion of projects. A set of 11 reforms consisting of 54 milestones have to be implemented by all states/UTs in 500 mission cities within a period of four years as mandated in the mission guidelines. The roadmap for implementation of reforms forms a part of State Annual Action Plan (SAAP).

As per AMRUT Guideline Para 12 regarding Urban Reforms under AMRUT Mission 10% incentive shall be provided to the State ULBs on the basis of their self-assessment. Self-appraisal would be done on the basis of a self-assessment form provided in table 5.5 of AMRUT guidelines. As per AMRUT Guidelines the reform achievements would be evaluated annually after the end of that Financial Year. The self-assessment is to be confirmed by the SHPSC and validated by the IRMAs. Target set by Ministry of Housing and Urban Affairs is:

Sr. No.	Year	No. of Milestones	Maximum Score	Overall Qualifying score 70% and above
1	1st Year (2015-16)	28	280	196
2	2nd Year (2016-17)	13	130	91
3	3rd Year (2017-18)	10	100	70
4	4th Year (2018-19)	3	30	21

National Mission Directorate, on receipt of the self-assessment, shall announce the award of incentives to the States for the previous year at the start of the succeeding Financial Year. The States/UTs achieving 70% and above overall reform score after evaluation by

TCPO/MoHUA will be eligible for award of reform incentive. The incentive fund will be provided by M/o HUA and no matching funds will be required to be given by the States/ ULBs. SHPSC is free to decide the use of the incentive amount. However, the incentive award can only be used in Mission cities on admissible components of AMRUT including new projects. The SHPSC is to keep M/o HUA apprised regarding the use of incentive funds on projects which otherwise cannot be used as the State share in projects under AMRUT but can be used by the ULBs for their project funding. Unutilized funds for Reform incentives will be transferred to Project Fund every year.

1.2. Role of State Mission Directorate

Each State/UT is required to submit self-assessment Report as per the proforma prescribed in Table 5.5 of the Scheme Guidelines. However, in order to facilitate TCPO to maintain consistency and systematic approach for score validation, each state/UT is also required to furnish milestone wise documentary evidences properly indexed along with a summary in the proforma as given at Annexure-1.

1.3. Role of TCPO

Town and Country Planning Organization, a technical wing of the Ministry of Housing and Urban Affairs has been entrusted the task of monitoring the Reform achievement as submitted by the states and validate the self-assessment scores for release of 10% incentives. In order to maintain a uniform and systematic approach for score calibration, a list of documentary evidences that are required to be submitted have also been specified for each milestone for better assessment and score validation. The list is only indicative not restrictive, States are free to submit any documentary or online evidences in support of their claim or proof of reform accomplishment.

1.4. Submission Schedule

The last date for submission of the self-assessment reports of States to Ministry of Housing Urban Affairs is 30th April 2018. Town and Country Planning Organisation will review and submit validation report by May 2018.

It is mandatory for States to submit the up-to-date status of Reforms/ Reform milestones and assessment for any reforms that were not completed or achieved in the previous years. Additionally, States which have not submitted the claim in previous years are required to submit Self Assessment and scoring for the previous two year's, failing which their reforms for 2017-18 will not be considered.

The completed documents along with all Annexure may be sent to:

Chief Planner,
Town and Country Planning Organisation (TCPO),
Ministry of Housing and Urban Affairs,
E -Block, Vikas Bhavan,
I.P. Estate,
New Delhi -110002
Tele: 011-23370306, Fax: 011-23379197,
Email:cp.tcpo@yahoo.com.

All correspondence must be addressed to Chief Planner, TCPO.

2.1.1. What is Personnel Staff Management?

Personnel management can be defined as obtaining, using and maintaining a satisfied workforce. It is a significant part of management concerned with employees at work and with their relationship within the organization.

Personnel Management attempts to maintain fair terms and conditions of employment, while at the same time, efficiently managing personnel activities for individual departments etc. It is assumed that the outcomes from providing justice and achieving efficiency in the management of personnel activities will result ultimately in achieving organizational success.

This is a ULB Level Reform.

2.1.2. Objectives

The overall objective here is to ascertain individual growth, development and effectiveness which indirectly contribute to organizational development. It also includes performance appraisal, developing new skills, disbursement of wages, incentives, and allowances, travelling policies and procedures and other related courses of actions. Key objectives of Personnel Staff Management are to make the following services online:

- Recruitment Rules
- Staff details
- Attendance system
- Service records
- On line Payment
- Training and skill development
- Suo-motu disclosure

2.1.3. Rationale

Achievement of this reform will ensure easier accessibility of staff information and procedures for Recruitments. This will help in analyzing the current staff inventory and making future manpower forecasts. This will also help in developing employment

programmes to make amendments in Recruitments Rules and Design training programmes etc.

2.1.4. Activities and Evaluation Criteria &Marking scheme

Sl. No	Milestone	Activities/ Mandatory steps	Score
1	Personnel Staff Management	1. Online Notification of Recruitment Rules for all municipal cadres	1
		2. Online Up-to-date Service records / staff Details and seniority lists of last two years; 2015-16 and 2016-17	1.5
		3. Online Bio-metric attendance system	1.5
		4. Online payment of salaries & wages	2
		5. Online Employees' Grievance redressal system	2
		6. Sou-motu disclosure under RTI Act on website	2
		Total	10

2.1.5. Major Deliverables

1 Improved working conditions
2 Better understanding of recruitment and selection procedures.
3 Clean & Transparent Management of entire human resource.

2.1.6. Timeline

To be achieved by 31st March 2018.

2.1.7. Admissible Documentary Evidences

1. Snapshot of online notified Recruitment rules and URL/ weblink

2. Snapshots for online up-to-date Service records, performance appraisal, seniority list

3. Proof of online payments to employees, snapshots

4. Proof of bio-metric attendance system, snapshots

5. Screen shots or URL of grievance system and suo-motu disclosure

2.2.1. What is Project Management?

Project Management is the art of managing all the aspects of a project from inception to closure using a scientific and structured methodology. This requires online tendering, monitoring and payments.

An internet based process wherein the complete tendering process; from advertising to receiving and submitting tender-related information are done online is termed as e-tendering. This enables systems to be more efficient and transparent as paper-based transactions are reduced or eliminated.

The States need to monitor multiple projects across many departments. Effective coordination requires that a common MIS is maintained at the State level with regular updates from ULB and all payments be processed on the basis of this. Financial and physical progress needs to be captured in the online MIS.

This is a State as well as ULB Level Reform.

2.2.2. Objectives

Adopting e-tendering processes, online up-to-date MIS and online payments will make the system efficient, transparent and better coordinated.

2.2.3. Rationale

To improve performance of ULB and State for better management of projects, better quality of work and fast track the development process.

2.2.4. Activities and Evaluation Criteria & Marking scheme

The components of project management include:

- E-tendering
- Online MIS
- Online payments

Sl. No.	Milestone	Activities/ Mandatory steps	Score
2	**Project Management**	Whether the following processes are established:	
		A. Online Project Management Information System:	
		1. Financial progress	2
		2. Physical progress	2
		B. E-tendering for projects:	
		1 Online issue of Notice Inviting Tender (NIT) and providing tender documents online	1
		2 Online Submission of tender including online payment of EMD	2
		C. Online payments to consultant/ contractor/ vendors	2
		D. Geo-tagging of assets created	1
		Total	**10**

2.2.5. Major Deliverables

- Efficient and transparent project monitoring
- Coordination between projects
- Ease of doing business

2.2.6. Timeline

To be achieved by 31st March 2018.

2.2.7. Admissible Documentary Evidences

1. Documentary proof of establishment of Project Management System either at State or ULB level.
2. Screenshots of website showing capability and examples of online NIT, online tender documents, online payments and online tender submissions with URL.
3. Screenshots of MIS showing physical and financial progress for year 2017-18 in State with URL.
4. Documentary/ Digital proof of Geo-tagging of assets at State & ULB level.
5. Screenshots for online payments to consultant/ contractor/ vendor with URL.

3. Constitution &Professionalization of Municipal Cadre

3.1. Policy for right–sizing the Number of Municipal functionaries prepared by States

3.1.1. What is Policy for right-sizing the number of Municipal Functionaries?

It is the process of reorganizing or restructuring human resource by increase/ decrease/ filling up of manpower or reorganizing upper-level management. As per AMRUT Guidelines, the state will prepare a policy for right-sizing the number of municipal functionaries depending on, say, population of the ULB, workload, generation of internal resources and expenditure on salaries.

This is a State Level Reform.

3.1.2. Objectives

The goal is to get the Local Bodies restructured to achieve maximum output and improved service delivery.

3.1.3. Rationale

Organized and better performing urban local bodies with well qualified staff and functionaries.

3.1.4. Activities and Evaluation Criteria &Marking scheme

Sl. No.	Milestone	Activities/ Steps	Score
3	Policy for right–sizing the number of Municipal functionaries prepared by States	Approved policy for right sizing municipal functionaries	10

3.1.5. Major Deliverables

Policy document formulated by the state government / UT administration for right sizing the number of municipal functionaries.

3.1.6. Timeline

To be achieved by 31st March 2018.

3.1.7. Admissible Documentary Evidences

Copy of notification/ government order/ cabinet approval of state/UT Policy

4.1 Publication of Annual Financial Statement on website (every year)

SI. No.	Milestone	Activities / Steps	Score
4	Publication of Annual Financial Statement on website	Audited Reports and Publication of Annual Financial Statement on Website for last two years.	10

4.2 Major Deliverables

Online availability of annual financial statement on public domain.

4.3 Timeline

To be achieved by 31st March 2018.

4.4 Admissible Documentary Evidences

Snap shot of audited statement of last two years as published on website.

5.1.1 Urban Development Authorities

These are Urban Planning Agencies of the States responsible for development and provide various facilities expeditiously for systematic urban growth in towns & Cities.

This is a State and ULB Level Reform.

5.1.2 Objectives

- To plan, regulate, control and facilitate sustainable urban development for providing infrastructure and basic amenities along with environment conservation and development of peri-urban areas around the cities.

- To ensure a balanced development of the cities/towns which are self-contained and provides healthy and secure environment.

5.1.3 Rationale : For regulated growth and well Planned Towns and Cities.

5.1.4 Activities and Evaluation Criteria & Marking scheme

Sl. No	Milestone	Activities / Steps	Score
5.1	Establish Urban Development Authorities.	1) Urban Development Authority already exists	10
		In case the process for establishing of Urban Development Authority has just commenced	
		Drafting and formulation of Act	4
		Formulation of Act and State Govt approval and notification	8

5.1.5 Major Deliverables

Planned, inclusive and sustainable urban development, clean & healthy environment.

5.1.6 Timeline

To be achieved by 31st March 2018.

5.1.7 Admissible Documentary Evidences

List of cities having Urban Development Authorities

Copy of draft / Govt Notification for Establishment of Urban Development Authorities.

5.2 Develop one park per AMRUT city every year

This is **ULB level** reform and is to be implemented every year. Every AMRUT city should Develop/construct one children park every year. Since it is the third year of the Mission at least three children parks should be developed /constructed in respective AMRUT cities. However, an AMRUT city will be considered for giving full marks, if it has developed /constructed park in the year 2017-18. It may be noted that no marks will be granted for construction of park in first year 2015-16 and second year 2016-17 park.

Sl.No.	Milestone	Activities / Steps	Score
5.2	**Develop one park per AMRUT city every year.**	*Development / Construction and value addition in a park with children's facilities.*	10

5.2.1 Major Deliverables

Enhancement of City Green and children facility area thus improved quality of life .

5.2.2 Timeline

To be achieved by 31st March 2018.

5.2.3 Admissible Documentary Evidences

i) Copy of Work order / Completion certificate of children's park developed during last three years.(2015-16, 2016-17, and 2017 -18).

ii) Pictures / Photographs duly certified by ULB with locations of developed parks of the last three years.(2015-16, 2016-17, and 2017 -18).

6.1 What is Swachh Bharat Mission?

Swachh Bharat Abhiyan (SBA) (or **Swachh Bharat Mission (SBM)** or **Clean India Mission** in English) is a campaign in India that aims to clean up the streets, roads and infrastructure of India's cities, smaller towns, and rural areas. The objectives of Swachh Bharat include eliminating open defecation through the construction of household-owned and community-owned toilets and establishing a mechanism of monitoring toilet use. Run by the Government of India, the mission aims to achieve an Open-Defecation Free (ODF) India by 2 October 2019, the 150[th]anniversary of the birth of **Mahatma Gandhi.**

This is a State as well as ULB Level Reform.

6.2   Objectives

1. Elimination of open defecation
2. Eradication of Manual Scavenging
3. Modern and Scientific Municipal Solid Waste Management
4. To effect behavioral change regarding healthy sanitation practices
5. Generate awareness about sanitation and its linkage with public health
6. Capacity Augmentation for ULB's to create an enabling environment for private sector participation in Capex (capital expenditure) and Opex (operation and maintenance)

6.3 Rationale

To achieve clean India

6.4 Activities and Evaluation Criteria &Marking scheme

Sl. No	Milestone	Activities/ Steps		Sub -Activities/ Steps	Maximum Marks	Score/ Marks
6	Swachh Bharat Mission	1	Elimination of open defecation,	State Sanitation Policy Notified / City Sanitation Plans prepared?	5	5
				Percentage of certified ODF ULBs (P)	5	5 * P
		2	Waste Collection (100%),	Percentage of Wards with 100% door to door waste collection (Q)	4	4 * Q
				Percentage of complaints resolution on Swachhta App by ULB(R)	3	3 * R
				Percentage of wards practicing 100% source Segregation. (X)	3	3 * X
		3	Transportation of Waste (100%)	Percentage of collected waste being transported for scientific disposal (scientific landfill or processing) (Y)	10	10 * Y
		4	Scientific Disposals (100%)	Percentage of waste being processed scientifically (Z)	10	10 * Z
				Total	**40**	

6.5 Major Deliverables

Major deliverables as reported under Swachh Bharat Mission are as under:

(a) Elimination of open defecation

(b) Eradication of Manual Scavenging

(c) Modern and Scientific Municipal Solid Waste Management

(d) To effect behavioral change regarding healthy sanitation practices

6.6 Timeline

To be achieved by 31st March 2018.

6.7 Admissible Documentary Evidences:

i) Copy of State Sanitation Policy Notified / City Sanitation Plans .

ii) Certificate for Nos. of ULBs declared ODF.

iii) Declaration /Certificate by Municipal Commissioner / Executive officer of ULB for percentage of complaints resolution on Swachhta App by ULB .

iv) Declaration /Certificate by Municipal Commissioner / Executive officer of ULB on Number of wards under Door to Door Collection .

v) Declaration /Certificate by Municipal Commissioner / Executive officer of ULBNos of wards under Segregation at Source .

vi) Documentary details of waste collectedcopy of Route map of waste transported to disposal site.

vii) Documentary Details of Waste scientifically processed in ULBs.

Proforma for submission of Self-Assessment

AMRUT Reform Scoring of 8+2 Milestones for FY 2017-18	
State Claim	
Date of submission by State/UT to Mission Director: dd-mm-2018	
Date of Ministry of Urban Development forwarding : dd-mm-2018	

State : [name] No. of ULBs: [count]

#	Reform	Milestones	Max Score	State Claim		Remarks
				Total	%age	
1	E-Governance	1. Personnel Staff Management	10			
		2. Project Management	10			
2	Municipal Cadre	1. Policy for right –sizing the No of Municipal functionaries prepared by States	10			
3.	DEA	1. Publication of Annual Financial Statement on website.	10			
4	Urban Planning	1. Establish Urban Development Authorities.	10			
		2.Develop at least one Children Park every year in AMRUT cities	10			
5	Swachh Bharat Mission	1. Elimination of open defecation,	10			
		2. Waste Collection (100%),	10			
		3. Transportation of Waste (100%)	10			
		4. Scientific Disposals (100%)	10			
		Total	**100**			