

REFORMS 2015-16

1. Type of Reform: **Devolution of funds and functions**
2. Reform Milestone No 5 (3): Transfer of all 18 functions to ULBs.
3. Status: **ACHIEVED**
4. In case not achieved / partially achieved – Action to be taken and by whom
5. Documents attached:

- A) In Punjab Urban Local Bodies are governed by Punjab Municipal Act 1911 and Punjab Municipal Corporation Act 1976. The above reforms were also included under JNNURM reforms and appraisal in this reform was made by the National Institute of Urban Affairs, New Delhi and accepted by the Ministry of Urban Development, GOI. The copy of letter of GOI in this regard is attached.
- B) Copy of the Section 50 (B) of Punjab Municipal Act 1911 containing the 18 functions.
- C) A note of the different sections of Punjab Municipal Corporation Act 1976 containing the different provisions regarding incorporation of these 18 functions.


Joint Deputy Director
Department of Local Govt. Punjab

CHAPTER III –A⁹

(FUNCTIONS OF THE MUNICIPALITIES)

50-A. General powers of municipalities. (1) Subject to the provisions of this Act and the rule, regulations and bye-laws made thereunder, the municipal administration of a smaller urban area and a transitional area shall vest in the Municipal Council and a Nagar Panchayat respectively.

(2) Without prejudice to the generality of the provisions of sub-section (1), it shall be the duty of the Municipality to consider all periodical statements of the receipts and disbursement and all progress reports and pass such resolutions thereon as it thinks fit.

50-B. Powers and authorities of municipalities. – (1) Without prejudice to the generality of the provisions of sub-section (1) of Section 50-A, the State Government may, by notification endow the Municipalities with such powers and authorities as may be necessary to enable them to function as institutions of self-government, subject to such conditions as may be specified therein, with respect to, -

- (i) the preparation of plans for economic development and social justice;
- (ii) the performance of functions and implementation of the schemes which may be entrusted to them including the following, namely: -

- (1) urban planning including town planning.
- (2) Regulation of land-use and construction of building;
- (3) Planning for economic and social development;
- (4) Roads and bridges;
- (5) Water supply for domestic, industrial and commercial purposes;
- (6) Public health, sanitation conservancy and solid waste management;
- (7) Fire services;
- (8) Urban forestry, protection of the environment and promotion of ecological aspects;
- (9) Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded;
- (10) Slum improvement and upgradation;
- (11) Urban poverty alleviation;
- (12) Provisions of urban amenities and facilities such as parks, gardens and playgrounds;
- (13) Promotion of cultural, educational and aesthetic aspects;
- (14) Burials and burial grounds, cremations, cremation grounds and electric crematoriums;
- (15) Cattle ponds and prevention of cruelty to animals;
- (16) Vital statistics including registration of births and deaths;
- (17) Public amenities including street lighting, parking lots, bus stops and public conveniences; and
- (18) Regulation of slaughter houses and tanneries.

(2) Nothing contained in the provisions of this section shall be construed to divest the Municipalities of various powers and functions vested in them under various provisions of this Act, rules and bye-laws made thereunder.”

Annexure-I

S.No.	As per Section 243(w) of the 12 th Schedule of Indian Constitution, the following 18 functions have been given to the ULBs	Similar provisions already existing in Chapter III Section 44(Obligatory Functions) and Section 45 (Discretionary Functions) the Punjab Municipal Corporation Act, 1976
1.	Urban Planning including Town Planning	Section 275-Formulation of the Building Schemes including Town Planning Schemes. Section 45(y) improvement of city in accordance with improvement schemes approved by Corporation.
2.	Regulation of land-use and construction of building;	Chapter XIV-Building Regulations-Building Schemes.
3.	Planning for economic and social development;	45(e) Survey of buildings and lands, 45(f) registration of marriage 45(g) taking of census of the population, Section 44(u) fulfillment of any other obligation imposed by under this act or any other law for time being force
4.	Roads and bridges;	44(L) construction, maintenance alteration and improvements of public streets, bridges, culverts, causeways and the like.
5.	Water supply for domestic, industrial and commercial purposes;	Section 44(b) Construction & Maintenance of Schemes for providing supply of water for public and private purposes, (x) provision of unfiltered water supply.
6.	Public Health, Sanitation conservancy and solid waste management;	Section 44(a) Construction, maintenance and cleaning of drains and drainage works, public latrines, urinals and similar conveniences, (c)scavenging, removal and disposal of filth, rubbish and other obnoxious or polluted matters,(d)reclamation of unhealthy localities, the removal of noxious vegetation and generally the abatement of all nuisances, Section 45(za)-establishment and maintenance of hospitals, dispensaries and maternity and child welfare centers and the carrying out of other measures necessary for public medical relief.
7.	Fire services;	Section 44(r)-maintenance of a fire-brigade and the protection of life and property in the case of fire.

8.	Urban forestry, protection of the environment and promotion of ecological aspects;	Section 45(d)-Planting and care of trees on road sides and elsewhere;
9.	Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded;	45((L-ii)-construction and maintenance of poor houses, iv-children's home, v-houses for deaf and dumb and for disabled and handicapped children, vi-shelters for destitute and disabled persons, vii)-asylums for persons of unsound mind,(q)-relief to destitute and disabled persons(u)organization and management of handicraft centers and sales emporia.
10.	Slum improvement and upgradation;	Section 44(d)-Reclamation of unhealthy localities, 45
11.	Urban poverty alleviation;	45-L-ii-construction and maintenance of poor houses,
12.	Provisions of urban amenities and facilities such as parks, gardens and playgrounds	Section 45(d),-Planting and care of trees on road sides and elsewhere;44(q)laying out or the maintenance of public parks, gardens or recreation grounds;
13.	Promotion of cultural, educational and aesthetic aspects;	Section 45(a) furtherance of education including cultural and physical education,(b)establishment of libraries and aid to libraries, museums, art galleries, botanical or zoological collections,(c)establishment and maintenance of stadia, gymnasias, akharas and places for sports and games,(j)organization and management of fairs and exhibitions,
14.	Burials and burial grounds, cremations, cremation grounds and electric crematoriums;	Section 44(e)-regulation of places for the disposal of the dead and the provisions and maintenance of places for the said purposes;
15.	Cattle ponds and prevention of cruelty to animals;	Section 45(m construction and maintenance of cattle ponds),(R)establishment of veterinary hospitals
16.	Vital statistics including registration of births and deaths;	Section 44(f)registration of births and deaths

17.	Public amenities including street lighting, parking lots, bus stops and public conveniences; and	44(L)(m)(n)(o)(q); construction, maintenance alteration and improvements of public streets, bridges, culverts, causeways and the like, lighting watering and cleaning of public streets and other places. , 45(s)organization construction, maintenance and management of swimming pools, public wash houses, bathing places and other institutions designed for the improvement of public health.
18.	Regulation of slaughter houses and tanneries.	Section 44(i)the construction and maintenance of slaughter houses and the regulation of all markets and slaughter houses.



D.O. No. K-14018/19/2013-N-IV(i)

भारत सरकार
शहरी विकास मंत्रालय
निर्माण भवन

GOVERNMENT OF INDIA
MINISTRY OF URBAN DEVELOPMENT
NIRMAN BHAWAN

नई दिल्ली-110011, तारीख 200
New Delhi-110011, Dated the 200

February 06, 2014

Dear Sir,

The main thrust of JnNURM is to ensure implementation of Urban Projects and Reforms resulting in improvement in urban governance and service delivery across the State. With regards to implementation of reforms, 8th year of the Mission has already passed on 31st March, 2013 and timelines for implementation of 23 urban reforms have exceeded.

As you aware, an exercise was undertaken by MoUD to devise a measurable benchmark for assessment of the all the 23 reforms so that the States find it easier to achieve the reforms by dividing each reform into measurable module and working on them one by one, through handholding of the Reform Appraisal Agencies (RAA) as well as guidance from the Mission. Each of the 23 Reforms were discussed thread bare in order to arrive at a reasonable level where the Reforms could be considered as achieved, so that the withheld amount of 10% could be released to all the States.

Respective States RAAs have visited the States and prepared the September'2013 (Cycle-4) Reforms Appraisal Reports and the same have been submitted to the Mission Directorate. RAAs were directed to discuss the same with you before finalization.

In this regard, I would like to bring to your notice that the progress of implementation of the reforms with calibrated scoring system for your State is attached. I would request you also to give confirmation on reforms calibration scoring by 20th February, 2014. In case some reforms have been achieved, updated information should be provided to the Mission Directorate along with requisite documents. The information may be sent to Director (NURM-III) by email at the following address singhsv69@gmail.com or sv.singh69@nic.in. In case no reply is received by 20th February 2014 would be treated as final and put on website.

With regards,

Yours faithfully,

SV

(Shailendra Vikram Singh)
Director (N-III),
Tel: 011-23062425.

To,

1. Sh. A Venu Prasad,
Secretary (UD),
Govt. of Punjab, 2nd Floor,
Mini Secretariat, Sec-9,
Chandigarh-160001.

Towards enabling Sustainable Cities...

Punjab - Reforms Calibrated Milestones & Scores

Annexure

Punjab - Reforms Calibrated Milestones & Scores				
S.No	Reform Milestone	Max. Score	Achieved Score	
			Amritsar	Ludhiana
	ULB LEVEL REFORMS			
1	e-Governance	10.0	6.3	10.0
2	Shift to Accrual based Double Entry Accounting	10.0	8.5	8.5
3	Property Tax (85% coverage & 90% collection efficiency)	10.0	8.0	7.5
4	100% O&M cost recovery in Water Supply & SWM	10.0	3.5	4.0
5	Internal Earmarking of Funds for Services to Urban Poor	10.0	10.0	10.0
6	Provision of Basic Services to Urban Poor	10.0	9.0	10.0
	Total ULB Level Score	60.0	45.3	50.0
	STATE LEVEL REFORMS			
1	Implementation of 74th CAA	15.0	15.0	15.0
2	Integration of City Planning & Delivery Functions	5.0	5.0	5.0
3	Reform in Rent Control	10.0	10.0	10.0
4	Stamp Duty Rationalization to 5%	10.0	10.0	10.0
5	Repeal of ULCRA	10.0	10.0	10.0
6	Enactment of Community Participation Law	10.0	5.0	5.0
7	Enactment of Public Disclosure Law	10.0	10.0	10.0
	Total State Level Score	70.0	65.0	65.0
	OPTIONAL REFORMS (State Level/ULB Level)			
1	Introduction of Property Title Certification System in ULBs	10.0	0.0	0.0
2	Revision of Building Bye laws – streamlining the Approval Process	10.0	10.0	10.0
3	Revision of Building Bye laws – To make rain water harvesting mandatory	10.0	10.0	10.0
4	Earmarking 25% developed land in all housing projects for EWS/LIG	10.0	10.0	10.0
5	Simplification of Legal and Procedural framework for conversion of agricultural land for non-agricultural purposes	10.0	10.0	10.0
6	Introduction of computerized process of Registration of land and Property	10.0	10.0	10.0
7	Byelaws on Reuse of Recycled Water	10.0	10.0	10.0
8	Administrative Reforms	10.0	10.0	10.0
9	Structural Reforms	10.0	5.0	5.0
10	Encouraging Public Private Participation	10.0	10.0	10.0
	Total Optional Reforms Score	100.0	85.0	85.0

Total Score (23 Reforms)	230.0	195.3	200.0
% of Reforms Achievement		85%	87%

Calibrated Score			
ULB LEVEL REFORMS	60.0	45.3	50.0
STATE LEVEL REFORMS	70.0	65.0	65.0
OPTIONAL REFORMS (State Level/ULB Level)	100.0	85.0	85.0
	230.0	195.3	200.0

ULB LEVEL REFORMS	%	75%	83%
STATE LEVEL REFORMS	%	93%	93%
OPTIONAL REFORMS (State Level/ULB Level)	%	85%	85%
		85%	87%

Overall State Performance (Calibrated) **85.9%**

K-14018/164/2010-NURM-III/V
Government of India
Ministry of Urban Development
(JNNURM-V)

Room No. 237-C, Nirman Bhawan
New Delhi, Dated 14th June 2013

To

Shri Jagpal Singh Sandhu
Pr. Secretary (LG),
Government of Punjab,
Chandigarh.

Subject: Review meeting on evaluation of reforms implementation status in the State of Punjab.

Sir,

The main thrust of JnNURM is to ensure implementation of urban projects and reforms resulting in improvement in urban governance and service delivery across the State. With regards to implementation of reforms, the Mission has already passed the 7th year on 31st March, 2012 and timelines for implementation of 23 urban reforms has exceeded.

2. Looking at the critical situation, I would like to bring to your knowledge that the progress of implementation of the reforms committed under JnNURM for your State is around 50% only. The current status of reforms (calibrated scores) is annexed.

3. As you are aware, Cabinet Committee on Economic Affairs (CCEA), GoI has approved the mandate of continuation of JnNURM to sanction new projects and capacity building activities till 31st March, 2014. However, non-achievement of reforms will hinder in accessing this additional allocation of ACA.

4. In this regard, a State level review meeting will be held under the chairpersonship of Joint Secretary (Mission) on July 11, 2013 at 12.00 noon, in Room No.123-C, Nirman Bhawan, New Delhi. The main objective of this review meeting will be to get an update on the present status of reforms implementation in the State along with reconfirmation of the calibrated scores and steps taken towards completion of pending reforms.

5. You are requested to kindly make it convenient to attend the meeting and get along all the supportive documents with regard to new reforms achievement if any.

With

Encl: As above.

Copy to: 1. PA to JS (Mission), MoUD
2. Team Leader, Technical Cell, MoUD

Yours faithfully,

(T. K. Majumdar)
Deputy Secretary (N-II)
Ph No.-011- 23061295.

Punjab - Reforms Calibrated Milestones & Scores

Punjab - Reforms Calibrated Milestones & Scores				
	Reform Milestone	Max. Score	Achieved Score	
			Amritsar	Ludhiana
ULB LEVEL REFORMS				
1	e-Governance	10.0	0.00	1.25
2	Shift to Accrual based Double Entry Accounting	10.0	2.5	2.5
3	Property Tax (85% coverage & 90% collection efficiency)	10.0	3.0	5.5
4	100% O&M cost recovery in Water Supply & SWM	10.0	0.0	2.5
5	Internal Earmarking of Funds for Services to Urban Poor	10.0	0.0	10.0
6	Provision of Basic Services to Urban Poor	10.0	0.0	0.0
	Total ULB Level Score	60.0	5.5	21.8
STATE LEVEL REFORMS				
1	Implementation of 74th CAA	15.0	15.0	15.0
2	Integration of City Planning & Delivery Functions	5.0	5.0	5.0
3	Reform in Rent Control	10.0	10.0	10.0
4	Stamp Duty Rationalization to 5%	10.0	10.0	10.0
5	Repeal of ULCRA	10.0	10.0	10.0
6	Enactment of Community Participation Law	10.0	2.5	2.5
7	Enactment of Public Disclosure Law	10.0	10.0	10.0
	Total State Level Score	70.0	62.5	62.5
OPTIONAL REFORMS (State Level/ULB Level)				
1	Introduction of Property Title Certification System in ULBs	10.0	0.0	0.0
2	Revision of Building Bye laws – streamlining the Approval Process	10.0	10.0	10.0
3	Revision of Building Bye laws – To make rain water harvesting mandatory	10.0	0.0	0.0
4	Earmarking 25% developed land in all housing projects for EWS/LIG	10.0	10.0	10.0
5	Simplification of Legal and Procedural framework for conversion of agricultural land for non-agricultural purposes	10.0	10.0	10.0
6	Introduction of computerized process of Registration of land and Property	10.0	10.0	10.0
7	Byelaws on Reuse of Recycled Water	10.0	0.0	0.0
8	Administrative Reforms	10.0	0.0	0.0
9	Structural Reforms	10.0	0.0	0.0
10	Encouraging Public Private Participation	10.0	0.0	0.0
	Total Optional Reforms Score	100.0	40.0	40.0

Total Score (23 Reforms)	230.0	108.0	124.3
% of Reforms Achievement		47%	54%

ULB Level Reforms	60.0	5.5	21.8
State Level Reforms	70.0	62.5	62.5
Optional Reforms	100.0	40.0	40.0
	230.0	108.0	124.3
%			
ULB Level Reforms		9%	36%
State Level Reforms		89%	89%
Optional Reforms		40%	40%
		47%	54%

Overall State Performance (Calibrated) 50.5%

Punjab - Reforms Calibrated Milestones & Scores

Reform Milestone		Calibrated Score	Amritsar Y/N	Ludhiana Y/N
ULB LEVEL REFORMS				
1 e-Governance				
1 Property Tax		1.25		
2 Accounting		1.25		
3 Water Supply & Other Utilities		1.25		
4 Birth & Death Registration and Health programmes		1.25		
5 Citizens' Grievance Monitoring		1.25		
6 Personnel Management System		1.25		
7 Building Plan Approval		1.25		
8 e-Procurement		1.25		Y
Total		10.0	0.00	1.25
2 Shift to Accrual based Double Entry Accounting				
1 Preparation of State Municipal Accounting Manual		1.5		
2 Manual Approval & Adoption by the Local Body		1.5		
3 Listing the Assets and Liabilities at ULB level		1.0		
4 Valuation of Assets		1.0		
5 Preparation of Opening Balance Sheet		1.0		
6 Migration to DEAS		1.5		
7 Appointment of Audit Officers/CA/Cadre /		2.5	Y	Y
Total		10.0	2.5	2.5
3 Property Tax (85% coverage)				
1 Notification/Amendment of Act on Collection of Property Tax		1.0	1.0	1.0
2 Extending of property tax to all properties		1.0	1.0	1.0
3 Posting of tax details in the public domain & migration to standardized self-assessment system of property taxation on the basis of periodic revisions and review of rates		1.0		
4 Setting up non-discretionary method for determination of property tax (unit area method or capital value method)		1.0		
5 Coverage (85%)		3.0	1.0	2.0
6 Collection Efficiency (90%)		3.0		1.5
Total		10.0	3.0	5.5
*Coverage: 25%- 50%: 1, Above 50% to less than 85%: 2, 85% and Above:3, **Collection: Above 50% to less than 75%: 1.5, Above 75% to less than 90%: 2.5, 90% and Above:3				
4 100% O&M cost recovery in Water Supply & SWM				
1 Formulate & Adopt a Policy on User Charges	(Notification of User policy)	0.5		
2 Separate Accounting System for User Charges-Water Supply		0.5		0.5
3 Separate Accounting System for User Charges-SWM		4.0		2.0
4 Collection O&M Charges (WS)		4.0		
5 Collection O&M Charges (SWM)		4.0		
Total		10.0	0.0	2.5
*Collection of user charges will be considered as part of Property tax if accounted under a separate head of account				
15 to 25% :1, 25 to 50% :2, Above 50% to 75%: 3, Above 75% to less than 100%:3.5, 100% and Above: 4				
5 Internal Earmarking of Funds for Services to Urban Poor				
1 Formulate & Adopt a Policy on earmarking of funds for urban poor		2.5		Y
2 Creation of separate Municipal budget for "Services to the Urban Poor"		2.5		Y
3 Targeted expenditure (20-25%)		2.5		Y
4 Actual spent as % of budgeted		2.5		Y
Total		10.0	0.0	10.0
6 Provision of Basic Services to Urban Poor				
1 Creation of database of Households		1.5		
2 Whether municipal budget has provided any funds to achieve 7 point charter services listed below				
2a Housing		1.0		
2b Water Supply		1.5		
2c Sanitation		1.5		
2d SWM		1.5		
2e Primary Education		1.0		
2f Healthcare		1.0		
2g Social Security		1.0		
Total		10.0	0.0	0.0
Total ULB Level Score		60.0	5.5	21.8

Punjab - Reforms Calibrated Milestones & Scores

Punjab - Reforms Calibrated Milestones & Scores		Calibrated Score	Amritsar	Ludhiana
S.No	Reform Milestone		Y/N	Y/N
STATE LEVEL REFORMS				
1	Implementation of 74th CAA	2.0	2.0	2
1	Constitution of Municipalities & Elections	9.0	9.0	9
2	Transfer of 12th Schedule functions (18 Functions) to ULBs*	2.0	2.0	2.0
3	Constitution of DPC**	2.0	2.0	2.0
4	Constitution of MPC**			
Total		15.0	15.0	15.0
* @0.5 score for transfer of each function				
** States exempted under 6th Schedule of Constitution will be considered as having achieved this module. Also, in States having no region eligible to be declared as Metropolitan Region, these 2 marks will be assigned pro-rata to their items.				
2	Integration of City Planning & Delivery Functions			
1	Resolution to assign ULBs with City Planning Functions including Development Control Regulations & Building Byelaws	1.0	Y	Y
2	Preparation of CDP with inclusive and integrated planning	2.0	Y	Y
3	Placing of City Plans before MPC/ DPC	2.0	Y	Y
Total		5.0	5.0	5.0
3	Reform in Rent Control			
1	Availability of Rent Control Act	2.0	Y	Y
2	Provision of fixation of Standard Rent	2.0	Y	Y
3	Provision of revising rent periodically	2.0	Y	Y
4	Balancing obligations of Landlords and Tenants	2.0	Y	Y
5	Establish adjudication system for resolving disputes	2.0	Y	Y
Total		10.0	10.0	10.0
4	Stamp Duty Rationalization to 5%			
1	Reduce stamp duty to 5% (including surcharges)	5.0	Y	Y
2	Preparation of guidance values/Circle rates	2.5	Y	Y
3	Annual revision of guidance value	2.5	Y	Y
Total		10.0	10	10
5	Repeal of ULCRA			
1	State legislature to pass a resolution in compliance with the repeal of ULCRA passed by Parliament in 1999	7.0	Y	Y
2	State government to issue notification in this regard	3.0	Y	Y
Total		10.0	10.0	10.0
6	Enactment of Community Participation Law			
1	Notification of Legislation for ensuring community participation	2.5		
2	Constitution of Ward Committees	2.5	Y	Y
3	Citizen Charter with timelines	2.5		
4	Any additional provision/instrument for citizen participation	2.5		
Total		10.0	2.5	2.5
7	Enactment of Public Disclosure Law			
1	Legislation of RTI Act	2.5	Y	Y
2	Implementation of RTI Act	2.5	Y	Y
3	Preparation of Citizen Charter	2.5	Y	Y
4	Disclose through a website	2.5	Y	Y
Total		10.0	10	10
Total State Level Score		70.0	62.5	62.5
OPTIONAL REFORMS (State Level/ULB Level)				
1	Introduction of Property Title Certification System in ULBs			
1	Arrangement for reflecting property titles in a legal framework	2.5		
2	Arrangement for adjudication for property title dispute	2.5		
3	Notification of rules for smooth implementation	2.5		
4	Setting up administrative system/process	2.5		
Total		10.0	0.0	0.0
2	Revision of Building Bye laws – streamlining the Approval Process			
1	Notification of building byelaws in public domain	5.0	Y	Y
2	Establish adjudication system for resolving disputes	2.5	Y	Y
3	Time frame for approval process	2.5	Y	Y
Total		10.0	10.0	10.0
3	Revision of Building Bye laws – To make rain water harvesting mandatory			
1	Building Byelaws to mandatorily provide for Rainwater Harvesting	5.0		
2	Dissemination of such Byelaws through website	2.0		
3	Start of approval as per the new Building Byelaws	3.0		
Total		10.0	0.0	0.0

Punjab - Reforms Calibrated Milestones & Scores

S.No	Reform Milestone	Calibrated Score	Amritsar	Ludhiana
			Y/N	Y/N
4	Earmarking 25% developed land in all housing projects for EWS/LIG			
1	Notify the reservation of land between 20 and 25% in housing projects (Public/Private)	5.0	Y	Y
2	Review and revise Building Bye Laws to reflect to earmarked land to EWS/LIG	2.5	Y	Y
3	Engaging with state departments for implementing EDL (Earmarking Developed Land)	2.5	Y	Y
	Total	10.0	10.0	10.0
5	Simplification of Legal and Procedural framework for conversion of agricultural land for non-agricultural purposes			
1	Availability of legal framework for conversion of agricultural land for non-agricultural purposes	5.0	Y	Y
2	Notification of rules and processes	2.5	Y	Y
3	Establish adjudication system for resolving disputes	2.5	Y	Y
	Total	10.0	10.0	10.0
6	Introduction of computerized process of Registration of land and Property			
1	Computerized registration of land and properties	5.0	Y	Y
2	Capturing of photo of seller & buyer	2.0	Y	Y
3	Creation of database system	3.0	Y	Y
	Total	10.0	10.0	10.0
7	Byelaws on Reuse of Recycled Water			
1	Building Byelaws to mandatorily reflect reuse of recycled water	8.0		
2	Dissemination of new building byelaws through websites	2.0		
	Total	10.0	0.0	0.0
8	Administrative Reforms			
1	Rules notified for Personnel Management Systems in Local Bodies.	2.0		
2	Grievance management system	2.0		
3	Computerization of Administrative activities	2.0		
4	Training and skill building initiatives	2.0		
5	Encourage Outsourcing of Municipal Activities	2.0		
	Total	10.0	0.0	0.0
9	Structural Reforms			
1	Creation of municipal cadre	5.0		
2	Standing committee for municipal subject matters (Engg., Accounts, Health, Welfare etc.)	2.5		
3	Involvement of elected representatives in decision making process	1.5		
4	Dispute resolution mechanism	1.0		
	Total	10.0	0	0
10	Encouraging Public Private Participation			
1	Project initiatives planned through PPP	6.0		
2	Setting up of PPP cell at State level	2.0		
3	Formulation of PPP policies and governance framework	2.0		
	Total	10.0	0.0	0.0
	Total Optional Reforms Score	100.0	40.0	40.0
	Total Score (23 Reforms)	230.0	108.0	124.3
	% of Reforms Achievement		47%	54%