

# Project Performance

## The First Survey

A public feedback on  
Brihanmumbai Municipal Corporation



**Our grateful thanks to the J R D Tata Trust for extending to us the financial support necessary to carry out this survey and printing this booklet.**

# Contents

	Page No.
I Praja	1
II Introduction to Project Performance	1
III Methodology	2
IV Results of the Survey	4
A Awareness of Citizens regarding services	4
B Image of the Brihanmumbai Municipal Corporation (BMC)	4
C Findings for the Ten Selected Departments	4
1 Solid Waste Management Department	5
2 Waterworks Department	6
3 Road Maintenance Department	7
4 Traffic Department	8
5 Environmental Department	9
6 Sewerage Operations Department	10
7 License Department	11
8 Public Health Department	12
9 BEST - Electricity ; BEST - Transport	13
10 Education Department	14
D Complaints and their Redressal	15
E Elected Representatives	16
V Conclusion and Suggestions	19

# (I) Praja

The efficient functioning of public services has a direct and important bearing on the daily lives of its citizens. However, lack of transparency, non-performance and corruption result in high levels of frustration in most interactions that citizens have with public services and/ or service providers. The situation is difficult to remedy as there are no standards against which performance of public services can be measured, and no structured forum within which performance is discussed or feedback provided.

With a view to provide the above and to stem the deterioration in public services, PRAJA, a non-partisan, voluntary organisation was started in 1998. PRAJA was formed with the vision to enhance accountability and transparency in public governance through people's participation. It specifically aims to provide ways in which citizens can actively participate in the governance process and get politically active beyond the ballot box by educating them on the workings of the government and empowering them with the tools required for effecting changes in performance.

The first task that PRAJA took up was the development of a directory of information on public services called the *Citizen's Charter*. This document contains information on public services that citizens most often come in contact with and not only gives them the standard associated with the service but also a clear procedure for complaint regarding the respective service. This helps in clearly establishing yardsticks for performance leaving no room for ambiguity.

However, once the standard has been established and the information disseminated, the degree of variation between the benchmark and the actual performance must be measured. The measurement process must be conducted in a fair and transparent manner to ensure acceptance of the results by all concerned. This is what *Project Performance* aims at doing.

## (II) Introduction to Project Performance

*Project Performance* is a direct follow up to the Citizen's Charter as it seeks to use opinion polls / surveys to provide the Brihanmumbai Municipal Corporation (BMC) with an evaluation and feedback on their performance according to standards committed to in the Citizens' Charter. The elected representatives and bureaucrats responsible for the quality of services, are "rated" by a survey conducted by an independent agency in all the administrative wards of the city. The survey records an appraisal by the citizens of both the political and administrative units of their area.

The elected representatives and public service officials have the responsibility to be alert and responsive to the needs of the electorate at all times - not just before an election, and perform their duties accordingly. This impartial appraisal by citizens highlighting the performing and non-performing areas will lead to greater accountability - an important ingredient in enhancing transparency in governance.

The methodology involves a public survey to collect accurate feedback from the actual users of public services and the compilation of the results into a 'Report Card' that captures a rating of the public services and the elected representatives. Since the focus is on the BMC, it is the work of the Municipal Corporators, Ward Offices, and the various

Departments that will form the primary focus of the survey. ORG-MARG, one of the most reputed market research agencies in the country has carried out the first survey. Care is taken to ensure that these reports present data that is statistically significant. This process of evaluating and capturing public opinion into a comprehensive report card will be repeated periodically, preferably every 6 months to track the improvements.

### **Summary of the key benefits:**

- Project Performance provides feedback to the public, the administration and the elected representatives on the quality of services provided.
- It ensures that the elected representatives and public servants perform their duties at all times and not just before an election

PRAJA looks to the citizens of Bombay for support in the cause by being more assertive and active when they wish to attain public services that rightfully belong to them.

## **(III) Methodology**

The first survey was conducted in Mumbai in the last trimester of between October 1999 to January 2000, the target group for the survey being citizens over 18 years of age. ORG MARG a reputed leading market research agency was commissioned to carry out the survey.

There are 23 municipal 'Wards' in Mumbai to facilitate administrative decentralisation. In this survey every ward of the BMC was covered, ensuring a proper spread. At least 150 people in each administrative ward were interviewed, keeping the number of male and female respondents equal. Thus the total sample size was over 3,500 citizens across the city.

The respondents were selected randomly and sampling was done wardwise, with starting points selected in each ward from a map of the city. Interviews were conducted around each starting point by selecting households on the basis of the Right Hand Rule. Every second household was skipped and the target respondent was selected using the Kisch grid.

Fieldwork all over the city was conducted by teams of trained and experienced interviewers. In order to ensure the quality of data, all the questionnaires were thoroughly scrutinised and 25% of all interviews were backchecked.

The Demographic Profile of the respondents is as follows :

### **Age**

16-25 years	12%
26-40 years	42%
41-55 years	31%
56-70 years	13%
70+ years	2%

## Education

Illiterate	6%
School: upto 4 years	6%
School: 5-9 years	24%
Completed SSC/HSC	36%
Some college / undergraduate	3%
Graduate / Post Graduate - General	20%
Graduate/ Post Graduate - Professional	4%
Not responded	1%

## Gender

Male	50%
Female	50%

## Household size

1-2 members	8%
3-5 members	65%
6-8 members	22%
9+ members	6%

The focus of the survey are ten select departments of the BMC with whom the citizen comes in direct and frequent contact.

The survey also focussed on the citizens' opinion of their elected representatives, a unique feature which offers an appraisal not only of the administrative but also the political machinery responsible for servicing the citizen.

A structured questionnaire was designed to capture the required information through face to face interviews. The questionnaire began by screening respondents. Citizens belonging to the Municipal Corporation, Brihanmumbai Electricity Supply and Transport (BEST), a Market Research Agency or an Advertising Agency were not included in the sample. The screening was followed by questions regarding general awareness of the various duties of the BMC. Here, the citizen's opinion on the BMC in general was elicited. This was followed by questions focussed on awareness and perceptions of each of the 10 selected departments. The questions for each department were divided into two sections :

- The quality of services they offered the public and
- The staff who performed these services

The questionnaire also inquired into perceptions related to redressal of complaints for all 10 departments. This was followed by a section containing queries eliciting the citizens' awareness of and satisfaction with their elected representatives, which included Local Corporators of the ward, Members of the Legislative Assembly (MLAs) and Members of Parliament (MPs). The questionnaire concluded by asking citizens to make suggestions for improving the services of the BMC.

## (IV) Results of the Survey

The Results of the survey have been presented as follows : (Percentges have been rounded off to the nearest whole number and there fore totals may vary between 99-101.)

### A) Awareness of citizens regarding services

Almost all citizens seem to be aware that the BMC is responsible for the basic facilities such as, 'collection and disposal of garbage', 'maintenance of roads and footpaths', 'provision of potable drinking water', 'checking encroachments on roads' and 'registration of births and deaths'. However there are lower levels of awareness regarding services like, 'medical facilities', 'food sanitation', 'family planning and welfare', 'bus services', 'electricity supply' and 'education facilities', which tend to be regarded as the State Government's responsibility.

Citizens from the lower socio-economic groups (SECs) seem to be more aware of the BMC's responsibilities, especially with regard to services like 'provision of potable drinking water', 'family planning and welfare services', 'medical facilities through hospitals' and 'adequate education facilities', while the upper socio-economic groups (SECs) tend to hold the State Government. responsible for these services.

### B) Image of the Brihanmumbai Municipal Corporation (BMC)

In order to assess the opinion and perceptions that citizens have about the BMC, a few statements were read out about the BMC and citizens were asked about the extent to which they agreed/ disagreed with them.

	% Agree	% Disagree	% Don't Know	% Neutral
The municipality in Bombay is much better than that in other cities	69%	14%	8%	8%
The BMC makes Bombay a better place to live in	60%	29%	4%	8%
The BMC strives to raise the standard of public utilities	57%	27%	5%	10%
The BMC keeps citizens well informed about various reforms and public utilities	45%	42%	5%	9%
The BMC invites interactions with the citizens to improve its services	22%	65%	6%	7%

Most respondents agree that the BMC must be better than the municipalities of other cities in India. Over half the respondents also agree that the BMC does strive to raise public utility standards and make the city a better place.

However, the BMC does not fare well on its interaction with citizens. Only one in five people agree that the BMC does invite interactions with the citizens to improve their services and less than half feel that the BMC keeps citizens informed.

### C) Findings for the 10 Selected Departments

Some of the departments selected for the survey function at a wardwise level while others have service delivery mechanisms and / or institutions cutting across wards. Findings for the former which include the departments of Garbage Management, Waterworks, Road Maintenance, Traffic, Environment, Sewerage Operations, and License. have been presented wardwise.

The findings for the rest which include Public Health, Education and Brihanmumbai Electric Supply and Transport (BEST) have been reported at a general overall level. Though the departments of Electricity and Transport are covered by one authority, the BEST, they have been presented separately.

# 1 Solid Waste Management Department

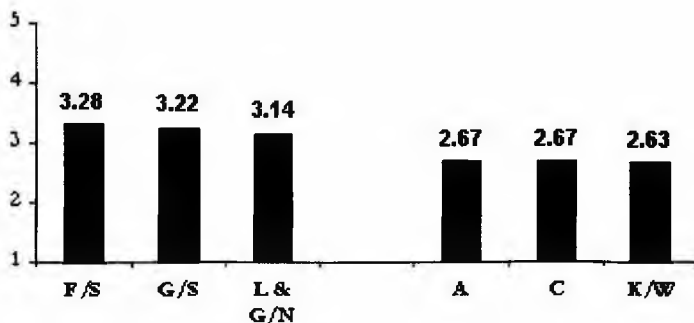
The performance of the garbage management department was found to be average. Among the better services of this department are the collection and transportation of garbage and sweeping of public roads, which, over one third of people rate as 'good'. The garbage management department does poorest on 'maintenance of public toilets'. However, many respondents were unable to comment on this dimension.

Services of the Garbage Management Department	Good	Poor	Average	Don't know
Collection & transportation of garbage	41%	26%	32%	1%
Sweeping of public roads	38%	26%	35%	1%
Disposal of animal carcasses	36%	22%	23%	19%
Sanitary measures to keep the city clean	35%	24%	35%	6%
Disposal of solid wastes	34%	28%	30%	8%
Maintenance of public toilets	21%	36%	25%	18%

The staff of the garbage management department too, scores averagely. There is tremendous scope here to do better, especially on the 'approachability' and 'prompt response' dimensions.

Staff of the Garbage Management Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	47%	32%	12%	9%
Immediate action is taken against complaints or emergencies	34%	43%	11%	12%
The staff is very approachable and helpful	34%	40%	12%	14%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)





## 2 The Waterworks Department

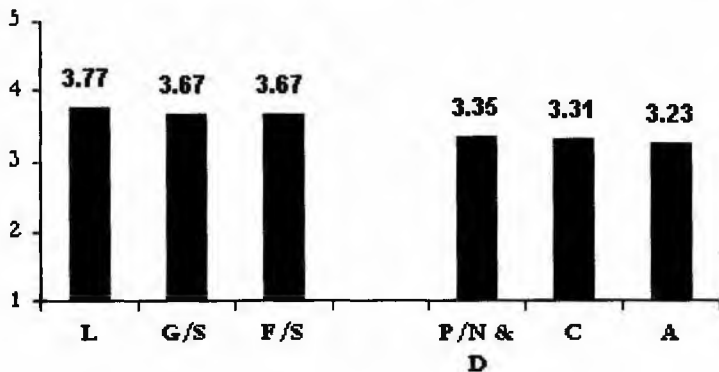
The Waterworks Department emerges as the department offering the best quality of services and most efficient staff. The 'pure' and 'regular' quality of the water supplied are highly rated. However, non response is quite high on 'collection of water tax' and 'distribution of water for public and private use'.

Services of the Water Works Department	Good	Poor	Average	Don't know
Regular supply of pure drinking water	70%	10%	19%	1%
Quality of drinking water	69%	9%	21%	1%
Collection of water tax	57%	7%	18%	18%
Maintenance of water works installations like waterlines	49%	19%	24%	8%
Distribution of water for private and public use	48%	12%	25%	15%

The staff of the waterworks department too, gets good ratings. The high service ratings are reflected in the perception of the staff. Since people usually do not come into contact with the staff, they would assume their level of efficiency etc.. through the way the services are rendered.

Staff of the Water Works Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	57%	20%	11%	12%
Immediate action is taken against complaints or emergencies	45%	29%	11%	14%
The staff is very approachable and helpful	45%	26%	12%	18%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



### 3 The Road Maintenance Department

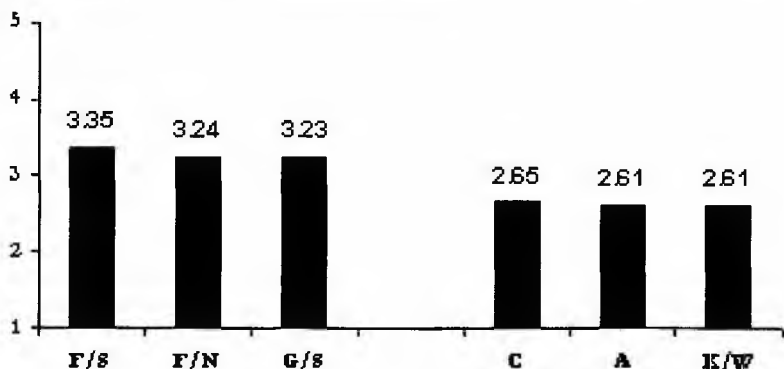
The quality of Mumbai roads are directly reflected into the perception of the BMC. Just under half of all respondents opine that the BMC fares poorly on repairs of potholes and bad patches. Services related to 'repairs' & 'maintenance' are rated the lowest.

Services of the Road Maintenance Department	Good	Poor	Average	Don't know
Beautification of major roads	46%	21%	26%	7%
Widening and improvement of existing roads	42%	25%	27%	6%
Construction of new roads	41%	28%	26%	5%
Resurfacing the roads	33%	34%	29%	4%
Repairs and maintenance of footpaths	32%	37%	25%	6%
Repairs of potholes and bad patches	29%	44%	24%	3%

Over a third of all respondents feel that the staff of the Road Maintenance Department do not take immediate action, are not approachable or even efficient and another 20% did not comment.

Staff of the Road Maintenance Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	43%	29%	13%	14%
Immediate action is taken against complaints or emergencies	30%	37%	13%	21%
The staff is very approachable and helpful	29%	34%	13%	24%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



## 4 The Traffic Department

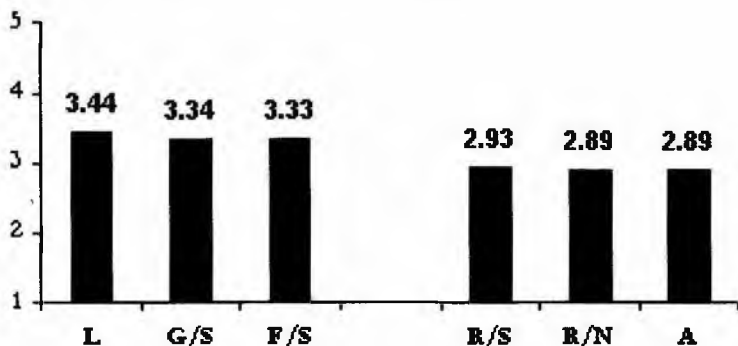
The Traffic Department gets rated the second highest among all departments after the water works department. Over half of the respondents feel that the 'provision of traffic control measures' and 'vigilance over illegally parked vehicles' is good. They get relatively low ratings on 'co-ordinating the digging of roads/ footpaths' and 'refilling dug-up trenches'.

Services of the Traffic Department	Good	Poor	Average	Don't know
Provision of traffic control measures	55%	13%	24%	8%
Towing away of illegally parked vehicles	53%	17%	17%	13%
Provision of street lights & parking facilities	47%	21%	25%	7%
Refilling dug-up trenches	31%	41%	22%	6%
Co-ordination of digging of roads and footpaths by various depts	24%	40%	24%	11%

About a fourth of all respondents have not been able to rate the staff of the Traffic Department. Over a third agree that the staff 'takes immediate action in emergency situations' and 'is very helpful & approachable'. Almost half of all respondents agree that the department staff are efficient.

Staff of the Traffic Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	47%	21%	14%	18%
Immediate action is taken against complaints or emergencies	35%	26%	14%	25%
The staff is very approachable and helpful	34%	25%	15%	27%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



## 5 The Environmental Department

The Environment Department, by far, fares the worst of all the seven BMC departments which are under the corporators in each ward. Although one in five people claim to be unaware about most services of the Environment Department, those who have commented tend to rate the services of the department as 'poor'.

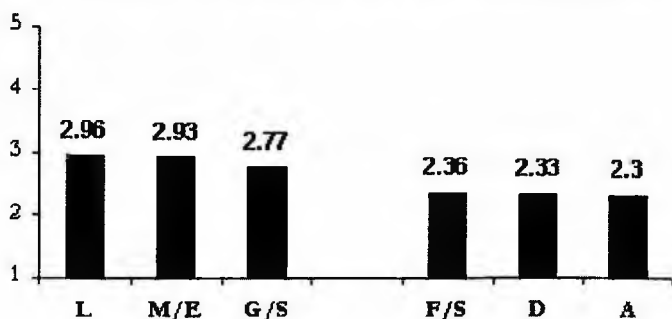
Almost half of all respondents believe that the BMC has been ineffective in controlling air or noise pollution and over a third state that they have failed to exercise controls over polluting industries, measuring emission from air polluting sources and water pollution.

Services of the Environmental Department	Good	Poor	Average	Don't know
Water pollution control from industries	22%	36%	21%	20%
Control on noise pollution	21%	46%	21%	13%
Controlling air pollution	20%	44%	23%	14%
Control on polluting industries	18%	39%	20%	23%
Measurement of emission from air polluting sources	15%	37%	22%	26%

The rating of the staff, too follows suit, with only a little over one respondent in five agreeing to the 'efficiency', 'immediate action' and 'approachability' qualities of the staff.

Staff Of The Environmental Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	29%	30%	13%	28%
Immediate action is taken against complaints or emergencies	22%	33%	12%	33%
The staff is very approachable and helpful	21%	31%	14%	35%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)(The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



## 6 The Sewerage Operations Department

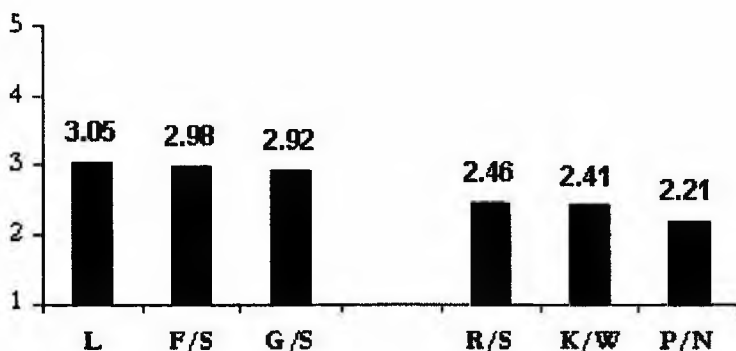
The Sewerage Operations Department has been rated as the second worst department, after the Environmental Department. Almost half of all respondents have rated their 'attendance to public drainage problems like choke / blockages' and 'construction of new drains as 'poor'.

Services of the Sewerage Operations Department	Good	Poor	Average	Don't know
Maintain sewerage infrastructure	27%	36%	25%	12%
Construction of new drains	23%	41%	23%	13%
Attendance to public drainage problems such as chokes, blockages etc.	23%	43%	26%	8%
Providing new sewerage connections	20%	38%	23%	18%

The staff of the Sewerage Operations Department too gets low ratings with about a third of all respondents disagreeing that the staff is efficient, takes quick action or is approachable/helpful.

Staff of the Sewerage Operations Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	34%	34%	14%	18%
Immediate action is taken against complaints or emergencies	29%	39%	13%	19%
The staff is very approachable and helpful	29%	35%	13%	22%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



## 7 The License Department

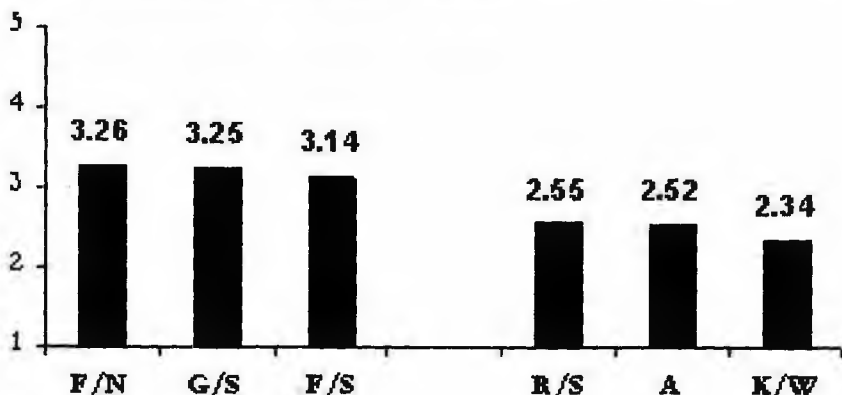
Only a fourth of the respondents believe that the services of the License Department are 'good'. They do not think that the License Department does a good job of checking unauthorised construction or unauthorised hawkers /traders with about a third of all respondents rating these services as 'poor'. As many as a fourth of all respondents are unaware about the services of the license Department and are hence unable to comment on its quality.

Services of the license department	Good	Poor	Average	Don't know
Permitting the display of advertisements	26%	19%	22%	33%
Checking unauthorised hawkers and traders	25%	33%	18%	23%
Checking unauthorised construction of stalls on roads, footpaths and drains	25%	34%	19%	22%
Controlling trades & storage of hazardous articles	20%	28%	19%	32%

A third of the respondents have not been able to rate the staff of the License Department. The rest seem to be divided in their opinion.

Staff of the License Operations Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	32%	27%	12%	30%
Immediate action is taken against complaints or emergencies	26%	29%	11%	35%
The staff is very approachable & helpful	24%	28%	12%	36%

The following graph indicates the 3 wards in which this department functions the best and 3 in which it functions the worst. (The figures are mean scores on a five point scale. The higher the score the better is the performance rating.)



## 8 The Public Health Department

The Public Health Department gets a wide range of scores ranging from 82% good for 'immunisation' to 44-50% poor for 'control of pests' and 'stray cattle'.

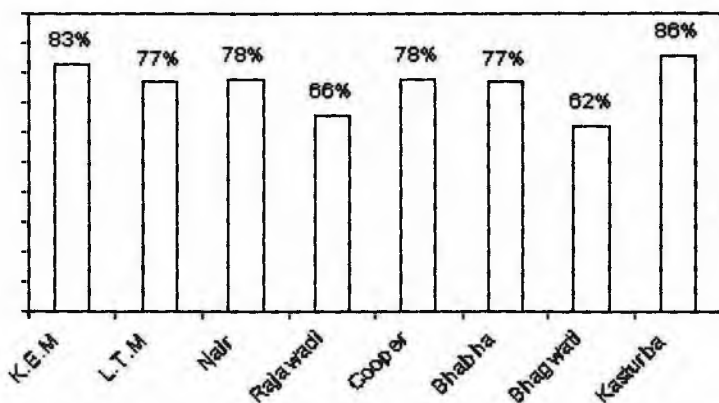
Services of the Public Health Department	Good	Poor	Average	Don't know
Immunisation	82%	3%	10%	5%
Registration of births and deaths	57%	7%	21%	15%
Family planning and welfare	49%	10%	23%	18%
Medical relief through hospitals	41%	17%	25%	17%
Control of communicable diseases eg. . Cholera, TB etc.	41%	17%	25%	17%
Ambulance and hearse services	36%	20%	23%	22%
Food sanitation & control of adulteration	30%	28%	26%	16%
Control stray cattle	25%	44%	22%	10%
Insect/pest control eg. Mosquitoes, rats etc..	24%	50%	23%	2%

While most have a good opinion of the staff, almost a third of respondents are unable to comment.

Staff of the Public Health Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	47%	14%	12%	27%
Immediate action is taken against complaints or emergencies	40%	20%	11%	29%
The staff is very approachable and helpful	41%	18%	11%	30%

## Opinion about Hospitals

The hospitals have been assessed on the basis of only those citizens who visited them at least once. Of the 8 municipal hospitals on which opinions were sought, K.E.M and Kasturba hospitals are considered better than the rest. The following chart shows the percentage of respondents who feel the hospital visited by them is overall a good hospital. Bhagwati and Rajawadi have been rated as the worst by citizens who visited them.



Insufficient beds appear to be a common problem shared by all hospitals. While evaluating the hospitals, around 15% of the respondents were unable to comment on services like 'the number of beds in the hospital' and 'the quality of equipment'.

Hospital	Base	Medical equipments of good quality	The quality of medical facilities available are good	Helpfulness towards patients - of Doctors / nurses / wardboys	There are sufficient number of beds in the hospitals
K.E.M	1051	72%	77%	72%	58%
L.T.M	536	69%	71%	67%	52%
Nair	510	69%	76%	70%	53%
Rajawadi	293	61%	71%	62%	53%
Cooper	235	69%	59%	57%	48%
Bhabha	223	69%	71%	67%	52%
Bhagwati	133	47%	58%	51%	50%
Kasturba	92	71%	82%	75%	64



## 9(i) The BEST Electricity Department

The electricity department does well, with most people rating it positively. Restoration of the electric supply on interruption gets the highest score with over two thirds of the respondents rating this service as good. The department gets lowest scores on 'providing new electrical connections', but even here, over half of the respondents have rated it as 'good'.

Services of the BEST Electricity department	Good	Poor	Average	Don't know
Restoration of electrical supply on interruption	70%	7%	17%	5%
Resolving of complaints regarding supply	65%	9%	19%	7%
Maintenance of existing electrical connections	63%	9%	21%	7%
Providing new electric connections	59%	7%	18%	17%

The rating of the staff of the Electricity Department is also good. The staff is seen as efficient and approachable by almost two thirds of all respondents.

Staff of the BEST Electricity Department	Agree	Disagree	Neutral	Don't know
Various functions of the department are handled efficiently	71%	10%	10%	10%
Immediate action is taken against complaints or emergencies	65%	12%	13%	10%
The staff is very approachable and helpful	62%	13%	12%	13%

## 9(ii) The BEST Transport Department

The services provided by the BEST's Transport Department is largely seen as punctual and reliable with the buses stopping at all the stipulated stops.

Over a third of the respondents are unaware of the BEST's handling of accident and claim cases. This is probably due to low interaction / experiences of this sort.

However, a significant finding here is that over half the respondents feel that the BEST drivers are rash in their driving.

Services of the BEST Transport Department	Agree	Disagree	Neutral	Don't know
Buses are punctual and reliable	76%	11%	9%	5%
The buses stop at all stipulated stops	75%	12%	9%	4%
The bus staff i.e. driver & conductor are cordial in their behaviour	66%	15%	12%	7%
The drivers are rash in their driving	56%	27%	11%	6%
The BEST handles accident and claim cases against buses fairly	39%	14%	11%	36%

## 10 Education Department

Respondents were asked to rate the different services of the education department. Slightly over half of all respondents were of the opinion that the education department was doing a good job of providing free education upto class VII.

A large proportion were unaware or not able to answer about the different aspects of municipal schools. Only around a third of all respondents were of the opinion that the Education Department did a good job of maintaining municipal school buildings, providing teaching aids and basic facilities, assistance to balwadis and special education to disabled children.

Services of The Education Department	Agree	Disagree	Neutral	Don't know
Providing free education upto class VII in municipal schools	58%	4%	11%	27%
Providing extra curriculum activities in municipal schools	37%	10%	17%	36%
Providing assistance to balwadis	33%	11%	17%	40%
Providing classrooms with facilities like fans, lights, teaching aids.....	33%	16%	18%	34%
Maintaining municipal schools and buildings	33%	19%	19%	29%
Providing special education to disabled children	30%	12%	15%	44%

### Evaluation of municipal schools :

In the sample, 78% had children but only 18% of those with children sent their children to municipal schools. This is, as expected, primarily in the lower socio economic strata.

All respondents who had children in municipal schools were asked to rate a few aspects of the education being offered. Almost two thirds of respondents felt that the quality of teaching in municipal schools was good. An equal proportion thought that the teachers in such schools were committed. Most respondents (about three-fourths) who had children in municipal schools were satisfied with the education provided and were of the opinion that a municipal school provided useful education.

Quality of teaching in Municipal Schools	<b>Good</b>	<b>Poor</b>	<b>Neutral</b>	<b>Don't know</b>
	61%	12%	26%	1%
Perception of teachers' commitment	<b>Responsible</b>	<b>Irresponsible</b>	<b>So - So</b>	<b>Don't know</b>
	61%	16%	23%	-
Satisfaction with education provided by municipal schools	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Neutral</b>	<b>Don't know</b>
	73%	16%	10%	1%
Perception of usefulness of a municipal education	<b>Useful</b>	<b>Useless</b>	<b>Average</b>	<b>Don't know</b>
	77%	10%	0%	13%

## D) Complaints and their Redressal

We asked respondents whether they had ever contacted the BMC on any issue. Over one third (34%) of all respondents had contacted the BMC for some purpose. Those who had were then asked to rate their satisfaction with the action taken by the BMC on the issue they had contacted them about.

<b>ISSUE</b>	<b>% Contacted</b>	<b>% Satisfied with BMC action</b>
Garbage not lifted from an authorised collection spot	13%	5%
Excessive / wrong billing by the BEST	13%	5%
Irregular water supply	11%	5%
Drainage chokes and blockages	9%	3%
Contaminated water supply	7%	3%
Public toilets not cleaned regularly	6%	2%
Nuisance of stray animals	4%	1%
Unrepaired potholes & bad patches	3%	1%
Delay in filling trenches	3%	1%
Rash driving by the BEST drivers	2%	1%
Inadequate street lights	2%	1%
Noise pollution	2%	0.3%
Missing/damaged manhole covers	2%	1%
Encroachment of footpaths & road by hawkers	2%	0.3%
Unlicensed shops in your area	2%	0.2%
Food adulteration	1%	0.2%

BMC is most commonly contacted for 'garbage not being lifted', 'wrong/ excessive billing' and 'irregular water supply'. One third of those who had complained were satisfied with action by BMC.

## E) Elected Representatives

The study also tested the awareness and perception of the people of Mumbai regarding the representative they had elected.

Despite the fact that assembly elections took place around the time of fieldwork, we found that the awareness regarding the names of the elected representatives was dismally low. Less than one in five respondents were able to correctly name their corporator/ MLA/ MP. More respondents were aware of their MP than of their MLA or corporator.

Representative	Correct	Wrong	Unaware
Corporator	18%	23%	59%
MLA	13%	22%	65%
MP	20%	14%	66%

When queried on whether the people felt that the corporator's allotment was used for the benefit of the ward, just over one in five (22%) replied in the affirmative. A large proportion (about 44%) did not think the money was being used for the good of the ward and the citizens. Over a third (35%) did not know.

However, among all respondents, 19% were aware that corporator receives an annual allotment of Rs. 10,00,000/- to be used for the benefit of the ward.

When performance was evaluated, people seemed most satisfied with their corporators, followed by MLAs and then MPs. They also tend to be knowledgeable about their Corporator's performance, and least knowledgeable about the MP's. One of the reasons for this would be that the Corporator is physically and geographically more visible in the area and therefore change or development is attributed to her/him.

Representative	Satisfactory	Unsatisfactory	Don't Know	Average
Corporator	37%	25%	22%	17
MLA	26%	21%	37%	17
MP	22%	21%	41%	16

The following table shows ranking of the ward and the wardwise awareness of and satisfaction with the performance of Municipal corporators

	<b>Department scores out of 35 points (Ranks in brackets)</b>	<b>Awareness of Corporator</b>	<b>% Satisfied with Corporator</b>
<b>L</b>	22.57 (1)	13%	33%
<b>G/N</b>	22.39 (2)	21%	45%
<b>F/N</b>	22.10 (3)	20%	44%
<b>F/S</b>	22.00 (4)	29%	50%
<b>M/E</b>	21.49 (5)	3%	16%
<b>G/S</b>	21.44 (6)	29%	55%
<b>S</b>	21.19 (7)	29%	47%
<b>P/N</b>	21.12 (8)	27%	31%
<b>T</b>	21.09 (9)	17%	45%
<b>B</b>	21.01 (10)	13%	44%
<b>E</b>	20.80 (11)	45%	46%
<b>H/E</b>	20.79 (12)	9%	40%
<b>M/W</b>	20.61 (13)	8%	22%
<b>K/E</b>	20.54 (14)	21%	47%
<b>N</b>	20.45 (15)	19%	29%
<b>R/S</b>	19.91 (16)	21%	30%
<b>H/W</b>	19.68 (17)	15%	26%
<b>D</b>	19.55 (18)	19%	11%
<b>R/N</b>	19.52 (19)	13%	43%
<b>P/S</b>	19.29 (20)	15%	41%
<b>C</b>	19.24 (21)	7%	20%
<b>K/W</b>	19.00 (22)	11%	38%
<b>A</b>	18.77 (23)	8%	13%

## **(V) Conclusion and Suggestions**

The findings of the study reveal that though some services like waterworks and traffic have had been rated high by citizens there still remain services like environment and sewerage operations that have tremendous scope for improvement. Departments rated high had been most commonly contacted by citizens regarding complaints/ problems on services. However only one third of those who complained were satisfied with the action taken by the BMC.

Apart from quality of service provisioning, a change seems to be necessary in the attitude and behaviour of the staff to be more responsive to clients needs.

When comparisons are made across wards it was found that wards A, K/ W and C were the worst rated with regard to most public services. One of the reasons for this could have been that citizens belonging to this area have higher expectations. Wards L, G/S and F/S have been rated as the best.

Citizens have been found to be less vocal in bringing their problems to the notice of concerned agencies and demanding redress. Besides this the survey has indicated the low levels of awareness amongst citizens, regarding their elected representatives. There seems to be a growing apathy towards political representatives, which may be a cause of concern in a health democracy. This increases the need to educate citizens on their rights and the need for them to be more active in interactions with the administrative and political units of the city government.

Finally, when their opinion was solicited on what needs to be done to improve the services and performance of the BMC, nearly a half of the citizens interviewed felt that strict performance standards should be imposed on the BMC. One in four were of the opinion that a monitoring body would be necessary, while one in four favoured privatising the BMC.

This survey was entirely based on citizens' perception of the BMC and is the first in a series designed to assess the BMCs performance on standards set by them. We hope that active participation of citizens coupled with tools like this survey will go a long way in improving the quality of services that the Brihanmumbai Municipal Corporation renders through its political and administrative units.

PRAJA is a non-governmental non-partisan voluntary organisation, committed to the re-establishment of accountability and transparency in governance through people's participation. It aims at providing ways in which citizens can actively participate in governance processes and get politically active beyond the ballot box.

PRAJA acts as a catalyst/ facilitating body within the community for creating a pressure group to influence the working of the city government and channel its efforts into directions mandated by citizens in public interest. Towards this, it works to generate effective feedback mechanisms and disseminates information to citizens on public services educating them on the functioning of the city government.



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