

TOWN INVESTMENT PLAN FOR ANNAMALAI NAGAR TOWN PANCHAYAT



TNUIDP III

FINAL REPORT



MARCH 2010

DARASHAW
1926
ALL ABOUT TRUST

TNUIFSL

Disclaimer...

The contents of this report are based primarily on discussions with Annamalai Nagar Town Panchayat and information, secondary data /Reports available with the Town Panchayat including our discussions with the Stakeholders of the Town.

Based on the available data and information provided to us, M/s Darashaw & Company Pvt. Ltd has prepared the Final report.

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Acronyms...

AMP	:	<i>Asset Management Plan</i>
BE	:	<i>Budget estimates</i>
BPL	:	<i>Below Poverty Line</i>
BOT	:	<i>Build-Operate-Transfer</i>
BOOT	:	<i>Build-Own-Operate-Transfer</i>
BOLT	:	<i>Build-Own-Lease-Transfer</i>
BT	:	<i>Bitumen</i>
CAGR	:	<i>Compounded Annual Growth Rate</i>
CC	:	<i>Cement Concrete</i>
CIP	:	<i>Capital investment Plan</i>
CMA	:	<i>Commissionerate of Municipal Administration</i>
CMWSSB	:	<i>Chennai Metro Water Supply & Sewerage Board</i>
CPHEEO	:	<i>Central Public Health & Environmental Engineering Organization</i>
DSCR	:	<i>Debt Service Coverage Ratio</i>
DPR	:	<i>Detailed Project Report</i>
ESR	:	<i>Elevated Storage Reservoir</i>
ESA	:	<i>Environmental and Social Assessment</i>
FAS	:	<i>Financial Accounting System</i>
FOP	:	<i>Financial Operating Plan</i>
FY	:	<i>Financial Year</i>
GIS	:	<i>Geographical Information System</i>
Govt.	:	<i>Government</i>
G.O	:	<i>Government Order</i>
GSR	:	<i>Ground Level Reservoir</i>
HH	:	<i>House hold</i>
HP	:	<i>Horse Power</i>

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HSC	:	<i>House Hold Connections</i>
HSS	:	<i>Higher Secondary School</i>
HUDCO	:	<i>Housing and Urban Development Corporation</i>
IHSDP	:	<i>Integrated Housing & Slum Development Program</i>
Kg	:	<i>Kilo Gram</i>
Km	:	<i>Kilometer</i>
JNNURM	:	<i>Jawaharlal Nehru National Urban Renewal Mission</i>
Sq.Km	:	<i>Square Kilometer</i>
Lpcd	:	<i>Litre per capita per day</i>
LL	:	<i>Lakh Litre</i>
LIC	:	<i>Life Insurance corporation of India</i>
OHT	:	<i>Over Head Tanks</i>
m	:	<i>Meter</i>
m2	:	<i>Square Meter</i>
m3	:	<i>Cubic Meter</i>
MIS	:	<i>Management Information System</i>
Mld	:	<i>Million litres per day</i>
MOA	:	<i>Memorandum of Association</i>
Mm	:	<i>Millimeter</i>
MRTS	:	<i>Mass Rapid Transit System</i>
MTC	:	<i>Metropolitan Transport Corporation</i>
MUDF	:	<i>Municipal Urban Development Funds</i>
MUDP	:	<i>Madras Urban Development Project</i>
NA	:	<i>Not Available/Not Applicable</i>
NGO	:	<i>Non Government Organization</i>
NH	:	<i>National Highway</i>
NHAI	:	<i>National Highway Authority of India</i>
O&M	:	<i>Operations and Maintenance</i>

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PF	:	<i>Public Fountains</i>
PPP	:	<i>Public Private Participation</i>
PSP	:	<i>Private Sector Participation</i>
PWD	:	<i>Public Works Department</i>
RE	:	<i>Revised Budget estimates</i>
SEZ	:	<i>Special Economic Zone</i>
Sq ft	:	<i>Square Feet</i>
Sq Km	:	<i>Square Kilometer</i>
SC/ST	:	<i>Scheduled Castes/Schedule Tribes</i>
SHG	:	<i>Self Help Group</i>
SH	:	<i>State Highway</i>
SWD	:	<i>Storm Water Drains</i>
SWM	:	<i>Solid Waste Management</i>
TIP	:	<i>Town Investment Plan</i>
TOR	:	<i>Terms of Reference</i>
TNUDP	:	<i>Tamil Nadu Urban Development Project</i>
TNUIFSL	:	<i>Tamil Nadu Urban Infrastructure Financial Services Limited</i>
TUFIDCO	:	<i>Tamil Nadu Urban Finance & Infrastructure Development Corporation Limited</i>
TWAD	:	<i>Tamil Nadu Water Supply & Drainage Board</i>
UDPFI	:	<i>Urban Development Planning Formulation and Implementation</i>
UIDSSMT	:	<i>Urban Infrastructure Development Scheme for Small & Medium Towns</i>
UGD	:	<i>Under Ground Sewerage</i>
ULB	:	<i>Urban Local Bodies</i>
WBM	:	<i>Water Bound Macadam</i>
WFPR	:	<i>Work Force Participation Rate</i>
WS	:	<i>Water Supply</i>

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1 PROJECT BACKGROUND

Government of Tamilnadu and The World Bank as a partner has been involved in Urban Reform program in Tamilnadu through Tamilnadu Urban Development Project – TNUDP-I, TNUDP-II, TNUDP-III (in progress). Government of Tamilnadu is now implementing TNUDP-III with focus on furthering the urban reforms initiated under TNUDP-II.

As a financial intermediary, TNUIFSL intends to assist Annamalai Nagar, Vadalur, Tharangampadi, Ottenchatram, Thudiyalur, Thirupattur, S.Kannanur and Peravurani Town Panchayats in identifying infrastructure gaps and propose capital investment needs for providing better service delivery.

In this regard, the task of preparation of Town Investment plan for the aforesaid towns has been awarded to Darashaw & Company Private Limited. This report pertains to the Town Investment Plan for Annamalai Nagar.

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1.1 PROJECT OBJECTIVES

The objective of this exercise is to:

- ❖ Assess the demand for the projects specified by the towns and come out with gap in services considering the population growth and growth direction of towns;
- ❖ Broadly outline the short term and long term infrastructure needs;
- ❖ Define specific rehabilitation and capital improvement needs with regard to priority of town infrastructure in both slums and other areas;
- ❖ Define revenue enhancement and revenue management improvements required

1.2 SCOPE OF WORK

The scope of works covers but not limited to the following:

- ❖ Assess the demand for the projects listed out by these Town Panchayats.
 - Current coverage and additional population in the medium term (10 years) and unit costs, indicate town level investment requirement for up gradation of town wide infrastructure.
 - to improve service coverage and asset quality and define priority assets and indicative costs of rehabilitation
- ❖ Financial assessment of the ULBs- an assessment of local finances (past 5 years) in terms of sources and uses of funds, base and basis of levy, revision history and impacts, State assignments and transfers- base and basis of transfer and its predictability; uses of funds outstanding liabilities (loans, power dues, pension etc) and, a review of revenue and service management arrangements, levels of service, coverage and quality of municipal services in both poor and non-poor localities. Staffing and management arrangements in delivery of services
- ❖ Initiate consultations with council and local stakeholders on the priorities; redefine priorities and work with the Council to resolve on adoption of the Town Investment Plan.
- ❖ Prepare a financial and operating plan (FOP). The FOP is a medium term framework of the ULBs, and shall present the following–
 - Break up of energy cost on UG, WS etc.
 - Salary for all the departments including staff and payments to private operators
 - Finding out the benchmark cost i.e. at ideal condition what will be the cost of the identified investments, a table indicating the investment plan for next 5 years with identified source of finance.

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Areas of reduction in expenditure

- Energy audit resulting in savings in energy.
- Leak detection resulting either in connections or in the tariff (or) maintaining the same supply and achieving a reduction in energy cost.
- Privatizing the MSW collection and identifying a BoT operator for eliminating, composting etc, items of revenue can be identified.
- Laying of Cement concrete road / Fly ash and savings on maintenance cost resulting in increasing operating surplus.
- Water recycling / reuse
- Rejuvenation of tanks and reduction of cost / liters of water produced
- Privatization & option for revenue raising.

Options for increasing the revenues through non-traditional methods

- Land development for raising revenue (not the traditional commercial complexes)
- Suggestion for improvement of revenues
- ❖ Finalize Action Plan for the Town, with a resolution from the council on the priorities

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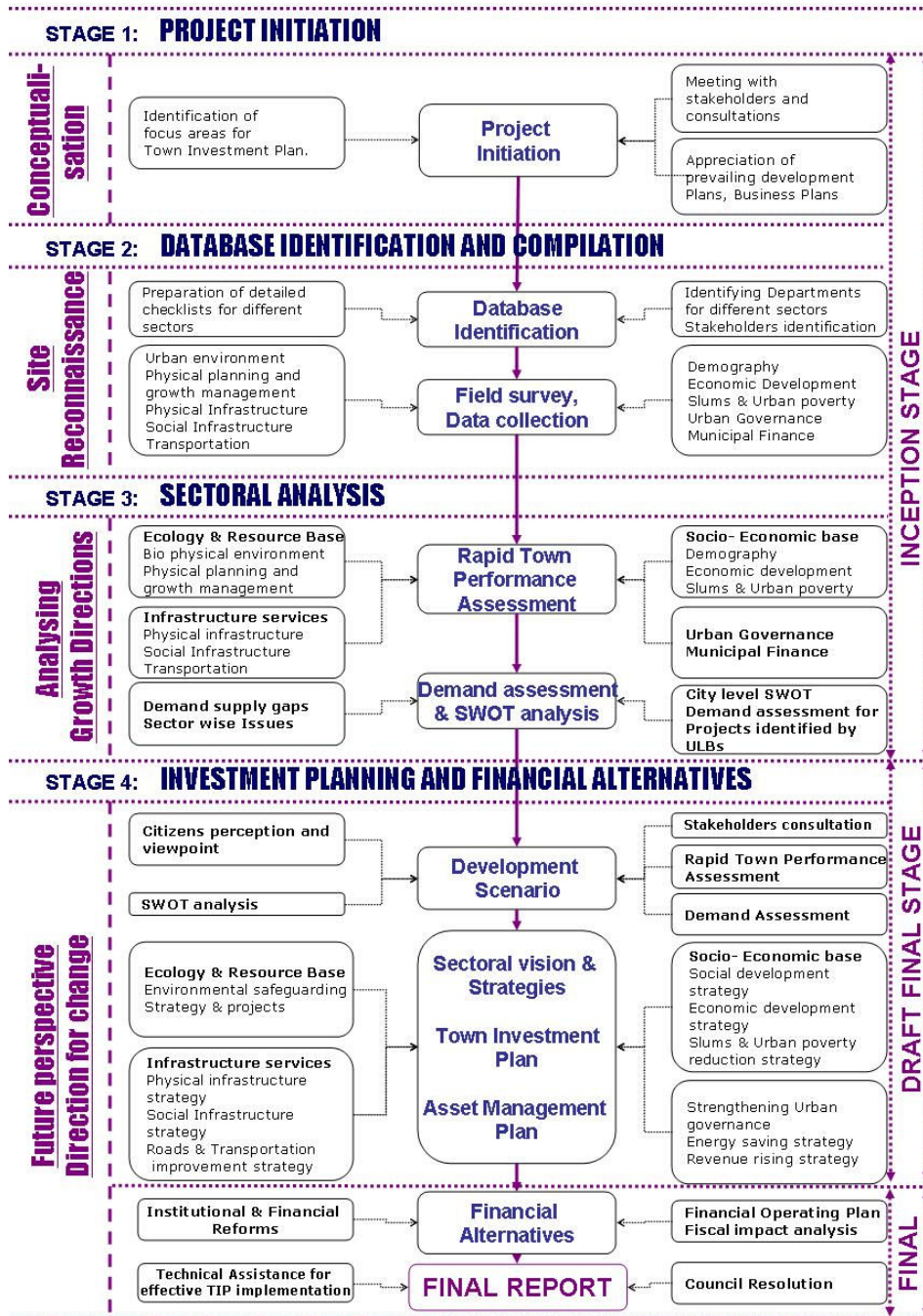
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1.3**METHODOLOGY ADOPTED**

The whole exercise is divided into four stages, which are further subdivided into tasks and several sub-tasks or activities within them. Figure below shows the adopted study methodology and is followed by a brief description on each of the stages.

Figure 1-1 Approach and Methodology for Town Investment Plan



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1.3.1 DATABASE IDENTIFICATION

- ❖ Database Identification and compilation
 - Database forms the backbone of any kind of research works and also helps in focusing the study towards the definite approach. Under this task, the database required and the departments responsible for such kind of data was identified at town levels. A detailed checklist was prepared of all the sectors, along with identifying the probable departments for the collection of the data.
- ❖ Field survey and data collection
 - Secondary data was collected from Town Panchayat in relation to different sectors identified like:
 - i. Town Infrastructure Services
 - ii. Town Economic Development
 - iii. Roads, Traffic and Transportation
 - iv. Slums and Urban Poverty
 - v. Human resources and Institutional Issues
 - vi. Financial management
 - vii. Environmental Management
 - viii. Asset Management
 - ix. O&M Requirements, Energy Saving Mechanism & Capacity assessment

Data was also collected on the Finance and Institutional Arrangement of the ULB. It included accounts and budgets for the last five years, loan status, capital works in the last five years with sector-wise breakup, Audit Report, Properties, Water connections, Sewer connections registered and assessment of unregistered properties and assets of each town Panchayats and their condition. In addition, staffing and management arrangements in delivery of services was also collected and assessed.

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1.4 DETAILED APPROACH AND METHODOLOGY

1.4.1 INCEPTION STAGE REPORT

1.4.1.1 DEMAND ASSESSMENT

RFP document specifies that the ULBs have on their own identified certain projects to be implemented, for which demand assessment has to be carried out and sustainable investment plan has to be prepared for the same.

Hence, Inception stage in essence assessed the demand for various projects proposed by the ULBs. Furthermore, Investment Plan for such projects was reviewed (or) Investment Plan was prepared for such projects, if not attempted by the concerned Town Panchayats. Further, Overall Demand Supply Gap analysis in terms of Physical and Social Infrastructure for the next 15 years for the ULB was carried out.

1.4.1.2 RAPID TOWN PERFORMANCE ASSESSMENT

Here, all the information collected from Secondary sources was analyzed to arrive, current development status at town area level. The analysis included all the sectors mentioned below:

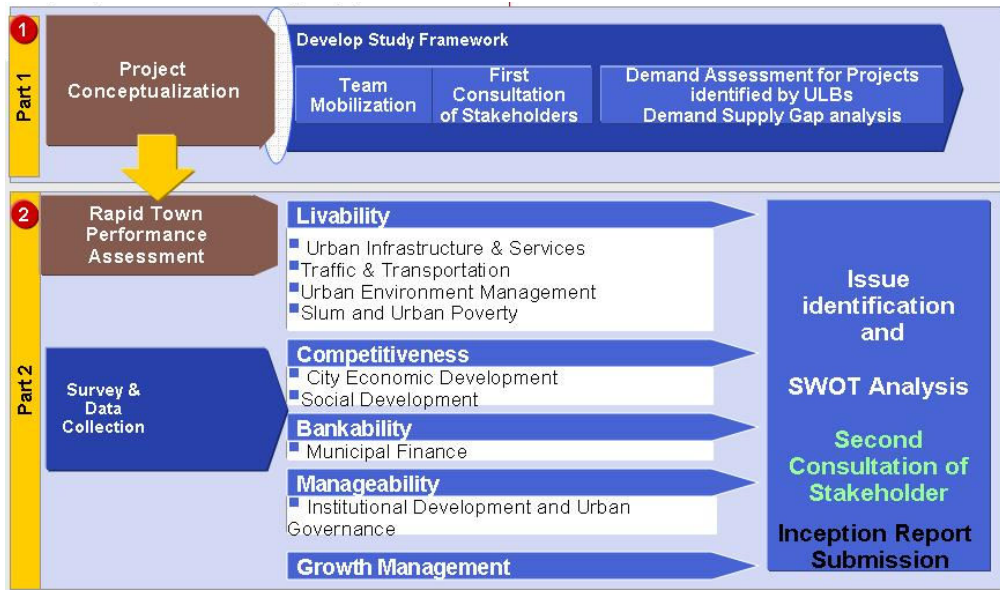
- i. Town Infrastructure Services
- ii. Town Economic Development
- iii. Roads, Traffic and Transportation
- iv. Slums and Urban Poverty
- v. Human resources and Institutional Issues
- vi. Financial management
- vii. Environmental Management
- viii. Asset Management
- ix. O&M Requirements, Energy Saving Mechanism & Capacity assessment

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Figure 1-2 Approach and Methodology for Inception stage



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Demand Assessment and Rapid Urban assessment undertaken in the Inception stage was approved and accepted by the Review Committee on 28th August 2009.

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1.4.1.3 SUGGESTIONS OF THE REVIEW COMMITTEE ON THE INCEPTION REPORT

The Suggestions given by the Review Committee during the meeting has been given as under.

- ❖ To conduct stakeholders’ consultations to ascertain the demands from public to identify infrastructure gaps.
- ❖ To present the draft final report to respective ULBs in the council after incorporating the suggestions of stake holders meeting.
- ❖ To recheck the financials of ULBs including debt status.
- ❖ To Analyse last 5 years financials and furnish the data on existing loan, loan repaid on due date, overdue loan, loan balance and loans sanctioned

but yet to be availed. In this regard, all Town Panchayats were requested to provide 5 years audited accounts and recent years' un-audited accounts along with DCB and loan statements and any other relevant details to the consultants.

- ❖ To study on the unused / under utilized assets of the ULB and suggest ways for the better utilization of the same.
- ❖ To identify any vacant land for development.
- ❖ The consultants were requested to include the Storm Water Drain Project.
- ❖ Street light provision calculation to be rechecked with ULB.

1.4.2 DRAFT FINAL STAGE

In draft final stage, four tasks were carried out and are described briefly as below:

1.4.2.1 DEVELOPMENT SCENARIO

Future Development Scenario for the ULB was developed based on Rapid Town Performance Assessment, Demand Assessment, S-W-O-T analysis and on the basis of Citizen's perception and viewpoint.

1.4.2.2 SECTORAL VISION AND STRATEGIES

On the basis of the sectoral issues identified during rapid Town Performance assessment, the sectoral vision and strategies were worked out to overcome those issues. These strategies were further converted into Action plans and projects. The projects were then phased on the basis of demand and stakeholders priorities.

During Strategic plan preparation; emphasis was mainly given to Areas/ sectors related to local Economic Development and poverty reduction

1.4.2.3 TOWN INVESTMENT PLAN

The budget cost estimates for the proposed projects was worked out to determine the financial requirements for meeting the demand for infrastructure

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and services. The project phasing was also worked out so that the financials of the ULB would not be burdened much and at the same time the objective of provision of basic services would be achieved.

1.4.2.4 ASSET MANAGEMENT PLAN

The life cycle O&M costs for the services proposed were worked out and in addition, O&M for lands and assets vested with the ULBs were also worked out. On that basis, a detailed Asset Management Plan was prepared for the ULB.

The above 4 tasks were covered in this Draft Final stage report.

The Draft Final Stage was approved and accepted by the Review Committee on 23rd December 2009.

1.4.3 FINAL STAGE

In final Stage, there are two tasks, which have been carried out and are described briefly as below:

1.4.3.1 FINANCIAL OPERATING PLAN

The projected FOP under four broad scenarios has been worked out to highlight the importance of the reforms suggested to implement all identified projects required for the development of the ULB.

The four broad scenarios under which FOP has been worked out for each ULB are as under:

- ❖ Base case scenario (“Business as usual scenario”) - In this scenario “No New Projects” and “No reforms” over the next 15 year period is considered.
- ❖ Full Project Scenario without undertaking the Suggested Reforms
- ❖ Full Project Scenario with Full Reforms implementation
- ❖ Sustainable Investment Scenario

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1.4.3.2 DRAFT MEMORANDUM OF ASSOCIATION

Draft Memorandum of Association has been prepared which would outline the base line (based on the Situation Analysis) and the performance benchmarks to be monitored, apart from other financial and loan covenants. This Draft MoA has covered two sub tasks. One is the Policy Intervention in the form of Institutional and policy reforms for effective governance and financial management. The other one is the technical assistance to each ULB for effective implementation of the Town Investment Plan.

1.4.3.3 COUNCIL RESOLUTION

Council Resolution has been obtained from the ULB accepting all suggested reforms and proposed Investments for the next 15 years period.

The final report has covered all the above stages along with incorporating the suggestions and modifications given by the review committee and local stakeholders.

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2 TOWN PROFILE

Annamalai Nagar is a Special Grade Panchayat Town in Cuddalore district in Tamilnadu. Annamalai Nagar is about two kilometers to the east of Chidambaram Railway Station, in Cuddalore District. Its earlier name was Tiruvtkalam. The town is named after Rajah Sir Annamalai Chettiar of Chittinad, who instituted educational institutions here. Annamalai University is located in Annamalai Nagar, having a proud history of more than 50 years, is the major landmark. Chidambaram is the nearest train station and bus terminus.

Annamalai Nagar has close links with Thillai (Chidambaram), the abode of Lord Nataraja (Lord Shiva). Nearby towns like Neyveli, Usuppoor, Tirumullaivasal, Sirkazhi, Kurinjipadi, Parangipettai and Bhuvanagiri can be accessed from Annamalai Nagar. Tiruvtkalam Temple is the main attraction here.

2.1 REGIONAL SETTING AND NETWORK LINKAGES

It is located at a distance of 3 Km from Chidambaram Town and a distance of 200 km south of Chennai by road. Chidambaram railway station is located on the Chennai Trichy railway line which is currently under gauge conversion. Annamalai Nagar is well connected with Cuddalore, the district head quarters and Chennai, the state head quarters and with other towns of Karaikal, Nagapattinam, Kumbakonam and Salem by road transport facilities. The main mode of transportation is buses operated both by Government Transport Corporation and private owners. The nearest airport is located in Trichy at a distance of 173 Km. Annamalai Nagar is connected with Chidambaram by town buses, mini buses and by para-transit systems.

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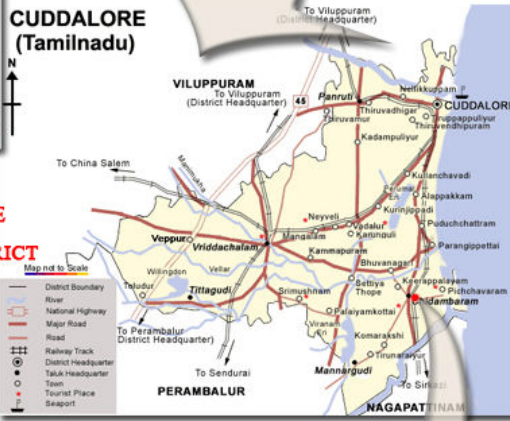
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Figure 2-1 Regional Setting and Network Linkages



REGIONAL SETTING & NETWORK LINKAGES



ANNAMALAI NAGAR- SPECIAL GRADE TOWN PANCHAYAT IN CUDDALORE DISTRICT

AREA : 4.2 SQ.KM

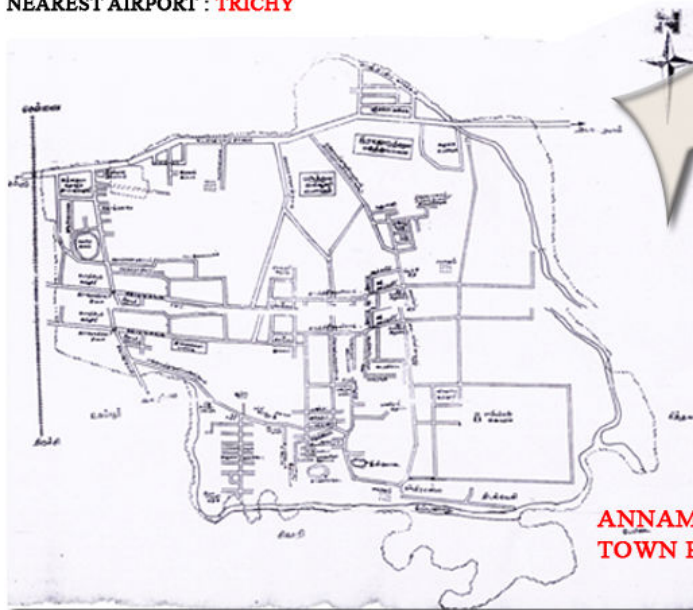
POPULATION AS PER 2001 CENSUS : 10062

MUNICIPAL WARDS : 15

MAJOR RIVER : UPPANARU

NEAREST RAILWAY STATION - CHIDAMBARAM

NEAREST AIRPORT : TRICHY



ANNAMALAI NAGAR TOWN PANCHAYAT AREA

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2.2 DEMOGRAPHY

Annamalai Nagar has a population of 10062 as per 2001 census having male population of 4357 and female population of 5705. Annamalai Nagar has shown a negative growth between 1971 and 1981 whereas it has shown a high growth percentage of 39% between 1981 and 1991. Between 1991 and 2001 it has shown a moderate growth rate of 9%. The growth of population and decadal variation from the year 1971 is illustrated in *Table 2-A*.

Table 2-A : Population growth trends in Annamalai Nagar

<i>Census year</i>	<i>Population</i>	<i>Percentage Increase</i>
1971	8847	
1981	6623	-25.1
1991	9209	39.0
2001	10062	9.3

The ward wise population as per 2001 census is shown in *Table 2-B*.

Table 2-B Ward wise Population details

<i>Ward No</i>	<i>Population</i>	<i>Male</i>	<i>Female</i>	<i>SC</i>	<i>ST</i>	<i>% of SC to total</i>
1	909	408	501	128	15	14.1
2	208	102	106	185		88.9
3	599	281	318	586	1	97.8
4	974	651	323	235	47	24.1
5	602	314	288			
6	2078	232	1846	249	5	12.0
7	270	139	131			
8	676	335	341			
9	287	150	137	96	36	33.4
10	528	268	260			
11	550	282	268	22		4.0
12	420	208	212	43		10.2

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<i>Ward No</i>	<i>Population</i>	<i>Male</i>	<i>Female</i>	<i>SC</i>	<i>ST</i>	<i>% of SC to total</i>
13	603	296	307	18		3.0
14	728	361	367		4	
15	630	330	300	16		2.5
Total	10062	4357	5705	1578	108	15.7

Source: data collected from Annamalai Nagar Town Panchayat

2.2.1 POPULATION PROJECTIONS

Population projections for the next fifteen year period have been done using various methods like Arithmetic Increase, Geometric Increase, Incremental Increase, Least Squares and Graphical Methods. The low and high end projected population based on the methods mentioned above in 2023 could be 11,000 and 15,000. Since the town is in close proximity to Chidambaram municipal area and further it is declared as a fast growing Town by Directorate of Town Panchayats, it is prudent to consider high end population for future planning purposes. Furthermore, the 2009 population projected in Geometric Increase method is in line with the current year population figures reported by the Town Panchayat and hence the same method is adopted for future planning purposes. Projections by various methods are shown in *Table 2-C*.

Table 2-C : Population projections by various methods

<i>Year</i>	<i>Arithmetic Increase</i>	<i>Geometric Increase</i>	<i>Incremental Increase</i>	<i>Least Squares</i>	<i>Graphical Method</i>
1971	8847	8847	8847	8847	8847
1981	6623	6623	6623	6623	6623
1991	9209	9209	9209	9209	9209
2001	10062	10062	10062	10062	10062
2009	10386	11566	10591	10118	12000
2013	10548	12400	10923	10368	12500

<i>Year</i>	<i>Arithmetic Increase</i>	<i>Geometric Increase</i>	<i>Incremental Increase</i>	<i>Least Squares</i>	<i>Graphical Method</i>
2018	10751	13528	11403	10679	13000
2023	10953	14758	11954	10991	13500

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2.3 SOCIAL CHARACTERISTICS

2.3.1 SOCIAL COMPOSITION

As per census 2001, SC population is about 16 percent of the total population whereas ST population is insignificant which comes around 1 percent of the total population as shown in *Table 2-D*. Ward No 03 has maximum share of SC population followed by ward no 02 as shown in *Table 2-B*.

Table 2-D Social Composition

<i>Social Composition</i>	<i>Male</i>	<i>Female</i>	<i>Total</i>	<i>% share to total</i>
SC Population	688	890	1578	15.68
ST Population	53	55	108	1.07
Others	3616	4760	8376	83.24
Total Population	4357	5705	10062	100.00

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2.3.2 GENDER RATIO

Gender ratio in Annamalai Nagar is much higher than district urban and state urban gender ratio. However, Gender ratio in the case of population below 6 years of age is lower than the general gender ratio of Annamalai Nagar. Overall, gender ratio in the town is higher than the State urban and district urban figures in all the three categories as shown in *Table 2-E*. Fluctuated gender ratio from 1971 to 2001 in Annamalai Nagar is shown in the table above.

<i>Year</i>	<i>Gender ratio</i>
1971	552
1981	981
1991	767
2001	1309

Table 2-E Gender Ratio

<i>Gender ratio</i>	<i>Population</i>	<i>Population below 06</i>	<i>SC</i>
Male	4357	443	688
Female	5705	424	890
Gender ratio in Annamalai nagar	1309	957	1294
In Cuddalore Urban district	990	955	1014
<i>In Tamilnadu urban</i>	982	955	1001

2.3.3 LITERACY LEVELS

As per census 2001, 87.5 percent of total population (excluding 0-6 years of age) are literates of which male accounted for 91 percent and female accounted for 84 percent. Literacy levels in Annamalai Nagar and its comparison with state urban and district urban figures are shown in Table 2-F.

Table 2-F Literacy levels

<i>Literacy levels</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>
Annamalai Nagar	87.44	91.19	84.66
Cuddalore District Urban	82.32	89.50	75.09
<i>Tamilnadu State Urban</i>	82.53	88.97	75.99

2.4 PHYSICAL CHARACTERISTICS

2.4.1 GEOLOGY AND SOIL TYPE

The soil formation of the Cuddalore district is the combination of red soil, red loam, clay loam and sandy loam. Red soil is found in Panruti Taluk, Clay and loam soils are found in Chidambaram, Vridhachalam and Cuddalore Taluks.

2.4.2 CLIMATE AND RAINFALL

Normal rainfall during North East Monsoon varies between 716.5 mm to 1346.1 mm and during South West Monsoon it varies between 373.6 and 340.3 mm

3 ECONOMIC DEVELOPMENT

3.1 ECONOMIC BASE OF THE TOWN

Annamalai Nagar is predominantly dependent on Annamalai University for its economic activities. Nearly 15000 students are pursuing education and more than 2000 teachers are imparting education to these students in Arts and science Courses, Engineering, Agricultural, Medicine and Para-medical sciences. It is one of the Asia’s largest residential university providing direct and indirect employment opportunities to Annamalai nagar and Chidambaram residents.

3.2 OCCUPATIONAL PATTERN

Annamalai Nagar is predominantly an institutional based town and hence its dependency on primary sector is less when compared to district urban and state urban areas. Its economic base is again reflected in its dependency on other service related activity which is high (87.8% to total workers) when compared to the Cuddalore district urban and state urban occupational figures as shown in *Table 3-A*. However, non workers percentage to total population is very high when compared to cuddalore district and state urban non workers share to total population.

Table 3-A Occupational Pattern and its comparison - 2001

<i>Area</i>	<i>Indicator</i>	<i>Primary</i>	<i>Household Industry</i>	<i>Others</i>	<i>Non workers</i>
Annamalai Nagar	% to total workers	8.0	4.2	87.8	
District Urban	% to total workers	18.9	3.9	77.2	
State Urban	% to total workers	14.0	6.3	79.6	
Annamalai Nagar	% to total population	2.2	1.2	24.3	72.3

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<i>Area</i>	<i>Indicator</i>	<i>Primary</i>	<i>Household Industry</i>	<i>Others</i>	<i>Non workers</i>
District Urban	% to total population	6.1	1.3	24.9	67.7
State Urban	% to total population	5.3	2.4	29.9	62.5

3.3INDUSTRIES

Annamalai Nagar has no major industries in operation.

3.4TOURISM POTENTIAL

Annamalai Nagar itself has no tourism potential but it has various renowned places around and is listed below:

3.4.1 CHIDAMBARAM

Chidambaram is one of the important tourist centres in Tamil Nadu. Various renowned places around Chidambaram are given here:

3.4.1.1 LORD NATARAJA TEMPLE

This ancient famous temple is fortified and centrally located in the town, covering an extent of approximately 43 acres. There are three prakaras in which first Prakara is of the sanctum of the Lord Siva in dancing form and second prakara comprising of Nirthiya sabha, Devasabha, Sarasamoorthy sannathi and Balathandayuthapani sannadhi and in the third prakara all other deities and sannathies are located.

3.4.1.2 THILLAI KALIYAMMAN TEMPLE

This temple is located at the fringe of the town in remembrance of the dance competition of Lord siva and sakthi. The Lord Siva won and Parvathi was asked to go out of the town. Since Thillaikali is incarnation of Parvathi, the temple has been constructed by the king kopperum chingan.

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3.4.1.3 ANANDEESWARAR TEMPLE

This temple is of Saint Thiruneelakandar who took holy bath with his wife in the temple tank and came out youthful by the blessing of Lord Siva. There are two festivals celebrated annually called as Kalambula Nayanar festival in the Tamil months of Karthigai and Thiruneelakanda Nayanar festival during the Tamil month of Thai.

3.4.2 PICHAVARAM

It is situated 16 kms east of Chidambaram and located in a most beautiful scenic spot. It is spreaded over 2800 acres of mangrove forest. This place is formed in the backwaters, which are interconnected by the Vellar and Kollidam systems. Thus, there is abundant scope for water sports, para-sailing, rowing and canoeing. Boating, accommodation and restaurant are offered by the Tamil Nadu Tourism Development Corporation. The mangroves here are the healthiest mangroves in the world.

3.4.3 SRI MUSHNAM

This place is situated in the northwest of Chidambaram. The big Vishnu temple of Bhuvarahaswamy here attracts visitors. It is one of the eight Swayam Vyaktakashethra in the south.

3.4.4 MELAKADAMBUR

Melakadambur is located in the west of Chidambaram. The temple here is of the Pala art. The Nataraja found in this temple dances on a bull and the idol belongs to Pala art.

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3.4.5 SIRKAZHI TEMPLE

It is another Siva shrine, situated 20 km from Chidambaram. It is the birthplace of one of the top 4 Saivaite saints named Thirugnana Sambandar. It is believed that Goddess Parvathi breastfed the child Gnanasambandar as he was crying in the tank bund. It is inside the temple and is known as 'Mulaippal Thirtham'. A festival in memory of this legend is celebrated here during the month of April.

3.4.6 THIRUVENKADU TEMPLE

This temple is 28 km from Chidambaram. It is dedicated to Agora Virabadra, a fierce aspect of Siva and is also known as Swetharanyam.

3.4.7 VAITHEESWARAN KOIL

This is a temple of Lord Siva and is situated down south of Chidambaram. Here, the presiding deity is called Vaitheeswara i, e, Lord of healing. The sacred tank inside the temple is called Siddha Amritha Theertha. It is said to contain nectar which has curative powers. It is the place of one of the Navagrahas, Angarahan (Mars).

3.4.8 TIRAPUNKUR

In this place, Lord Siva's mount Nandi is said to have moved a little away to obstruct the darshan of Lord Siva to Nandanar, the harijan devotee.

3.4.9 MAYILADUTHURAI

This is a town, which can be reached by bus from Chidambaram. Here, the Dakshinamurthi shrine is very famous along with the God of wisdom, who sits in yoga pose on a Nandi. In the centre of the town, the Mayuranathaswamy temple can be seen. It is a Siva temple with an imposing nine-storeyed tower. The image of goddesses Durga here is very impressive.

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3.4.10 VAZHUVUR TEMPLE

It is also a temple near Chidambaram. Here, the presiding deity is called Krithivasa, one who wears the elephant skin. This is said to be one of the eight places where Siva danced to destroy demons. The dance hall here is called 'Gnana Sabai' or Hall of Wisdom. There is a Yantra known as Vazhuvur Rahasyam (mystery) behind the Gajasamharamurthi.

3.4.11 PERAMBUR

It is a Subramania temple. The image of deity is of granite and beautifully carved with 6 faces in the pose of Samharamurthi. Numerous snakes abound this place, but no one has so far been bitten.

3.4.12 THERAZHUNDHUR

This is the birth place of Kambar, who wrote the epic Ramayana in Tamil. There is a temple of sculptural value here.

3.4.13 VRIDDHACHALAM

This place is well known for the Vriddha-giriswarar temple containing a big shrine. It has high enclosing walls and four tall gopurams. The mandapam of this temple is carved like a chariot with wheels and horses. There are also 24 delicately carved pillars with Yalis supporting the roof.

3.4.14 THIRUPPANAiyUR TEMPLE

This temple contains palmyra tree as the sacred tree. As per the legends, the great Chola king Karikala was standing under a palmyra tree. He was then picked up by the royal elephant and taken to the palace to be crowned as king. Hence, it has become the sacred tree and the place also got the name Thiruppanaiyur.

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3.4.15 ENGAN TEMPLE

In this temple, the most beautiful and captivating idol of Lord Muruga can be seen. Here, the idol of Shanmuganathar is carved with minute details like the ear holes are pierced to insert ear-rings. It is said the sculptor of this image cut off his right thumb to avoid carving another image superior to the Singaravelar.

But in his dream, Lord Muruga asked to make another image at Ettukkudi. Then he blinded his eyes as it excelled Singaravelar of Sikkil. But, he had a command to commission another image at Engan. This time he took help from a woman to assist him. During the work, his chisel cut the finger of the lady and the blood fell on his eyes. He immediately got back his eyesight and he exclaimed `Engan` (my eyes) and completed this superb idol. Hence, the place got its name `Engan`.

3.4.16 THIRUCHENKATTANKUDI TEMPLE

It is famous for Asthamurthi Mandapam. The idol of Ganapathi here is said to have been brought from Vatapi of the Chalukyan kingdom after a voyage by Chola and installed here. Tiripurantaka and Nataraja in this temple are fine specimens of Chola art.

3.4.17 THIRUVANJIAM TEMPLE

The sandalwood tree of this temple is the Sthala Viruksha here. The examples of fine workmanship in this temple are the images of Durga, Bhairavar, Rahu and Kethu. During the Masi Dhasami festival in February-March, the deity Vanjinatha the deity is mounted on the Yama Vahana.

3.4.18 VIDYAPURAM

Here, Rajaraja I built a beautiful Siva temple. The presiding deity of the temple is called Meenakshisundareswarar.

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3.4.19 GANGAI KONDA CHOLAPURAM

It is situated about 50 kms away from Chidambaram. This temple was built by the Chola emperor Rajendra I. It is dedicated to Siva with a grand gopuram that can be seen miles around. Numerous beautiful sculptures can be seen on the walls of the temple and its enclosures. There is a big Nandi in front of the temple, which is made of brick and mortar. One of the exciting features of this temple is the lion-faced well with yawning mouth through which a flight of steps lead to the water beneath.

3.4.20 KALVARAYAN HILLS

This hill is situated 150 km northwest of Chidambaram on the western side of Kallakurichi taluk. It is spread over an area of 600 sq. kms and heights range from 315 to 1190 metres. It is an ideal place of retreat and peace. A nicely decorated botanical garden here attracts the eyes of the visitors. One can take a refreshing bath in the two waterfalls here. It is an ideal location for trekking too.

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4 PHYSICAL INFRASTRUCTURE

Infrastructure facilities play an important role in fostering economic growth and enhancing public welfare. By and large, the infrastructure may be divided into two categories:

- ❖ Physical infrastructure including Water supply, Drainage, Sewerage, Solid Waste Management, Electricity, Telecommunications and so forth; and
- ❖ Socio-economic infrastructure including Education, Health, other Community facilities, Cold storages, Warehouses, Markets, Banks and Financial Institutions.

This chapter deals with Physical Infrastructure which includes Water Supply, Sewerage and Sanitation, Storm water drainage, Solid Waste Management Roads and Street Lighting.

4.1 WATER SUPPLY

4.1.1 WATER SUPPLY SOURCES

The town is served by TWAD Combined Water Supply Scheme (Federate of Water Supply CDM – Annamalai Nagar) initiated in 2001, supplies 5 lakh litres per day. Head works with bore well is located in Karuppur Kollidam river maintained by TWAD. Other than Combined Water Supply Scheme, Annamalai Nagar has 6 bore wells laid in 1997 supplies 4.8 lakh litres per day resulting in a total water supply of 9.8 lakh litres per day.

3 Nos 20 HP pump sets in KRM Nagar and in Sakkara Avenue, 2Nos 12.5 HP pumpsets in Thidal Vezhi and in 20 point, 1 No 7.5 HP pumpset in Vadakkiruppu are in operation to draw water from 6 bore wells.

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4.1.2 WATER SUPPLY SYSTEM

Five over head tanks are located at Kottankudi thoppu (2.5 LL), KRM Nagar (1 LL), AD Colony (6000 L), 20 point nagar (6000 L) and in Vadakiruppu (30,000 L) stores water for distribution prupose with a total capacity of 4.4 LL.

Annamalai Nagar has 452 no of assessments having house service connections out of total 2480 assessments. Out of 452 household service connections, 447 are domestic water connections and 5 are Non domestic connections. In addition, 65 public fountains (stand posts) have been provided within the town. Further more, 47 public hand pumps have been provided all over the town for non-drinking purpose. Chlorination method is followed for treating raw water at head works as well as at each tanks mentioned above.

Table 4-A Water Supply system in Annamalai Nagar

<i>Description</i>		<i>Details</i>
Source of Water Supply	:	Bore wells and Kollidam river
Water Supply Agency	:	TWAD and Town Panchayat
<i>Description regarding Storage</i>		Capacity in Lakh Litres
Kottankudi thoppu	:	2.5
KRM Nagar	:	1
AD Colony	:	0.6
20 dotnagar		0.6
Vadakiruppu		0.3
<i>Total Storage Capacity</i>	:	4.4
<i>Description regarding Connections</i>		
Domestic	:	447
Commercial	:	5
Total	:	452
No of Stand posts		65
No of Hand Pumps		47

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4.1.3 WATER AVAILABILITY

Water is supplied for half an hour everyday from TWAD board source. From borewells, water is being supplied twice a day from 6 to 9 am and from 4 to 6 pm. Overall, 85 LPCD water is being supplied by taking into consideration the population for 2009 would be 11560.

4.1.4 SERVICE ADEQUACY

Table 4-B : Performance Indicators for water supply in Annamalai Nagar

<i>S.No</i>	<i>Indicators</i>	<i>Unit</i>	<i>Current status</i>	<i>Normative standard</i>
1	Daily per capita supply	Litres	85	70/100
2	Roads covered with distribution network	Percent	88	> 100
3	Storage capacity with respect to supply	Percent	45	33
4	Available Treatment capacity with respect to supply	Percent	51	100
5	Assessments covered by service connections	Percent	18	85
6	Proportion of non domestic service connections	Percent	1	>5
7	Slum population per stand post	Persons		150

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4.1.5 SECTORAL ISSUES

- ❖ 50% of the current water requirements are met by bore wells which is not feasible in a long run
- ❖ Service coverage by Household Service Connection is very low (18%)
- ❖ 12% of the roads are not covered by distribution network

4.1.6 WATER SUPPLY DEMAND ASSESSMENT

Table 4-C : Water supply demand for the next fifteen year period

<i>Particulars</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar projected population	11566	12400	13528	14758
<i>Water Supply MLD</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar water demand @ 70 lpcd for towns less than 50,000 population (desirable)	0.81	0.87	0.95	1.03
Existing and proposed Supply in mld	0.98	0.98	0.98	0.98
Gap	-0.2	-0.1	0.0	0.1
<i>Water Treatment Plant capacity in MLD</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Demand for treatment plant capacity	0.81	0.87	0.95	1.03
Treated water supply	0.5	0.5	0.5	0.5
Gap	0.3	0.4	0.4	0.5
Water Supplied by TWAD is considered as treated water and not bore well water				
<i>Water Distribution Network in Kms</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Existing distribution length in Kms	15.5	15.5	15.5	15.5
Road length in Kms (existing and proposed)	17.7	18.6	20.3	22.1
Gap	2.2	3.1	4.8	6.6
Per Capita road length of 1.5 meter is considered for calculation				
<i>Water Service connections in Nos</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
No of Assessments	2480	2659	2901	3165
No of service connections	452	1070	1805	2690
% service connections existing & proposed	18.2	40.2	62.2	85
Gap	66.8	44.8	22.8	0.0
Assessments increased on the basis of Assessment / population ratio				
Service connections are proposed to be 85% by 2023-24				
<i>Storage capacity in MLD</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Existing & Proposed Storage Capacity in MLD	0.44	0.44	0.44	0.44
Storage capacity demand in MLD	0.27	0.29	0.31	0.34
Gap in MLD	-0.2	-0.2	-0.1	-0.1

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4.2 SEWERAGE AND SANITATION

4.2.1 SEWERAGE SYSTEM IN ANNAMALAI NAGAR

Sewage is mostly the waste water of the community draining into the sewer system with some ground water infiltration. Domestic sewage is the waste water from kitchen, bathroom and toilets. Generally 80 percent of the water supplied gets drained into the sewerage system.

Annamalai Nagar currently has no underground sewerage system. Night soil is disposed normally through individual toilets with septic tanks and low cost sanitation facilities. 5 public convenience units have been constructed in the town with 26 seats for gents and 9 seats for ladies. The road side drains constructed are used for disposing both waste water and rainwater.

4.2.2 SECTORAL ISSUES

- ❖ Town has no Sullage lorry for cleaning septic tanks.
- ❖ Inadequate public conveniences.

4.2.3 SEWERAGE AND SANITATION DEMAND ASSESSMENT

Table 4-D : Sewerage and Sanitation demand for the next fifteen year period

<i>Particulars</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar projected population	11566	12400	13528	14758
<i>Sewage generation in MLD</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar sewage generation	0.6	0.7	0.8	0.8
Annamalai Nagar proposed Sewage Collection	0.0	0.0	0.0	0.0
Gap	0.6	0.7	0.8	0.8
<i>STP capacity in MLD</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Capacity of proposed treatment plant	0.0	0.0	0.0	0.0
Gap	0.6	0.7	0.8	0.8
<i>Sewer connections in Nos</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Proposed connections under UGSS	0	0	0	0
Demand for sewer connections	1736	1861	2030	2215
Gap	1736.0	1861.2	2030.5	2215.2
<i>Sewer Network in Kms</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Sewer Network in Kms (Proposed)	0.0	0.0	0.0	0.0
Sewer Network Demand	15.0	15.8	17.2	18.8
Gap	15.0	15.8	17.2	18.8

4.3 STORM WATER DRAINAGE

The total length of the Storm Water Drains constructed in the Town Panchayat is around 1.115 Kms which is single side brick lining drains.

4.3.1 SERVICE ADEQUACY

Table 4-E : Performance indicators for Storm Water Drainage in Annamalai nagar

<i>S.No</i>	<i>Indicators</i>	<i>Unit</i>	<i>Current Status</i>	<i>Normative Standard</i>
1	Road length covered with pucca storm water drainage	Percent	6.33	130

4.3.2 SECTORAL ISSUES

- ❖ Only 6% of the roads are covered by Pucca drains

4.3.3 STORM WATER DRAINAGE DEMAND ASSESSMENT

Table 4-F : Storm water drainage demand for the next fifteen year period

<i>Storm water drainage in Kms</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar existing SWD	1.115	1.115	1.115	1.115
Storm water drain demand	23	24	26	29
Gap	22	23	25	28

4.4 SOLID WASTE MANAGEMENT

4.4.1 GENERATION AND COLLECTION

Annamalai Nagar generates around 1 ton of Garbage per day at the rate of 86 grams per capita per day. Waste is being collected in all the 15 wards. 29% of the total assessments are covered under Door to Door waste collection system whereas 14% of the total assessments are actively involved in waste segregation

at source. Waste collected is segregated into degradable, non-degradable and recyclable and its details are shown in *Table 4-G*.

Table 4-G Waste Composition

<i>S.No</i>	<i>Waste Type</i>	<i>Quantity in MT</i>	<i>Percentage share</i>
1	Biodegradable	0.3	37.5
2	Non bio degradable / Recyclable	0.5	62.5
3	Total	0.8	100

50 concrete waste bins of 7.5 Kg capacity is placed all over the town for collection purpose. Annamalai Nagar Town Panchayat has the staff strength of 1 sanitary supervisor, 11 sanitary workers and 1 driver. Other than departmental workers, 4 Self Help Groups are also been involved in waste collection and segregation. Out of 11 sanitary workers, 3 workers are involved in road sweeping.

As a part of collection system, 4 pushcarts, 3 tricycles are engaged in primary waste collection.

4.4.2 DISPOSAL AND TREATMENT FACILITIES

One mini lorry and one tractor trailer is in operation for secondary waste collection system and disposal. Town Panchayat has no land for waste disposal and treatment. Currently, Waste being collected is segregated and converted into manure in a land bought under lease from 2007-2008 onwards located near vadakkiruppu burial ground. It is having an area of 0.23 cents. Non-biodegradable waste is dumped in a land fill site belongs to Annamalai University.

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4.4.3 ADEQUACY OF SERVICES

Table 4-H : Performance Indicators for Solid Waste Management

<i>Indicators</i>	<i>Unit</i>	<i>Current Status</i>	<i>Normative Standard</i>
Waste generation per Capita per day	Grams	86.4	< 350 grams
Collection efficiency	Percent	80	100
% of assessments covered by Door to Door collection	Percent	28.8	100
% of assessments involved in waste segregation	Percent	14.2	100
Conservancy staff per Km	persons	0.7	2
% capacity of Fleet vehicles to waste generated	percent	80	

4.4.4 SECTORAL ISSUES

- ❖ No land available with Town Panchayat for waste disposal and treatment
- ❖ 28% of the total assessments are only covered by Door – Door collection
- ❖ 14% of the total assessments are only involved in waste segregation

4.4.5 SOLID WASTE MANAGEMENT DEMAND ASSESSMENT

Table 4-I : Solid Waste Management demand for the next fifteen year period

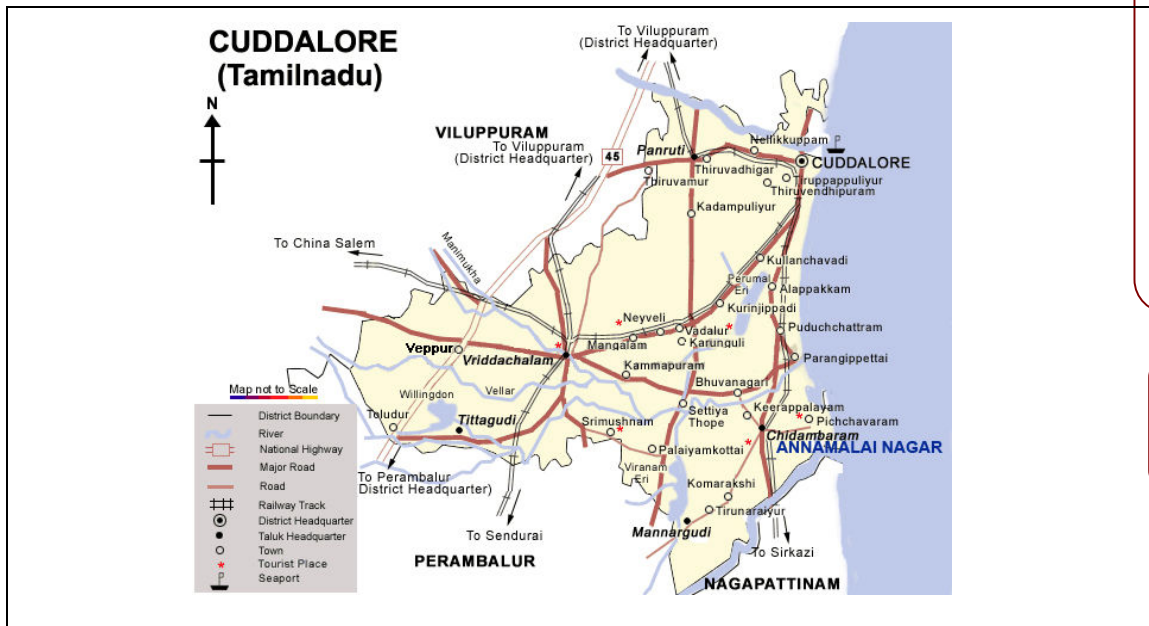
<i>Particulars</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Annamalai Nagar projected population	11566	12400	13528	14758
<i>Solid waste generation in MT</i>	<i>2009-10</i>	<i>2013-14</i>	<i>2018-19</i>	<i>2023-24</i>
Per capita waste in grams per day	86	94	103	114
Annamalai Nagar waste generation	1.0	1.2	1.4	1.7
Growth rate assumed	2.00%			

4.5 ROADS, TRAFFIC AND TRANSPORTATION

4.5.1 REGIONAL NETWORK

It is located at a distance of 3 Km from Chidambaram Town and a distance of 200 km south of Chennai by road. Chidambaram railway station is located on the Chennai Trichy railway line which is currently under gauge conversion. Annamalai Nagar is well connected with Cuddalore, the district head quarters and Chennai, the state head quarters and with other towns of Karaikal, Nagapattinam, Kumbakonam and Salem by road transport facilities.

Figure 4-1 : Regional Network Linkages



4.5.2 CITY LEVEL ROAD NETWORK

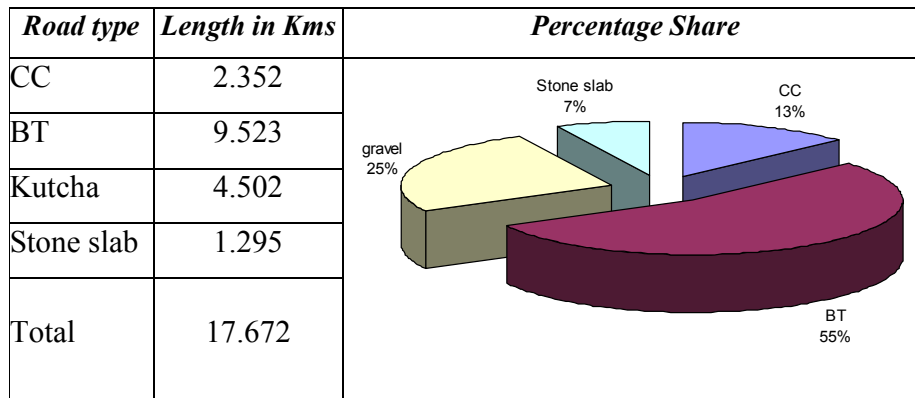
The total road Length within Annamalai Nagar is 17.6 Km. Out of 17.6 km road length, 9.523 km are built with bituminous road, 2.352 km roads are made up of Cement Concrete, 1.295 Km are made up of stone slab and Kutcha road constitutes 4.502 kms. Road length and its type are shown in Table 4-J. Further 4 Km state highway road is passing through Annamalai Nagar connecting Pechavaram and Shivpuri.

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Table 4-J: Road network in Annamalai Nagar



4.5.3 PUBLIC TRANSPORT SYSTEM

The main mode of transportation is buses operated both by Government Transport Corporation and private owners from Chidambaram bus stand. Annamalai Nagar has no bus stand for bus parking. Annamalai Nagar is connected with Chidambaram by town buses, mini buses parking on the road side and by para-transit systems. The nearest airport is located in Trichy at a distance of 173 Km.

4.5.4 SECTORAL ISSUES

- ❖ Town has no Bus Stand due to land constraints.
- ❖ 25 percent of the existing roads are Kutchha gravel roads

4.5.5 ROAD NETWORK DEMAND ASSESSMENT

Table 4-K : Road network demand for the next fifteen year period

Particulars	2009-10	2013-14	2018-19	2023-24
Annamalai Nagar projected population	11566	12400	13528	14758
Road network in Kms	2009-10	2013-14	2018-19	2023-24
Existing road network in Kms	17.7	17.7	17.7	17.7
Road length demand	17.7	18.6	20.3	22.1
Gap	0.0	0.9	2.6	4.5

4.6 STREET LIGHTING

Annamalai Nagar has 439 street lights positioned all over the Town Panchayat area in which 252 lights are 40 W tube lights, 186 lights are 250 W Sodium Vapor lamps and 1 High Mast light. As a part of energy saving mechanism, Town Panchayat has placed 25 energy saver lamps out of 252 tube lights. High Mast has timer switch whereas all the remaining 18 switches are manually operated. All the 25 energy saver lamps have electronic chokes whereas remaining fittings have conventional chokes.

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4.6.1 ADEQUACY OF SERVICES

Table 4-L : Performance Indicators for Street lighting in Annamalai Nagar

Indicators	Unit	Current status	Norms/Standards
Spacing between lamps	Meters	40.3	30
Proportion of tube lights W.R.T to total	Percent	57	60
Proportion of high power fixtures W.R.T to total	Percent	43	40

4.6.2 SECTORAL ISSUES

- ❖ Spacing between lights is around 40 meters against the standard spacing of 30 meters
- ❖ Most of the switches are manually operated
- ❖ Most of the fittings have conventional copper chokes.

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4.6.3 STREET LIGHTING DEMAND ASSESSMENT

Table 4-M : Street lighting Demand for the next fifteen year period

Street Lighting in Nos	2009-10	2013-14	2018-19	2023-24
Annamalai Nagar existing lights	439	439	439	439
Road length in Kms	17.7	18.6	20.3	22.1
Street light demand @ one light per 30 m	589	620	676	738
Gap	150	181	237	299

5 SOCIO-ECONOMIC INFRASTRUCTURE

The Socio-economic infrastructure determines the development status of any human settlement and this chapter covers Health, Education, Recreation and other amenities.

5.1 HEALTH

Annamalai Nagar has Raja Muthiah College and Hospital within its Panchayat limit. Other than this private hospital, Annamalai nagar depends mainly on hospitals in Chidambaram.

5.2 EDUCATION

Annamalai University in Annamalai Nagar is the well known private residential university imparting education in all streams. Annamalai Nagar has 4 schools within its Panchayat limit namely Rani Meiammai Higher Secondary School in Ward No. 04, Welfare Primary School in Ward No. 02, Panchayat Union Primary School in Ward No. 10 and Meenakshi Primary School in Ward No. 04. Other than this, Chidambaram has adequate middle and higher secondary schools at a distance of 3 Km from Annamalai nagar.

5.3 RECREATION

Annamalai Nagar has park in Thiruvur Kulam Adidraavidar colony in Ward No. 02. Further, it is proposed to develop a children's park in KRM nagar in ward No. 09 at an estimated cost of Rs. 2.4 lakhs. Town has additional approved layouts in Sakkara Avenue I & II in Ward No. 01 and in MAM nagar in Ward No. 09 which needs to be developed.

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5.4 OTHER AMENITIES

Annamalai Nagar has banking facilities provided by Indian Bank and ICICI bank located within the University premises. It has no theatres, community halls, hotels and market areas and it depends on Chidambaram for all the above needs. It has one primary health center in Ward no 03 in Adidraavidar Colony. Further, Town has no Slaughter house.

Existing Town Panchayat office has inadequate space and it requires one more block which can be constructed in an area of 200 sq. feet within the office premises as suggested by the stakeholders.

Town has 5 burial grounds located in Vadakiruppu, Ammai pallam, Thidal Vazhi and in Nataraja Puram which all require infrastructure improvements as suggested by the stakeholders. Town Panchayat has not constructed revenue generating assets like commercial complexes due to land constraints.

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5.5 PROBLEMS AND ISSUES

Table 5-A : Issues related to Socio-Economic Infrastructure

<i>Sector</i>	<i>Issues</i>
Socio-Economic Infrastructure	<ul style="list-style-type: none"> • Approved layouts in Sakkara Avenue I & II in Ward No. 01 and in MAM nagar in Ward No. 09 are not yet developed. • Town has no community hall and market due to land constraints • Town has no Slaughter house due to land constraints • Inadequate Panchayat office space • 5 burial grounds located in Vadakiruppu, Ammai pallam, Thidal Vazhi and in Nataraja Puram lacks infrastructure facilities • Town has no revenue generating commercial complexes due to land constraints

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6 SLUMS AND URBAN POVERTY

As per Census of India, the slum areas are broadly defined as :-

- ❖ All specified areas in a town or city notified as ‘Slum’ by State/Local Government and UT Administration under any Act including a ‘Slum Act’.
- ❖ All areas recognized as ‘Slum’ by State/Local Government and UT Administration, Housing and Slum Boards, which may have not been formally notified as slum under any act;
- ❖ A compact area of at least 300 persons or about 60-70 households of poorly built congested tenements, in unhygienic environment usually with inadequate infrastructure and lacking in proper sanitary and drinking water facilities.

6.1 SLUMS IN ANNAMALAI NAGAR

In Annamalai Nagar, 5 un-notified slums are in existence. All the 5 un-notified slums together have the population of 2568 which is equivalent to 25 percent of the total Annamalai Nagar population. Slums in Annamalai Nagar are shown in *Table 6-A*.

Table 6-A Slums in Annamalai Nagar

<i>Un-Notified Slum</i>				<i>Total</i>	
<i>Name</i>	<i>Population</i>			<i>No.</i>	<i>Population</i>
	<i>Male</i>	<i>Female</i>	<i>Total</i>		
Thiruvetkalam Adhidhiravidar colony	383	424	807	1	807
Munroad Kuppam	268	260	528	1	528
Kothangudi Kuppam	330	300	630	1	630
Sivapuri Salai & Vellakulam	296	307	603	2	603
Total	1277	1291	2568	5	2568

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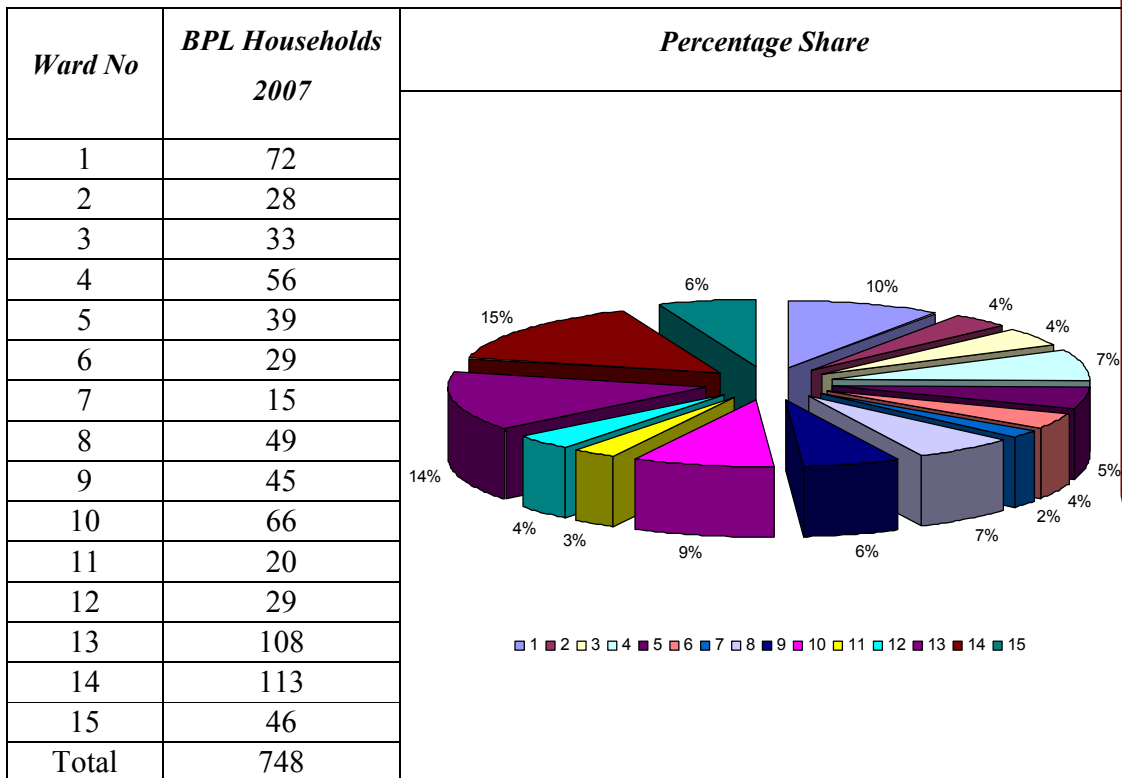
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6.2 URBAN POOR IN ANNAMALAI NAGAR

Annamalai Nagar has 28% of the total current households living below poverty line. Ward Nos 01, 13 and 14 has maximum share of BPL households which accounts for 39% of the total BPL households in Annamalai nagar. Ward wise BPL households are shown in *Table 6-B*.

Table 6-B Ward wise BPL households in Annamalai Nagar



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6.3 PROBLEMS AND ISSUES

- Slums are un-notified due to which Town Panchayat is not able to avail funds for development purposes.
- Town has 28% of the current households living Below Poverty Line

7 FISCAL STATUS

7.1 BACKGROUND

Tamil Nadu is the first State to have introduced a classification in the status of local bodies as ‘Town Panchayat’, which was planned as a transitional body between Rural and Urban Local Bodies. The Town Panchayats were conferred with individual administrative powers and unique functional characters have been in existence for over a century. The Town Panchayats adopt well devised accounting and auditing procedures and the service delivery to the public has been better. Town Panchayats are under the administrative control Municipal Administration and Water Supply Department, at Government level.

Till 1981, the Town Panchayats were under the administrative control of Directorate of Rural Development. During 1981, the Government vide G.O. Ms. 828 Dated 7.5.1981, constituted a separate Directorate for the Town Panchayats with the nomenclature of ‘Directorate of Town Panchayats’. However the administrative control of the Directorate of Town Panchayats continued to be with the Rural Development Department at the Secretariat as they were governed under the Tamil Nadu Panchayats Act 1958.

Following the introduction of 73rd and 74th amendments to the Constitution of India in the year 1993, all the Town Panchayats were reconstituted under the Tamil Nadu District Municipalities Act, 1920 and treated as transitional area. i.e. an area in transition from rural area to an Urban area. Necessary amendments were brought on to the Tamil Nadu District Municipalities Act, 1920 for this purpose and a separate chapter in respect of Town Panchayats was inserted in the said Act. Consequently though the nomenclature ‘Town Panchayat’ remained unchanged, the administrative control of the Directorate of

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Town Panchayats was brought under the Municipal Administration and Water Supply Department at the Secretariat.

Municipal Corporation Acts and the District Municipalities Act of the Tamil Nadu authorizes Urban local bodies to levy, collect and appropriate such taxes, duties, tolls and fees in accordance with the procedures subject to limits as specified by the legislature. Besides these, the urban local bodies are also empowered with certain other financial powers.

The Sources of income for a Town Panchayat can be broadly categorized as own sources (Includes both Tax and Non Tax Revenues), and External Sources (Assigned Revenues, Devolution Funds, Grants and Contribution). Besides the Town Panchayats can also avail of loans/ Grants/ Contribution from Government(Central and State) and loans from various funding agencies such as TUFIDCO, TNUIFSL, HUDCO, LIC and Banks etc, for undertaking specific projects based on their credit worthiness.

The Town Panchayat's Revenue Expenditure can be broadly categorized into Personnel cost and Terminal and Retirement benefits, Operating Expenses, Repairs & Maintenance Expenses, Programme Expenses Administrative Expenses, Finance Expense, Provision for Depreciation. Besides the above, significant amounts are required for undertaking capital works.

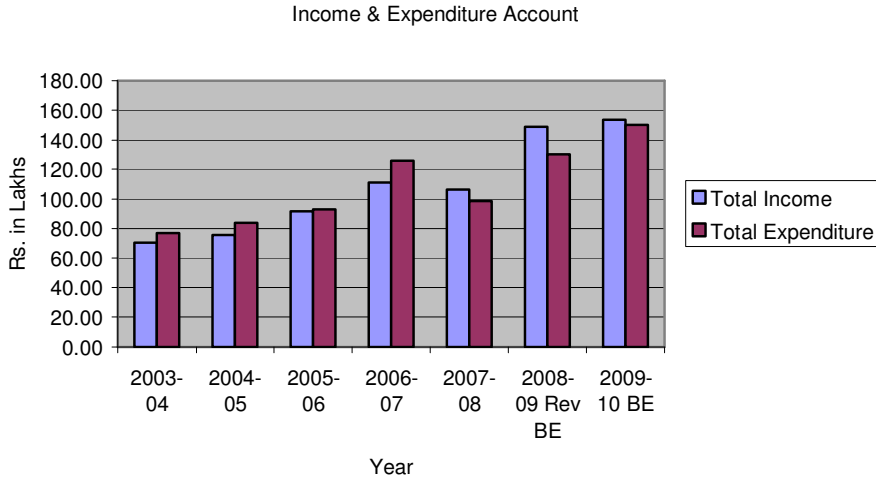
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7.2 FINANCIALS

Figure 7-1 Income & Expenditure Account



Source: Data collected from Annamalai Nagar Town Panchayat

Table 7-A Income & Expenditure Account

Rs.in Lakhs

Particulars	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09 Rev. BE	2009-10 BE
<u>INCOME</u>							
Property Tax	9.74	10.14	10.57	11.01	10.66	20.60	21.60
Profession tax	31.79	39.35	48.44	62.08	59.77	90.10	90.20
Assigned revenue (duty on transfer of property)	5.11	2.86	3.22	2.58	5.40	6.33	6.45
Devolution Fund	12.60	13.82	18.19	24.70	22.00	23.00	25.00
Service Charges & Fees	5.04	4.98	3.87	3.60	4.89	4.30	5.24
Building License Fees	1.38	1.63	0.67	0.71	0.42	0.75	1.25
Initial amount for New Water Supply Under Ground	0.78	0.67	0.36	0.22	0.52	0.30	0.40

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Water Supply Connection Charges	0.21	0.18	0.09	0.07	0.11	0.08	0.10
Metered/ Tap Rate Water Supply Under Ground	1.54	1.92	2.17	2.34	2.56	2.60	2.80
Copy Application Fees	0.41	0.54	0.54	0.26	0.18	0.25	0.31
Others	0.73	0.04	0.05	0.01	1.10	0.32	0.38
Grants and Contribution	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Sales and Hire Charges	0.00	0.00	0.00	0.00	0.00	0.05	0.08
Other Income	6.11	4.59	7.42	7.28	3.77	4.38	5.12
Miscellaneous recoveries	0.06	0.00	0.00	0.00	0.00	0.00	0.00
Interest from bank	0.40	0.54	0.38	0.77	1.01	1.03	1.15
Project overhead appropriation	3.05	2.86	2.64	4.82	1.86	2.25	2.55
Others	2.61	1.19	4.40	1.68	0.90	1.10	1.42
Total Income	70.38	75.73	91.71	111.25	106.49	148.76	153.69
<u>EXPENDITURE</u>							
Personnel Cost	10.83	13.39	9.31	13.25	14.50	21.60	25.82
Salaries	9.44	12.24	8.83	13.00	13.13	20.52	24.40
Terminal and retirement benefits	0.13	0.07	0.07	0.07	0.74	0.33	0.52
Others	1.27	1.08	0.40	0.17	0.63	0.75	0.90
Operating Expenses	13.33	14.17	16.32	24.58	27.96	35.53	41.45
Power charges for Head Water Works/ Pumping Station	3.50	2.67	2.75	4.32	3.20	4.80	5.25
Power charges for Street Lights	6.24	7.07	6.42	6.48	5.92	6.90	7.95
Maintenance Expenses for Street Lights	2.70	2.92	2.15	5.92	8.03	10.00	12.00
Sanitary/ Conservancy Expenses	0.12	0.45	1.90	1.84	1.95	2.50	3.00
Expenses on Sanitary Materials	0.58	1.05	3.11	6.02	8.53	10.50	12.00
Others	0.19	0.00	0.00	0.00	0.33	0.83	1.25
Repairs and Maintenance	12.63	11.80	10.85	12.31	18.83	24.00	27.87
Light Vehicle Maintenance	0.04	1.25	0.00	0.03	0.79	1.50	2.00
Maintenance - Office Building	0.14	0.03	0.00	0.00	0.00	1.00	2.00

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Heavy Vehicle Maintenance	0.38	0.00	1.45	1.72	2.72	1.75	1.25
R&M - Roads and Pavements Black Topping and Asphalting	0.05	0.00	0.00	0.00	1.02	1.50	2.55
Maintenance Expenses - Water Supply/ Sewerage System	4.79	3.39	4.53	7.27	14.09	16.50	17.50
Maintenance Charges payable to TWAD board / metro water Board	6.55	6.62	4.34	3.00	0.00	0.00	0.00
Others	0.68	0.52	0.52	0.29	0.22	1.75	2.57
Programme Expenses	0.10	21.53	16.36	22.94	0.00	7.00	10.00
Administrative Expenses	1.95	1.86	2.41	6.77	6.06	9.55	12.30
Finance Expenses	4.19	1.11	7.98	3.11	1.48	2.48	2.60
Depreciation	33.86	20.12	29.88	42.99	29.86	30.12	30.15
Total Expenditure	76.89	83.99	93.13	125.96	98.69	130.28	150.19
Net Surplus/Deficit	-6.51	-8.26	-1.42	-14.70	7.80	18.48	3.50

Source: Data collected from Annamalai Nagar Town Panchayat

7.3 ANALYSIS OF INCOME

Table 7-B Income Analysis

Sectoral Contribution to Total Income					
Particulars	2003-04	2004-05	2005-06	2006-07	2007-08
Property Tax	13.84%	13.38%	11.52%	9.90%	10.01%
Profession Tax	45.17%	51.96%	52.82%	55.80%	56.13%
Assigned Revenue	7.26%	3.77%	3.51%	2.32%	5.07%
Devolution fund	17.90%	18.24%	19.84%	22.20%	20.66%
Service Charges and Fees	7.16%	6.58%	4.22%	3.24%	4.59%
Grants and Contribution	0.00%	0.00%	0.00%	0.00%	0.00%
Sale & Hire Charges	0.00%	0.00%	0.00%	0.00%	0.00%
Other Income	8.68%	6.06%	8.09%	6.54%	3.54%

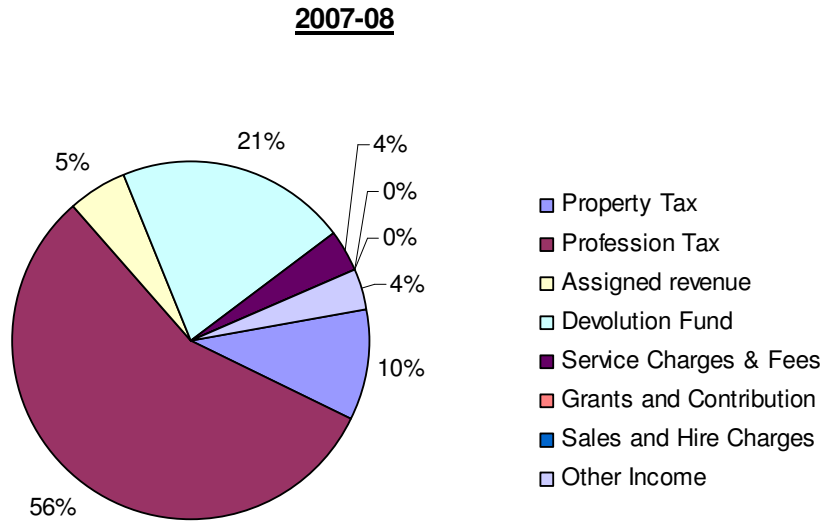
Source: Analysis based on data provided by Annamalai Nagar Town Panchayat.

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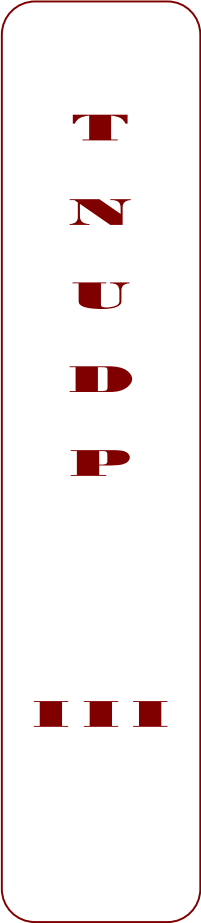
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Figure 7-2 Break-up of Income for the year 2007-08.



Source: Annamalai Nagar Town Panchayat

The income of the Town Panchayat has shown an increasing trend but for the year 2007-08. The Income which was Rs. 70.38 lakhs in the year 2003-04 has increased to Rs. 75.73 lakhs in 2004-05, Rs. 91.71 lakhs in 2005-06 and Rs. 111.25 lakhs in 2006-07. However it fell to Rs. 106.49 lakhs in the year 2007-08. The Overall CAGR in the Income of the Town Panchayat has grown over 11% in the last 4 years (ie between 2003-04 to 2007-08). An important characteristic feature of the Income pattern of this Town Panchayat is that Profession Tax income is higher than the Property Tax as there are a lot of assesses from Annamalai University. Profession Tax alone accounts for more than 50% of the total income. The Town Panchayat has recorded a deficit for the years 2003-04 to 2006-07 and recorded a small surplus of Rs. 7.80 lakhs in the year 2007-08.



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7.3.1 OWN SOURCES

Tax Revenues

Tax Revenues consisting of Property and Professional Taxes together account for about 59% to 66 %of the total income of Annamalai Nagar Town Panchayat in the last 4 years. The Tax Revenues have been growing at a CAGR of 14.11% from 2003-04 to 2007-08 with Profession Tax contributing significantly to the income of the Town Panchayat.

Profession Tax:

Profession Tax contributes more than 50% to the Income of the Town Panchayat and this income has grown at a CAGR of over 17% over the last few years

Table 7-C Profession Tax Slab

Income	Tax Payable (Rs.)
Upto Rs.21000	Nil
Rs.21001-Rs.30000	100/-
Rs.30001-Rs.45000	260/-
Rs.45001-Rs.60000	510/-
Rs.60001-Rs.75000	765/-
Rs.75001 and above	1015/-

Source: Annamalai Nagar Town Panchayat

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Table 7-D Profession Tax (Number of Assessments)

Year	No. of Assessments	Amount (Rs in Lakhs)
2004-05	4326	39.35
2005-06	5107	48.44
2006-07	5629	62.08
2007-08	6329	59.77
2008-09	7032	90.10

Source: Annamalai Nagar Town Panchayat

Property Tax:

The second most important category in the own sources of income is the property tax. This tax is imposed on land and buildings depending upon their nature of use. The CAGR of property tax revenue has been less than 2.5% over the last few years.

Table 7-E Property Tax Assesses for the last few years

Property Tax (Number of Assessments)				
Year	Residential	Commercial	Total	Demand Raised (Rs.in Lakhs)
2005-06	2161	188	2349	11.63
2006-07	2168	189	2357	12.09
2007-08	2237	195	2432	12.60
2008-09	2232	248	2480	20.06

Source: Annamalai Nagar Town Panchayat

The Town Panchayat can look to enhance its collection by focusing on identifying newer assesses and improving the collection efficiency from the existing assesses.

Non Tax Revenues

The Town Panchayat earns Revenue from Non-Tax sources such as Revenue from Service Charges and Fees and Other Income.

Service Charges and Fees:

The major sources of income under this head are Building License Fees, initial amount for new water supply, water supply connection charges and metered tap rate water charges. The income under this head has shown a fluctuating but stagnant growth with the income less than Rs.5 Lakhs over the last few years.

Other Income:

“Other Income” of the Town Panchayat mainly consists of Interest from Bank Project Overhead Appropriation and Development Charges etc. The Other Income of the Town Panchayat has shown a fluctuating trend increasing from Rs.6.11 lakhs in 200-04 to Rs.7.42 lakhs in 2005-06 and then falling to Rs.3.77 lakhs in 2007-08.

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7.3.2 **EXTERNAL SOURCES**

Assigned Revenue

Assigned Revenues include Revenues transferred to the Town Panchayats by the GoTN under specific acts. These are transferred to the Town Panchayats as their share of taxes levied and collected by the GoTN. These include duty on transfer of property, entertainment tax, surcharge on sales tax, Mine and Minerals, Magisterial Fines, Compensation for Toll and other assigned revenues if any. Among all these, duty on transfer of property and entertainment tax is the most

significant .The contribution received from Assigned Revenue has been around Rs.2.58 Lakhs to Rs.5.40 Lakhs for the last few years

Devolution Fund

Based on the Second State Finance Commission recommendations, GOTN transfers 8% of its state revenue to the local government. Devolution Fund account for significant portion of external sources of revenue for this Town Panchayat. This has shown an increasing trend in the last few years from Rs.12.60 lakhs in 2003-04 to Rs.22.00 lakhs in 2007-08. Overall CAGR of Devolution Fund has been close to 15% for the last few years

7.4 ANALYSIS OF EXPENDITURE

The Revenue Expenditure of the Town Panchayat has been analyzed based on expenditure heads which can be broadly classified under the major heads outlined below:

- Personnel costs
- Operating Expenses
- Repairs & Maintenance Expenses
- Programme Expense
- Administrative Expenses
- Finance Expenses
- Depreciation

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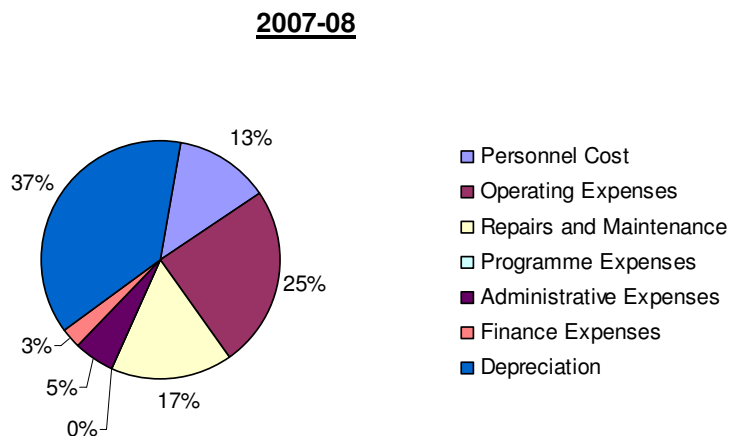
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Table 7-F Expenditure Analysis

Percentage share of Expenses to the Total Expenses					
Particulars	2003-04	2004-05	2005-06	2006-07	2007-08
Personnel Cost	14.09%	15.95%	10.00%	10.52%	14.70%
Operating Expenses	17.34%	16.87%	17.53%	19.52%	28.33%
Repairs and Maintenance	16.42%	14.06%	11.65%	9.77%	19.08%
Programme Expenses	0.12%	25.64%	17.57%	18.21%	0.00%
Administrative Expenses	2.54%	2.21%	2.59%	5.38%	6.14%
Finance Expenses	5.45%	1.32%	8.57%	2.47%	1.49%
Depreciation	44.04%	23.96%	32.09%	34.13%	30.25%

Source: Analysis based on data provided by Annamalai Nagar Town Panchayat

Figure 7-3 Break-up of Expenditure for the year 2007-08.



Source: Annamalai Nagar Town Panchayat

The Expenditure of the Town Panchayat has shown an increasing trend increasing from Rs.76.89 lakhs in 2003-04 to Rs.125.96 lakhs in 2006-07 with Operating Expenses and Repairs & Maintenance Expenses accounting for 42% of the total expenditure for the year 2007-08.

Personnel Costs-

This expense mainly includes the staff salaries, Terminal and retirement benefits and allowances paid to the employees of the Town Panchayat. This expense has grown by 7.57% in the last few years Salaries being the key component of personnel cost has grown by 8.61% for the above period.

Operating Expenses / Repairs & Maintenance

Expenses relating to Operations and Repairs & Maintenance are very critical indicators of the service management and maintenance capabilities and performance of the Town Panchayat. For Annamalai Nagar Town Panchayat, these expenses accounted for about 33.76% - 47.41% of the total expenses in the last few years.

Operating Expenses:-

The Operating expense mainly consists of such expenses which are met towards the infrastructure facilities provided by the Town Panchayat like Power charges for Street Lights, Maintenance Expenses for Street Lights, Sanitary Conservancy Expenses, and Expenses on sanitary material etc. Operating expenses have increased from Rs.13.33 lakhs in the year 2003-04 to Rs.27.96 lakhs in the year 2007-08 with a CAGR of over 20%

Repairs & Maintenance:-

Repairs & Maintenance expenses mainly consist of such expenses such as Heavy Vehicle Maintenance, Maintenance expenses on account of water supply etc with water supply maintenance being the major expense under this head. Maintenance Expenses for Water Supply and Sewerage System has increased sharply from Rs.4.79 lakhs to Rs.14.09 lakhs in 2007-08. The Overall CAGR of Repairs & Maintenance Expenses has been over 10 % for the last few years

Energy Costs:-

The energy costs for Water Supply for the year 2007-08 is Rs.3.20 lakhs and that for Street lighting is Rs. 5.92 lakhs. This accounts for 20% of the water

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supply expenditure and 58% of the street lighting expenditure respectively. By implementation of energy efficiency measures in water supply service delivery and street lighting systems the reduction in costs can be achieved and monitored for continuous energy savings.

Finance Expenses:-

Loan outstanding as on 31st March 2008 was Rs.33.33 lakhs.

7.5 SOURCE & USE OF FUNDS

Table 7-G Balance Sheet

Rs.in lakhs

Particulars	2003-04	2004-05	2005-06	2006-07	2007-08
<u>Liabilities</u>					
Loans	33.33	33.33	35.13	33.70	33.33
Deposits	8.52	8.55	8.86	9.25	5.81
Government contribution/Mpl fund / Private Parties/Government Grants	11.67	46.78	72.33	111.13	55.78
Diversion of funds	0.00	0.00	0.00	0.00	0.00
Provision for doubtful Collection of Revenue Items	0.00	0.00	0.00	0.00	0.00
Accumulated depreciation	61.93	82.05	50.01	93.00	93.73
Accumulated surplus	22.92	14.66	13.24	-0.36	62.61
Others	47.40	37.79	43.03	41.61	33.58
TOTAL LIABILITIES	185.77	223.16	222.61	288.33	284.84
<u>Assets</u>					
Fixed Assets	128.78	157.68	127.01	177.24	177.25
Project in Progress	0.00	0.00	0.00	0.00	0.00
Tax & Non Tax Recoverable	13.40	32.15	45.12	59.47	47.73
Stock	0.00	0.00	0.00	1.19	0.00
Other Receivable/ Recoverable	14.34	15.99	16.02	15.18	13.69
Cash in Hand	0.04	0.29	0.11	0.38	0.26
Cash at Bank	29.22	17.05	34.35	34.87	45.92
TOTAL ASSETS	185.77	223.16	222.61	288.33	284.84

Source: Annual Accounts of Annamalai Nagar Town Panchayat

Table 7-H Fixed Assets

Rs.in Lakhs

Particulars	2003-04	2004-05	2005-06	2006-07	2007-08
Tree	0.00	0.00	0.00	0.00	0.00
Land - Gross Block	0.00	0.00	0.00	0.00	0.00
Buildings - Gross Block	25.44	29.45	23.47	24.96	29.45
Storm Water Drains, Open Drains And Culverts	2.27	3.15	4.04	6.74	4.26
Heavy Vehicles - Gross Block					4.25
Light Vehicles - Gross Block	0.65	0.65	0.65	0.65	0.65
Furniture , Fixtures And Office Equipments	0.09	0.09	0.09	0.09	0.09
Electrical Installations - Lamps - Light	0.00	0.00	0.00	7.07	1.29
Electrical Installations - Others - Gross	0.00	0.08	0.08	0.08	0.08
Plant And Machinerics - Gross Block	0.01	0.01	0.01	0.01	0.01
Roads And Pavements - Concrete - Gross	7.94	10.20	9.92	9.92	11.26
Roads And Pavements - Black Topped - Gross	80.77	89.78	57.90	91.92	98.53
Roads And Pavements - Others - Gross Block	0.51	1.69	2.09	6.90	4.59
Public Fountains	0.00	0.00	0.00	0.00	0.00
Water Supply Head Works, OHT Etc.	3.49	4.86	10.62	10.77	8.97
Ground Water Wells / Deep Bore – Wells	6.03	16.13	15.49	15.49	12.25
Other Items	1.58	1.58	2.63	2.63	1.58
Cable T V License Current	0.68	0.00	0.00	0.00	0.00
Cable T V License Arrear	2.02	2.70	2.70	2.70	2.70
Total	131.49	160.38	129.71	179.95	179.96

Source: Annual Accounts of Annamalai Nagar Town Panchayat

More than 60% of the funds have been deployed in creation of Fixed Assets mainly for road improvement works.

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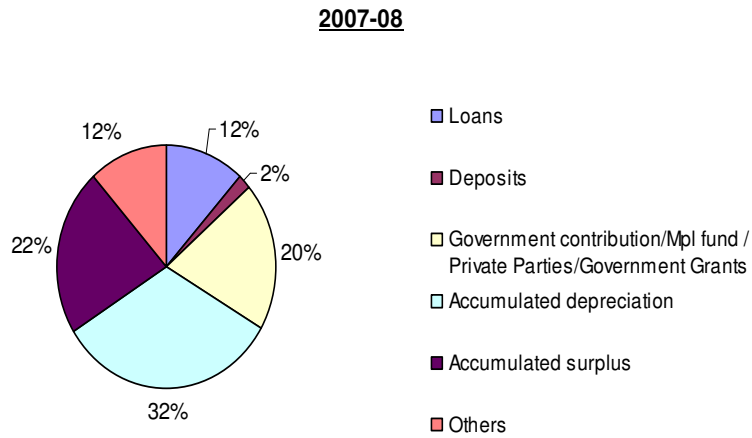
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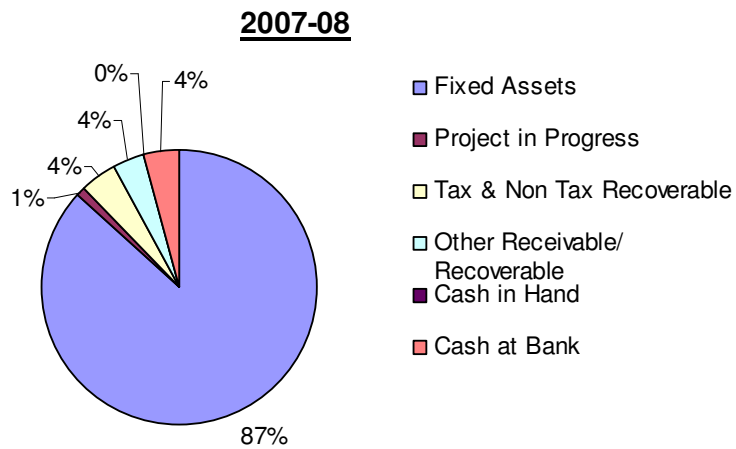
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Figure 7-4 Break-up of Sources of Funds for the year 2007-08.



Source: Annamalai Nagar Town Panchayat

Figure 7-5 Break-up of Use of Funds for the year 2007-08.



Source: Annamalai Nagar Town Panchayat

7.6 DEMAND, COLLECTION AND BALANCE

Table 7-I DCB for the last 3 years

Rs.in lakhs

Sl.No	Particulars	2005-06	2006-07	2007-08
Property Tax- Demand, Collection and Balance				
A.	Demand			
	1.Arrears	5.76	7.94	13.79
	2.Current	10.57	10.98	10.66
	3.Total	16.33	18.92	24.44
B.	Collection			
	1.Arrears	0.97	1.94	6.00
	2.Current	7.42	3.09	7.74
	3.Total	8.39	5.03	13.74
C.	Balance			
	1.Arrears	4.80	6.00	7.79
	2.Current	3.15	7.89	2.92
	3.Total	7.94	13.89	10.70
Library Cess - Demand, Collection and Balance				
A.	Demand			
	1.Arrears	0.58	0.81	1.04
	2.Current	1.07	1.11	1.07
	3.Total	1.65	1.91	2.11
B.	Collection			
	1.Arrears	0.10	0.19	0.62
	2.Current	0.74	0.31	0.79
	3.Total	0.84	0.50	1.41
C.	Balance			
	1.Arrears	0.48	0.61	0.42
	2.Current	0.33	0.80	0.28
	3.Total	0.81	1.41	0.69
Profession Tax- Demand, Collection and Balance				
A.	Demand			
	1.Arrears	21.68	31.22	36.37
	2.Current	48.44	62.08	59.77
	3.Total	70.12	93.31	96.14
B.	Collection			
	1.Arrears	13.71	23.26	30.72
	2.Current	25.19	31.36	36.63
	3.Total	38.90	54.62	67.35
C.	Balance			
	1.Arrears	7.97	7.97	5.64

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	2.Current	23.26	30.72	23.14
	3.Total	31.22	38.69	28.78
Water charges- Demand, Collection and Balance				
A.	Demand			
	1.Arrears		2.85	3.86
	2.Current		2.34	2.56
	3.Total	0.00	5.19	6.43
B.	Collection			
	1.Arrears		0.77	0.35
	2.Current		0.63	0.64
	3.Total	0.00	1.41	0.99
C.	Balance			
	1.Arrears		2.08	3.51
	2.Current		1.71	1.92
	3.Total	0.00	3.78	5.44

Source: Annamalai Nagar Town Panchayat

The Collection Efficiency of important revenue sources of Annamalai Nagar Town Panchayat for the last 3 years is given as under:

Table 7-J Collection Efficiency (%)

Particulars	2005-06	2006-07	2007-08
Property Taxes			
Arrears	16.79%	24.46%	43.51%
Current	70.20%	28.12%	72.63%
Total	51.35%	26.58%	56.21%
Library Cess			
Arrears	16.68%	24.03%	59.90%
Current	51.99%	50.51%	61.28%
Total	55.48%	58.53%	70.06%
Professional Taxes			
Arrears	63.26%	74.48%	84.49%
Current	51.99%	50.51%	61.28%
Total	55.48%	58.53%	70.06%
Water Charges			
Arrears	0.00%	27.14%	9.12%
Current	0.00%	27.01%	24.90%
Total	0.00%	27.08%	15.42%

Source: DCB of Annamalai Nagar Town Panchayat

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7.7 OUTSTANDING LOAN AND NON-DEBT LIABILITY

Table 7-K Outstanding Loan and Non-Debt Liability

<i>Rs. in Lakhs</i>			
Sl.No	Particulars	2007-08	
1.Outstanding Principal on Loans			
1	Loan from the Government	33.33	
	Total Loan Outstanding	33.33	
2 Non-Debt Liability			
1	Library Cess	0.00	
2	Sales Tax Payable	0.00	
3	Income Tax Payable	0.00	
4	Interest Payable	24.97	
5	Group Insurance Schemes	0.00	
6	Contribution to CMDA	0.00	
<i>Source: Annamalai Nagar Town Panchayat</i>			

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8 INSTITUTIONAL ASSESSMENT

CAPACITY

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8.1 STAFF STRENGTH

Table 8-A: Staff strength of Annamalai Nagar Town Panchayat

Executive Staff	Sanctioned	Appointed	Post Vacant
Executive Officer	1	1	-
Junior Assistant	1	1	-
Office Assistant	1	1	-
Bill Collectors	2	2	-
Sanitary Supervisor	1	1	-
Sanitary Workers	11	11	-
Driver	1	1	-

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Source: Annamalai Nagar Town Panchayat

Note: One Data Entry Operator appointed on contract basis

The salary details of Staff have been enclosed in the Annexure

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8.2 INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING

The following are some of the steps undertaken by the Town Panchayat for Institutional Strengthening and Capacity building by introducing a system of accountability and responsibility within the system

- Computerization & E-Governance
- Training
- Public Grievance Redressal Mechanism
- Public Private Partnership including Privatization initiatives

- **Computerization & E-Governance**

The Town Panchayat has initiated steps for computerization of Birth & Death, Accounts and Property Tax records

- **Training**

- ✓ Bhavani Sagar Training has been provided to key staff
- ✓ Pattambakkam SWM Training: Areas covered were recycling of waste/plastic, Dumping Yard, Manure treatment

- **Public Grievance Redressal Mechanism**

- ✓ No Complaint register maintained, but public have close interaction with the councilors who in turn address the grievance at the earliest
- ✓ Majority of complaints are related to Water Supply Sector.

- **Tendering Process**

The projects required for the infrastructure works are decided by the Council .The Engineer prepares the estimate and final bids are to be approved by the Council

- **Public Private Partnership including Privatization initiatives**

- ✓ Currently none of the services are privatized.

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Based on Stake holder's perception and view points expressed during our consultation with the local stakeholders and on the basis of assessment done by the consultants, an attempt has been made to evaluate Strength, Weakness, Opportunities and threats of the town which is shown below:

Strength

- ✓ Annamalai Nagar lies in close proximity to temple town, Chidambaram
- ✓ Institutional based town - Annamalai University
- ✓ Proximity to Tourist spots like Pichavaram, Chidambaram Natarajar temple and Kaali temple

Opportunities

- ✓ Improving Infrastructure status of the town by merging with Chidambaram Municipality
- ✓ Creating environment friendly town by developing green spaces, preserving small water bodies and cleaning Uppanar river

Weakness

- ✓ Land constraints to create infrastructure assets and remunerative assets
- ✓ Dependency on bore wells for meeting nearly 50% of current water supply requirements
- ✓ No land for Solid waste disposal and treatment

Threats

- ✓ Flooding due to absence of proper drainage channels
- ✓ Water bodies and water channels are poorly maintained
- ✓ Poor financials deters Municipality from taking Capital Intensive projects

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STAKEHOLDERS CONSULTATION

10.1

OPERATIONAL WORKING GROUP

The success of the Town Investment Plan depends on the extent of participation by the various agencies involved in urban governance and service delivery. As it is very rightly said “Planning is an exercise ‘For’ the people, ‘Of’ the people and ‘By’ the people.” perception and views of the representatives from the Town Panchayat and various Para-Statal agencies are of paramount importance.

To bring all the agencies involved in urban governance and service delivery under one platform for the consultation process, Operational Working Group (OWG) was formed. The first formal meeting was held in Annamalai Nagar Town Panchayat on 30th June 2009 and subsequently Stakeholders meeting was held on 12th November 2009. The stakeholders meeting had a wide representation from

1. Administrative members of the Municipality
2. Elected members of the Municipality
3. Representatives from Slums /SC /ST
4. Senior Citizens
5. Self Help Groups
6. Women Groups
7. NGO members
8. Officials from Para-Statal agencies

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Figure 10-1 : First Formal Meeting on 30th June 2009



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During the stakeholders meeting, the Consultants made a presentation on the current status of the Annamalai Nagar Town in terms of Infrastructure, Financial and Institutional aspects, findings from Rapid Urban Assessment and demand assessment.

Further, projects already identified by Annamalai Nagar Town Panchayat and additional projects proposed by the Consultants based on the Demand Supply Gap analysis taking into consideration current and future needs and requirements were also presented and discussed during the meeting. Sector wise Capital Investment requirements and its phasing were also presented.

During the presentation and subsequent interaction, many ideas and suggestions were made and the same has been encapsulated below and the same has been considered and incorporated in this Report.

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Table 10-A: Suggestions and projects

<i>Physical Infrastructure</i>	<i>Sector Components</i>	<i>Key Suggestions / Projects identified</i>
Water Supply	Water Sources	<ul style="list-style-type: none"> • Kollidam is the only water source located nearby • Bore well is required in Kothangudi thoppu with power pump.

	OHT / GSR	<ul style="list-style-type: none"> • OHT of 0.5 lakh capacity is required in Kalzughu meedu. • OHTs of 0.5 lakh capacity each in Chakra Avenue and Thidal Vezhi are required.
	Distribution Network	<ul style="list-style-type: none"> • Need to provide distribution network as the demand rises.
Sewerage and Sanitation	Underground Drainage	<ul style="list-style-type: none"> • Not required • Purchasing Sullage lorry for waste water collection purpose
	Public Conveniences	<ul style="list-style-type: none"> • Creating 2 Public toilets / community toilets
Storm Water Drainage	Renovating existing drains	<ul style="list-style-type: none"> • Nil
	Creating New Drain	<ul style="list-style-type: none"> • Creating new drains in KRM nagar, Chakra Avenue I and II, 20 point nagar and in Vellakulam. • Need to provide drains as the demand rises.
Roads	Kutcha road upgradation	<ul style="list-style-type: none"> • Converting 4.502 Km gravel road into CC road and 1.295 Km stone slab road into CC road by 2013-14
	Building New Roads / Links	<ul style="list-style-type: none"> • Creating additional 0.9 Km by 2013-14, additional 1.7 Km by 2018-19 and additional 1.9 Km by 2023-24
Traffic and Transportation	Traffic Management / Junction Improvement	<ul style="list-style-type: none"> • Creating round about after the newly built RoB.
	Parking sheds	<ul style="list-style-type: none"> • Not required
Solid Waste Management	Door to Door collection and Segregation	<ul style="list-style-type: none"> • Procuring segregation bins for each assessments for door-door collection and segregation

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	Man power / Privatisation	<ul style="list-style-type: none"> • Procuring protective gear for conservancy workers
	Vehicle requirements	<ul style="list-style-type: none"> • One sullage lorry is required
	Dumping site / Compost yard	<ul style="list-style-type: none"> • Creating scientific land fill site
	User Charges	<ul style="list-style-type: none"> • Not possible
	Public Awareness	<ul style="list-style-type: none"> • Public awareness for Waste segregation and D-D collection • Creating awareness about protective gear among conservancy workers
Street Lighting	Energy Saving Initiatives	<ul style="list-style-type: none"> • Adopting solar lights, energy saving fixtures and equipments like Timer switches, 36 W tube lights instead of 40W, T5 lamps and electronic chokes.

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<i>Social Infrastructure</i>	<i>Key Suggestions</i>
Parks and Playgrounds	<ul style="list-style-type: none"> • 4 park sites can be developed
Daily / Weekly Market	<ul style="list-style-type: none"> • Not required
Community hall	<ul style="list-style-type: none"> • Community hall is required in KRM nagar and in Thiruvakulam Adidravidar colony.
Slaughter House	<ul style="list-style-type: none"> • Not required
Municipal building	<ul style="list-style-type: none"> • Creating additional office space in the existing office premises
Burial grounds / Gasifier	<ul style="list-style-type: none"> • Creating Gassifier crematorium in Nataraja puram burial ground.
	<ul style="list-style-type: none"> • Infrastructure improvement is required in other 4 burial ground sites
Water bodies improvement	<ul style="list-style-type: none"> • Need to improve the condition of Water bodies (Vella Kulam in Kottangudi village, Thillodai near Aammapallam)

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	and Sannan odai near Pughailai Thottam)
Commercial complexes / Shops	<ul style="list-style-type: none"> • No land available

<i>Sector</i>	<i>Key Suggestions</i>
Slums and Urban Poverty	<ul style="list-style-type: none"> • Infrastructure scheme needs to be proposed for un-notified slum pockets

<i>Urban Finance / Institutional Framework</i>	<i>Sector Components</i>	<i>Key Suggestions</i>
Privatization / Cost Recovery	Areas for privatization	<ul style="list-style-type: none"> • Currently none of the services are privatized. • The TP can explore to privatize in sectors such as water supply, street lighting, Solid waste Management in order to improve the efficiency of the service delivered. etc
	User charges	<ul style="list-style-type: none"> • The TP can look to collect user charges from the Non-Domestic assesses and after providing adequate awareness can start collecting from the Domestic assesses for solid waste management

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10.2 PRIORITY BASED ON OWG OPINION SURVEY

Projects identified both by the Town Panchayat and by the consultants cannot be taken at one step for implementation due to constraints like finance, institutional capabilities etc. Thus, phasing of the projects based on stake holder's priority could be a viable option for implementing projects. During stakeholders meeting, they have been asked to prioritize the sectors pertaining to Physical infrastructure, Social Infrastructure and Environment through a survey called City Opinion survey and is presented in a scale of 0-100¹ scores.

10.2.1 PHYSICAL INFRASTRUCTURE PRIORITY

Based on the opinion survey conducted during stakeholders meeting, Stakeholders have given priority to the sectors related to Physical infrastructure on the following order:

1. Storm Water Drainage
2. Road Network
3. Drinking Water Supply
4. Under Ground Drainage
5. Solid Waste Disposal
6. Street lighting
7. Parking facilities

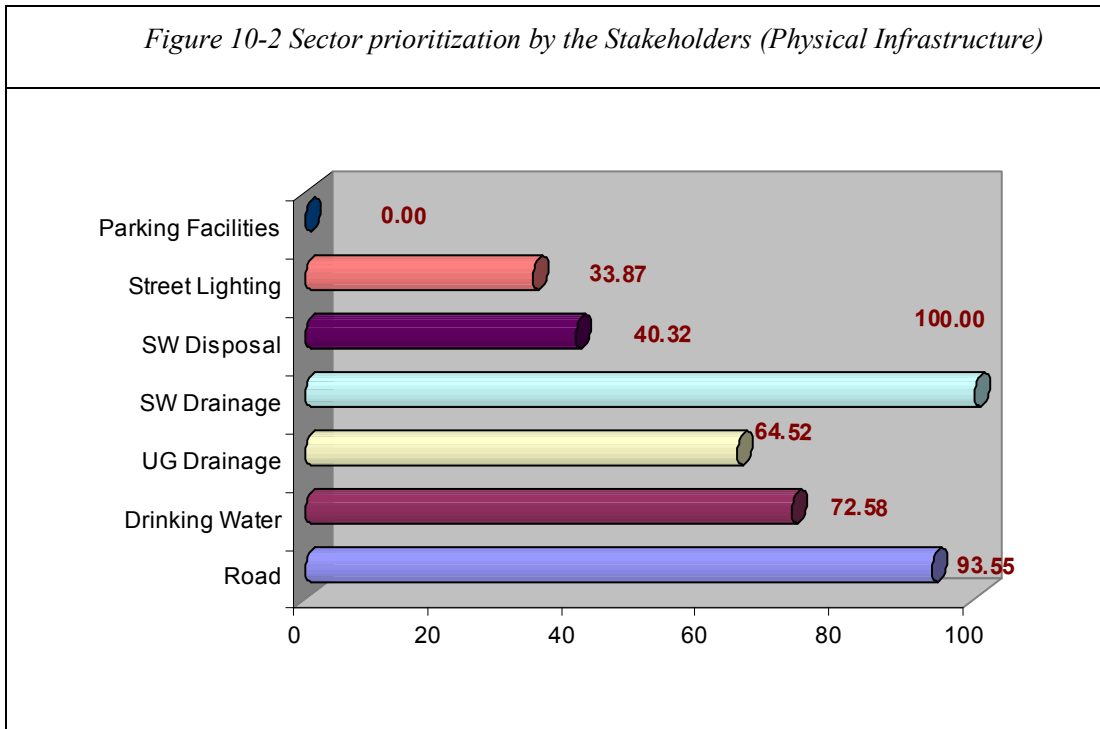
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¹ Sector is highly prioritized by the Stakeholders if it gets 100 score and least prioritized if it gets 0 score.

Figure 10-2 Sector prioritization by the Stakeholders (Physical Infrastructure)



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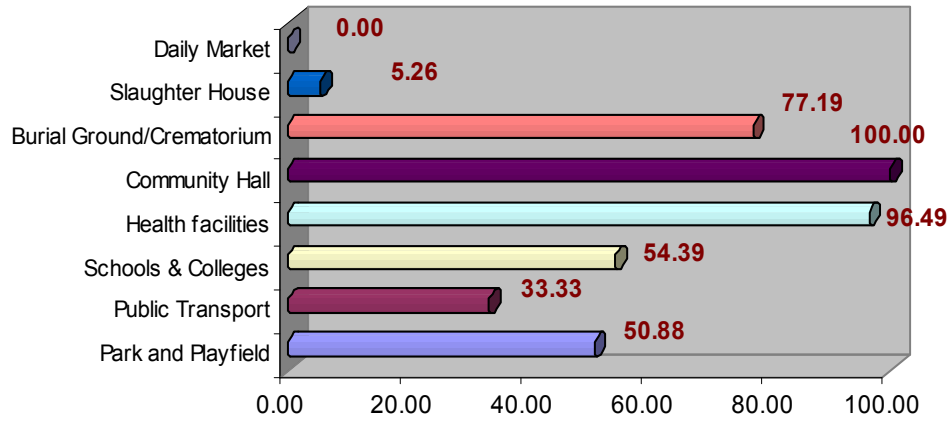
10.2.2 SOCIAL INFRASTRUCTURE PRIORITY

Based on opinion survey conducted during stakeholders meeting, they have given priority to the sectors related to Social infrastructure on the following order:

1. Community Hall
2. Health facilities (Maternity Center)
3. Burial ground / Gassifier crematorium
4. Schools / Colleges
5. Parks, Playfields
6. Public Transport
7. Slaughter House
8. Market

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Figure 10-3 Sector prioritization by the Stakeholders (Social Infrastructure)



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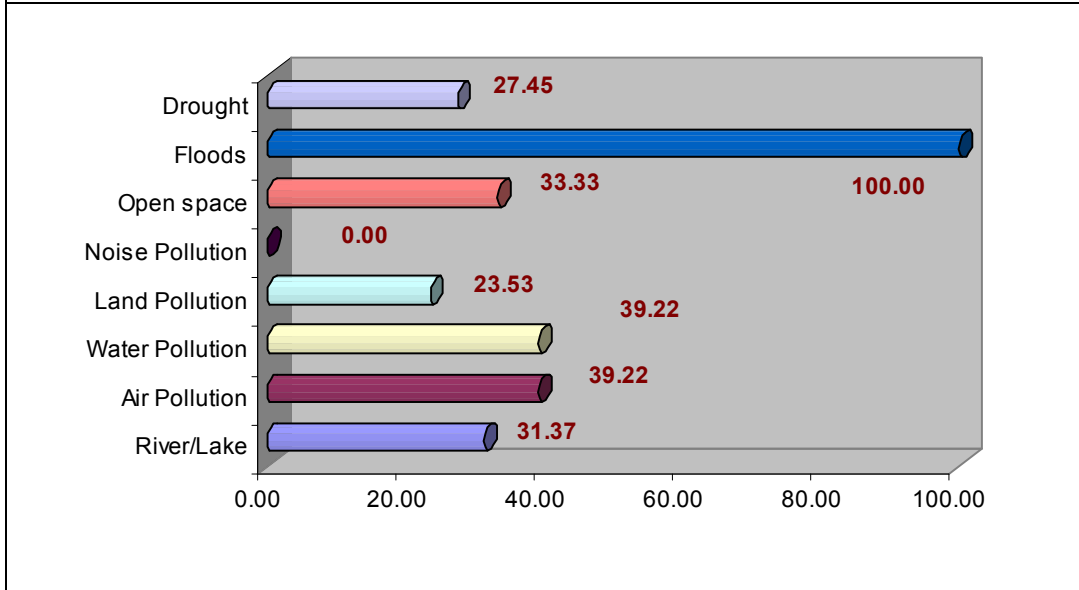
10.2.3 ENVIRONMENTAL ISSUES

Based on opinion survey conducted during stakeholders meeting, they have given priority to the Environmental issues on the following order:

1. Floods
2. Air Pollution
3. Water Pollution
4. Open space inadequacy in the form of parks / Playgrounds
5. River/Lake
6. Drought
7. Land Pollution
8. Noise Pollution

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Figure 10-4 Sector prioritization by the Stakeholders (Environmental Issues)



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Figure 10-5 Consultation in Annamalai Nagar Town Panchayat



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ASSET MANAGEMENT PLAN

Asset Management Plan involves maintenance management for preventive and predictive maintenance, equipment recording and tracking, replacement parts inventory, and maintenance labor scheduling. The goal of asset management is to optimize asset use and manage all maintenance efforts involved in making assets as reliable, accurate, and efficient as possible. Asset management Plan is the plan developed for one or more physical assets within the Town Panchayat that combines multi disciplinary management techniques including technical and financial over the life cycle of the asset to a specified level of service in a most cost effective manner.

The key aspects of asset management plan therefore involve asset inventory, information of assets owned by the Town Panchayat and appropriate strategy to manage the assets and increase the productivity of the same. The asset management plan is therefore critical for maintaining, upgrading and operating physical assets in a cost effective manner.

Annamalai Nagar Town Panchayat has several assets that require regular maintenance for sustenance of reasonable service delivery levels. Given the high impact of the O&M expenses on the finances of the Town Panchayat, it is prudent to undertake a proper review of the assets under its control. This would aid in identifying the revenue generating assets as well as the ones that are causing a drain on municipal revenues. A comprehensive asset management plan aids in achieving the same.

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11.1 LIST OF ASSETS:

The assets of Annamalai Nagar Town Panchayat can be classified as assets relating to basic physical infrastructure such as water supply, roads, storm water drains, street lights, light and heavy vehicles etc and those relating to social infrastructure which include community halls, maternity centers, burial grounds etc. Among basic physical infrastructure only water supply services can be considered revenue generating as the Town Panchayat is able to collect taxes, connection charges, initial deposit charges and metering/tap rate charges and hence expenses are met mainly through dedicated water supply fund set up for the purpose. With regard to social infrastructure, there are no revenue generating assets like commercial complex, markets, shops, bus stand currently with the panchayat and others such as burial grounds, community hall, slaughter house, parks, public toilets, maternity centre etc; are not revenue generating or revenue generation is extremely nominal and may not be self sustaining. Some of the social infrastructure is required to be provided by the Town Panchayat as the functions remain obligatory functions of the Town Panchayat and also help to fund the non remunerative activities of the Town Panchayat. These are also required to maintain the cleanliness and sanitation of the city. The various physical and social infrastructure of the Town Panchayat are listed below:

Table 11-A: Details of various social & physical infrastructure assets

Particulars	Unit	Details
Number of Motor Vehicles for different departments (Excluding for Solid Waste Management)	8	Tractor – 1, Mini Lorry & Tipper– 1, Tricycle – 3 and Push Carts – 4.
Office Buildings	1	7000 sq ft
Public Toilets	5	a) Adi Dravida Colony (Vambay) Ladies, b)Kothankudi Thoppu, c) 20 Point Colony, d)Kothankudi Kuppam e)Vellakullam.

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Town Investment Plan – Annamalai Nagar

Community Hall	1	
Pumping Stations (indicate type - water/sewer/storm)	7	<ul style="list-style-type: none"> ✓ Kothankudi Thoppu – 20 HP ✓ Adi Dravida Colony – 12.5 HP ✓ 20 Point Colony – 12.5 HP ✓ KRM Nagar – 20 HP ✓ Chakra Avenue 20 HP ✓ Thedal Vezhi 12.5 HP (Direct Pumping) ✓ Vadakirapur – 7.5 HP
Maternity Centres	1	<ul style="list-style-type: none"> ✓ Adi Dravidar Colony (Dravida Centre)
TV Rooms	5	<p>24 sq ft (6 x 4) -Area</p> <ul style="list-style-type: none"> ✓ Kothankudi Kuppam ✓ Kothankudi Thoppu ✓ 20 Point Nagar ✓ Adi Dravida Nagar ✓ Jambu Kulam
Parks & Play Grounds	1 Parks	One park in Adi Dravida Colony and One park proposed in KRM Nagar.
Overhead Tank	5	<ul style="list-style-type: none"> ✓ Kothankudi Thoppu – 2.5 L ✓ KR Nagar – 1.0 L ✓ Vadakirapur – 0.30 L ✓ Adi Dravida Colony – 0.60 L ✓ 20 Point Nagar – 0.60 L
Burial Ground & Burning Ghat	5	<ul style="list-style-type: none"> ✓ Vadakiruppu ✓ Adi Dravidar Colony <p>Area – 23 Cents each. Compound Wall required. Only lighting facility is available</p> <ul style="list-style-type: none"> ✓ Ammaipallam ✓ Thidal Vezhi ✓ Natarajapuram <p>Area – 25 Cents each. Fencing, Road and Drinking water facility required.</p>

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Source: Annamalai Nagar Town Panchayat

11.2 OPERATIONS AND MAINTENANCE

The revenue generation and the operations and maintenance activities currently being followed and suggestions for comprehensive Asset Management including ways and means to meet the expenses involved & make it a self sustaining for various assets are listed below:-

11.2.1 O&M OF SOCIAL INFRASTRUCTURE ASSETS

Table 11-B: O&M and Revenue generation

Asset	Average Annual income	Current O&M practice	Recommendations
Community Hall	NIL	No proper facilities are there at present to make it remunerative	Periodic annual maintenance can sustain the quality of the asset Creating community hall in KRM nagar which is estimated with a capital cost of Rs.25 Lakhs in the CIP -
Maternity Centers	NIL	Adhoc	Periodic annual maintenance can sustain the quality of the asset
Office Buildings	NIL	Adhoc	Periodic annual maintenance can sustain the quality of the asset As per OWG discussions , there is a proposal for additional office space in the existing office premises which is estimated with a capital cost of Rs.10 Lakhs in the CIP
Parks & Playgrounds	Nil		Can be maintained jointly with private sector (companies/clubs/residential

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			associations etc) or maintained exclusively by the private sector on sponsorship basis The TP proposes for Creating green spaces in approved layouts (Sakkara Avenue I & II in Ward No. 01 and in MAM nagar in Ward No. 09)
Burial Ground	NIL	Ad hoc basis	Periodic annual maintenance can sustain the quality of the asset The TP requires improvement works in 4 burial grounds and gassifier crematorium in one location.

Source: Analysis based on Information provided by Annamalai Nagar Town Panchayat

11.2.2 O&M PHYSICAL INFRASTRUCTURE

Operation and Maintenance of the assets related to Physical and socio-economic infrastructure is divided under two heads;

- To maintain the existing assets for the next five years and
- To maintain the assets proposed to be created under various capital works proposed.

Since the O & M of the existing assets related to Socio- Economic Infrastructure has already been assessed in the above sections of this chapter, the O & M of the existing physical Infrastructure assets and the proposed O & M for the capital works identified is broadly discussed in this section. Past growth trends in O&M expenses relating to existing physical infrastructure and O&M rates as a percentage of capital cost assumed for the proposed capital works are tabulated below:

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Table 11-C Past Growth trends in O & M expenses relating to key physical infrastructure

Description	Current level
For Existing Assets CAGR of growth rate from 2003-04 to 2007-08 (%)	
Water Supply	
Operating Expenses	20.34%
Power Charges for Head Water Works	Fluctuating Trend
Maintenance expense for Water Supply Works	30.92%
Solid Waste Management	
Heavy vehicle expenditure	Increasing trend
Street lighting	
Maintenance Expense for Street Lights	Increasing trend @31.34%
Power charges for street lighting	1%

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Table 11-D O&M rates as a % of proposed capital works

Description	Current level	Assumption
For Capital Works		
Water Supply	NA	6% of the project cost
Sewerage & Sanitation	NA	4% of the project cost
Roads and Traffic Management	NA	3% of the project cost
Storm Water Drainage	NA	2% of the project cost
Solid Waste Management	NA	10% of the project cost
Street Lighting	NA	5% of the project cost considering Energy saving mechanism
Slum up gradation	NA	1% of the project cost
Others	NA	2% of the project cost

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11.3 AMP - RECOMMENDATIONS

The following are some of the suggestions with regard to formulation and implementation of a comprehensive asset management plan:-

11.3.1 ASSET REGISTER

A comprehensive Asset register needs to be maintained containing details of the list of assets, year and cost of acquisition, particulars such as the location, size of the area/building, ownership records and all supporting documents required for the same. These details are required for assessing the condition of the asset. The reforms programme under TNUDP has initiated the process of computerizing and digitalizing the asset inventory for all municipalities in Tamil Nadu. Computerization of asset register is required with focus on proper designing, testing, installing a database management system for municipal assets. Data thus compiled would need to be classified on the basis of sector specific infrastructure facilities, land and properties etc

11.3.2 ASSET VALUE AND LIFE CYCLE MANAGEMENT

The Town Panchayat needs to determine the value of various assets in regular intervals. As all assets have a limited life expectancy, concerted efforts need to be undertaken by the Town Panchayat on regular basis before investing further in a new asset or up gradation of the existing assets. In case of an asset (service) that is handed over to a private contractor for O&M, periodic review and inspection needs to be made to prevent misuse and damage to the assets.

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11.3.3 SUSTAINABILITY

Sustainable management of assets is an important element of asset management plan. Sustainable development has been defined as “meeting the needs of present generation without compromising the ability of future generations to meet their own needs”. A long term financial plan to provide necessary resources to operate, rehabilitate and ultimately replace the asset at the optimal time to achieve lowest life cycle cost is required. Preventive and operational maintenance at regular intervals can prevent higher cost associated with the full replacement of the asset. Such a plan would ensure that the current users pay a fair share for the service they receive so the future users do not have the burden to pay a higher cost for the same level of the service. Sustainable management calls for a contribution from the users to meet partially or fully the O&M cost associated with the utilization of assets. Hence user charges and fees is critical for a sustainable and a successful asset management programme

11.3.4 INTEGRATION OF TECHNICAL AND FINANCIAL PLANS

An integrated plan combining technical aspects (to minimize life cycle cost & reduce the risk level) and financial aspects (Financial plan) are required to quantify the level of service and the cost associated with the same. The technical and financial plans need to be flexible enough to suit the changing requirements of the public.

11.3.5 CONDITION ASSESSMENT SURVEY (CAS)

The Town Panchayat could look to undertake CAS for various assets owned by the ULB, which could bring to light the deficiencies in a system or a component, the extent of defects, estimated cost of repairs and the prioritizing the work to be undertaken. This systematic review could enhance the life of the asset and minimize huge capital outlay on account of delay in taking remedial actions.

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11.3.6 RISK ASSESSMENT

Asset management needs to take into account various risk factors such as financials, environmental, regulatory, legal, public health and safety.

11.3.7 MONITORING AND EVALUATION

To optimize an asset management plan, performance of the assets and rehabilitation strategies should be monitored regularly, and adjustments made at the appropriate stage in the asset life cycle to achieve an acceptable balance between cost and the performance (Level of service). It is also imperative to monitor and take damage control measures when the Town Panchayat takes up any development works to prevent damage to the other assets of the Town Panchayat. Prioritizing the works to be undertaken can prevent unnecessary maintenance and capital cost.

11.3.8 BUDGETING

A regular budgeting exercise regarding the possible O&M cost for various assets needs to be undertaken by the Town Panchayat. There should be a clear link to the financials plans and the budgeting exercise undertaken by the Town Panchayat. An Asset Management Plan should incorporate expenses relating to maintenance, renewal and augmentation of the asset of the Town Panchayat.

11.3.9 TRAINING IN DATABASE MANAGEMENT

All the above requires proper training to the concerned staff. Training would involve various issues such as methods of simplified updation of data, methods of monitoring and follow up and training in issues relating to infrastructure facilities management, land use, litigation, encroachment etc

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CONSOLIDATED ISSUES

The issues identified during Rapid Urban Assessment and the issues indicated by the review committee and stakeholders were consolidated sector wise and are presented below:

Table 12-A : Consolidated Issues

Sector	Issues
Water Supply	<ul style="list-style-type: none"> • 50% of the current water requirements are met by bore wells which is not feasible in a long run • Service coverage by Household Service Connection is very low (18%) • 12% of the roads are not covered by distribution network
Sewerage and Sanitation	<ul style="list-style-type: none"> • Town has no Sullage lorry for cleaning septic tanks. • Inadequate public conveniences.
Storm water drainage	<ul style="list-style-type: none"> • Only 6% of the roads are covered by Pucca drains
Roads, Traffic and Transportation	<ul style="list-style-type: none"> • Town has no Bus Stand due to land constraints. • 25 percent of the existing roads are Kutcha gravel roads
Solid Waste management	<ul style="list-style-type: none"> • No land available with Town Panchayat for waste disposal and treatment • 28% of the total assessments are only covered by Door – Door collection • 14% of the total assessments are only involved in waste segregation
Street lighting	<ul style="list-style-type: none"> • Spacing between lights is around 40 meters against the standard spacing of 30 meters • Most of the switches are manually operated • Most of the fittings have conventional copper chokes.

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Sector	Issues
Slums and Urban Poverty	<ul style="list-style-type: none"> • Slums are un-notified due to which Town Panchayat is not able to avail funds for development purposes. • Town has 28% of the current households living Below Poverty Line
Socio-Economic Infrastructure	<ul style="list-style-type: none"> • Approved layouts in Sakkara Avenue I & II in Ward No. 01 and in MAM nagar in Ward No. 09 are not yet developed. • Town has no community hall and market. • Town has no Slaughter house due to land constraints • Inadequate Panchayat office space • 5 burial grounds located in Vadakiruppu, Ammai pallam, Thidal Vazhi and in Nataraja Puram lacks infrastructure facilities • Town has no revenue generating commercial complexes due to land constraints

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13 STRATEGIC PLANNING

In order to address the issues identified during Rapid Urban Assessment stage and during Review Committee meeting as well as during the OWG meeting, the sectoral strategies and action plans have been proposed in this stage. Such action plans and strategies are converted into projects and are phased out based on the priority suggested by the review committee members which is explained in the subsequent chapters.

13.1 ACTION PLAN FOR SECTORAL DEVELOPMENT

Action plans for improving the existing situation of various sectoral components as well as for creating new infrastructure facilities have been formulated in consultation with the Operational Working Group members and are listed below:

Sector	Action plan
Land Use and Growth Management	<ul style="list-style-type: none"> • <i>Preparing development plan for Annamalai Nagar Town Panchayat area for the next twenty five years</i> • <i>Setting up local planning authority or including Annamalai nagar in Chidambaram town planning area.</i>
Water Supply	<ul style="list-style-type: none"> • <i>Creating Distribution network for 3.1 Km by 2013-14 and additional 1.7 Km by 2018-19 and additional 1.8 Km by 2023-24</i> • <i>Providing 2 Nos OHTs of 0.5 lakh capacity each in Chakra Avenue, Thidal Vezhi</i> • <i>Providing 1 No 0.5 lakh capacity OHT in Kalzughu meedu.</i> • <i>Creating bore well in Kothangudi thoppu with power pump</i>

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Sector	Action plan
Sewerage and Sanitation	<ul style="list-style-type: none"> • Purchasing Sullage lorry for waste water collection purpose • Creating 2 Public toilets / community toilets
Storm water drainage	<ul style="list-style-type: none"> • Creating Pucca drains in KRM nagar, Chakra Avenue I and II, 20 point nagar and in vellakulam for a length of 10 Kms by 2013-14
Solid Waste Management	<ul style="list-style-type: none"> • Public awareness for Waste segregation and D-D collection and creating awareness about protective gear among conservancy workers • Procuring segregation bins for each assessments • Procuring protective gear for conservancy workers • Creating compost yard once land is purchased for disposal and treatment • Contribution for scientific land fill
Traffic and Transportation	<ul style="list-style-type: none"> • Converting 4.502 Km gravel road and 1.295 Km stone slab road into CC road by 2013-14 • Creating additional 0.9 Km by 2013-14, additional 1.7 Km by 2018-19 and additional 1.9 Km by 2023-24 • Creating round about after the newly built RoB.
Street Lighting	<ul style="list-style-type: none"> • Replacing 40W Tube lights into 36 W • Installing electronic chokes for all tube light fittings • Replacing 250 W 423 Nos SVL with (4 X 24) W T5 lamps • Installing 33 light fittings with poles by 2013-14, additional 33 between 2014-15 and 2018-19 and additional 36 between 2019-20 and 2023-24
Slums and Urban Poverty	<ul style="list-style-type: none"> • Infrastructure scheme for un-notified slum areas <ul style="list-style-type: none"> ○ Providing 2 Km CC road, one public toilet and one community hall in Thiruvetkalam Adhidhiravidar colony ○ Providing 0.5 Km CC road in Munroad Kuppam ○ Providing 1 Km CC road in Kothangudi Kuppam ○ Providing 0.25 Km CC road in Sivapuri Salai & Vellakulam

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Sector	Action plan	
Water bodies Improvement	<ul style="list-style-type: none"> • <i>Water bodies improvement in</i> <ul style="list-style-type: none"> ○ <i>Vella Kulam in Kottangudi village having an area of 2.66 ares</i> ○ <i>Thillodai near Aammapallam and</i> ○ <i>Sannan odai near Pughailai Thottam</i> ○ <i>Sivan koil kulam</i> 	T N U D P I I I
Socio-Economic Infrastructure	<ul style="list-style-type: none"> • <i>Creating additional office space in the existing office premises</i> • <i>Creating green spaces in approved layouts (Sakkara Avenue I & II in Ward No. 01, in KRM nagar and in MAM nagar in Ward No. 09)</i> • <i>Improving 4 out of 5 Burial ground infrastructure facilities by providing compound wall, road, creating burning ghat and providing drinking water facilities</i> • <i>Creating community hall in KRM nagar</i> • <i>Creating Gassifier crematorium in Nataraja Puram</i> 	

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CAPITAL INVESTMENT PLAN

The Capital Investment Plan (CIP) identifies the investment requirement of the town for the next fifteen year period without taking into consideration the financial feasibility of the projects, which would be covered in Financial Operating Plan (FOP). Annamalai Nagar investment requirement for the next fifteen year period is Rs. **975.01** lakhs. Consolidated Sector wise Investment requirement for Annamalai Nagar Town Panchayat is shown in *Table 14-4*.

Table 14-4 : Consolidated Sector wise Capital Investment requirements

Sector	Total Investment in Lakhs	Percentage share	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Water Supply	68.10	7.0	47.10	10.20	10.80
Sewerage and Sanitation	20.00	2.1	20.00	0.00	0.00
Storm Water Drainage	200.00	20.5	100.00	100.00	0.00
Solid Waste Management	129.21	13.3	26.87	76.68	25.66
Roads, Traffic and Transportation	179.44	18.4	132.64	22.10	24.70
Street Lighting	18.08	1.9	7.42	7.42	3.24
Slums and Urban Poverty	105.00	10.8	105.00	0.00	0.00
Socio-Economic Infrastructure	255.18	26.2	235.18	20.00	0.00
Total	975.01	100.0	674.20	236.40	64.40
% Share	100.00		69.15	24.25	6.61

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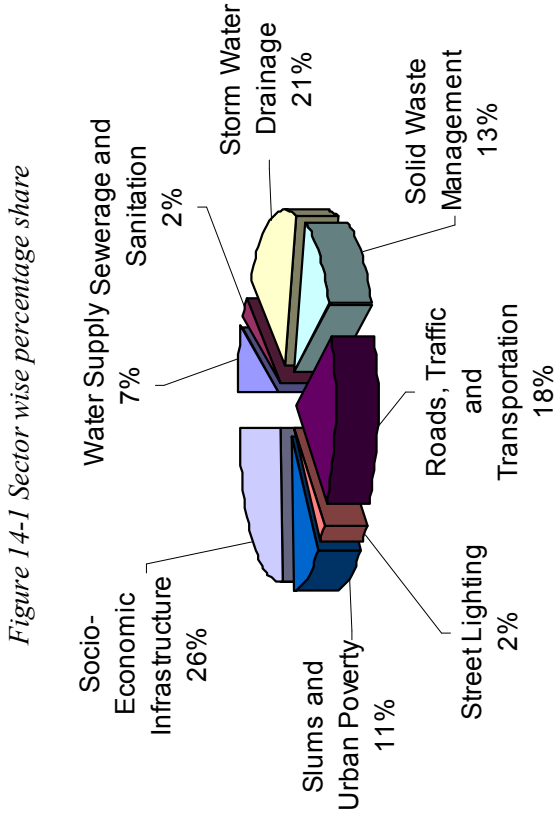


Figure 14-1 Sector-wise percentage share

14.1 PHYSICAL INFRASTRUCTURE

During Review Committee meetings, stakeholder consultation meetings and on the basis of demand supply gap analysis, various works have been identified under different sectors like Water Supply, Sewerage, Solid Waste Management, Storm Water Drains, Roads and Street Lighting which are classified as Physical Infrastructure sectors. The Budget Estimates for the identified projects have been carried out based on TWAD Board Standard Schedule of Rates, market rates and with some assumptions on the technical aspects and wherever the estimates are available with Town Panchayat the same has been considered for those works.

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14.1.1 WATER SUPPLY

Various works have been identified under Water Supply Sector on the basis of Stakeholder’s suggestion and on the basis of Demand Supply Gap analysis. The works identified and phase wise investment for the various works are listed in Table 14-B.

Table 14-B : Project List and Budget Estimates for Water Supply Works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
A	Water Supply				
1	Creating Distribution network for 3.1 Km by 2013-14 and additional 1.7 Km by 2018-19 and additional 1.8 Km by 2023-24	39.60	18.60	10.20	10.80
2	Providing 2 Nos OHTs of 0.5 lakh capacity each in Chakra Avenue, Thidal Vezhi	14.00	14.00	0.00	0.00
3	Providing 1 No 0.5 lakh capacity OHT in Kalzughu meedu.	7.00	7.00	0.00	0.00
4	Creating bore well in Kothangudi thoppu with power pump	7.50	7.50	0.00	0.00
	Sub Total	68.10	47.10	10.20	10.80

The goals and service outcomes based on the proposed strategy for the horizon period is presented below:

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Table 14-C : Goals and Service outcomes related to Water Supply sector

Goals	2009-10	Up to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Network coverage in % of available road network	88	100	100	100
Per Capita Supply in LPCD	85	70	70	70
Service connections in % of assessments	18.2	40.2	62.2	85

To address system rehabilitation in the upcoming years, mapping and establishing a GIS system is pertinent to detail out system location, characteristics, age and condition. This would enable identifying dilapidated sections of the network and those that require replacement.

14.1.2 SEWERAGE AND SANITATION

During stakeholder's meeting, toilet block requirements have been identified. Further, Sullage lorry is proposed to be purchased for cleaning Septic tanks since the town is dependent on septic tanks for safe disposal of sullage waste. Detailed list of works, costing and phase wise investment plan is given in *Table 14-D*.

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Table 14-D : Project List and Budget Estimates for Sewerage and Sanitation Works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
B	Sewerage and Sanitation				
5	Purchasing Sullage lorry for waste water collection purpose	10.00	10.00	0.00	0.00
6	Creating 2 Public toilets / community toilets	10.00	10.00	0.00	0.00
	Sub Total	20.00	20.00	0.00	0.00

14.1.3 STORM WATER DRAINAGE

Under Storm Water Drainage sector, works like construction of new drains identified during Rapid Town Assessment and during stakeholder’s consultation are considered. The works identified and phase wise investments are listed below.

Table 14-E : Project List and Budget Estimates for Storm Water Drainage works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
C	Storm Water Drainage				
7	Creating Pucca drains in KRM nagar, Chakra Avenue I and II, 20 point nagar and in vellakulam for a length of 10 Kms by 2013-14	200.00	100.00	100.00	0.00
	Sub total	200.00	100.00	100.00	0.00

The goals and service outcomes based on the proposed strategy for the horizon period is presented in Table 14-F.

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Table 14-F : Goals and Service outcomes related to Storm Water Drainage sector

Goals	2009-10	Up to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Storm Water Drainage Coverage (% of road length)	6	35	63	63

14.1.4 SOLID WASTE MANAGEMENT

Protective gear for conservancy workers is proposed in such a way that workers would get protective gear once in two years (50% workers is planned to be covered each year). In addition, Household segregation bins (2 Nos) are proposed for each assessment in Annamalai Nagar Town Panchayat with due consideration given to projected assessments also. Household segregation bins are proposed to be replaced once in 5 years.

Awareness drive to improve Door-Door collection efficiency, waste segregation efficiency and awareness about the importance of protective gear among the conservancy workers is proposed to be conducted by the Town Panchayat. Town Panchayat's contribution for setting up compost yard once the land is purchased and contribution for regional land fill site in association with nearby Municipalities and Town Panchayats are also considered. The works identified and phase wise investment for the various works are listed in Table 14-G.

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Table 14-G : Project List and Budget Estimates for Solid Waste Management works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
D	Solid Waste Management				
8	Public awareness for Waste segregation and D-D collection and creating awareness about protective gear among conservancy workers	5.00	5.00	0.00	0.00
9	Procuring segregation bins for each assessments	65.44	19.94	21.76	23.74
10	Procuring protective gear for conservancy workers	5.78	1.93	1.93	1.93
11	Creating compost yard once land is purchased for disposal and treatment	50.00	0.00	50.00	0.00
12	Contribution for scientific land fill	3.00	0.00	3.00	0.00
	Sub total	129.21	26.87	76.68	25.66

The goals and service outcomes based on the proposed strategy for the horizon period is presented in Table 14-H.

Table 14-H : Goals and Service outcomes related to Solid Waste Management works

Goals	2009-10	Up to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Door to Door Collection (% of assessments covered)	28.8	100	100	100
Source Segregation (% of assessments covered)	14.2	100	100	100
Scientific disposal	0	0	√	√
Collection efficiency in %	80	100	100	100

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14.1.5 ROADS, TRAFFIC AND TRANSPORTATION

Under this sector it is proposed to construct new roads, converting earthen and WBM roads in to CC roads. Further, rotary intersections are proposed after having discussion with stakeholders in stakeholder's consultation meeting. For budget cost estimates unit rates per km length are considered. The works identified and phase wise investment for the various works are listed in *Table 14-I*.

Table 14-I : Project List and Budget Estimates for Roads, Traffic and Transportation works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
E	Roads, Traffic and Transportation				
13	Converting 4.502 Km gravel road and 1.295 Km stone slab road into CC road by 2013-14	115.94	115.94	0.00	0.00
14	Creating additional 0.9 Km by 2013-14, additional 1.7 Km by 2018-19 and additional 1.9 Km by 2023-24	58.50	11.70	22.10	24.70
15	Creating round about after the newly built RoB.	5.00	5.00	0.00	0.00
	Sub total	179.44	132.64	22.1	24.7

The goals and service outcomes based on the proposed strategy for the horizon period is presented in *Table 14-J*.

Table 14-J : Goals and Service outcomes related to Roads, Traffic and Transportation sector

Goals	2009-10	Up to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Per Capita road length in meters	1.5	1.5	1.5	1.5
Percentage of kutchra and WBM roads to total road length	32	0	0	0

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14.1.6 STREET LIGHTING

It is proposed to convert all conventional lights into energy saving lighting systems to save more energy and reduce carbon emission. It is proposed to replace 40W tube lights into 36 W energy saving lamps when the life of existing 40 W lamp gets over. It is proposed to install electronic chokes in all fittings. It is further proposed to replace 250 W Sodium Vapor with (4X24) W T5 lamps. The tender process for procurement of T5 lamps can have the provision for purchase of existing Sodium Vapor lamps at a competitive rate. It is proposed to install nearly 100 additional light fittings in phases to cater future demand (1/3 rd demand is considered).

Table 14-K : Project List and Budget Estimates for Street lighting works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
F	Street Lighting				
16	Replacing 40W Tube lights into 36 W	0.18	0.09	0.09	0.00
17	Installing electronic chokes for all tube light fittings	0.82	0.41	0.41	0.00
18	Replacing 250 W 423 Nos SVL with (4 X 24) W T5 lamps	7.91	3.95	3.95	0.00
19	Installing 33 light fittings with poles by 2013-14, additional 33 between 2014-15 and 2018-19 and additional 36 between 2019-20 and 2023-24	9.18	2.97	2.97	3.24
	Sub total	18.08	7.42	7.42	3.24

It is suggested that Town Panchayat has to undertake energy audit studies before and after installing energy savers and devices to find out the exact energy savings.

The goals and service outcomes based on the proposed strategy for the horizon period is presented in *Table 14-L*.

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Table 14-L : Goals and Service outcomes related to Street lighting sector

Goals	2009-10	Up to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
Spacing between lamps in meters	40	38	35	33
Energy auditing	Not done	To be done		to be done
Energy saving initiatives	Done partially			to be done completely

14.2 SLUMS AND URBAN POVERTY

It is proposed to lay CC road, construct public toilets and Community halls in un-notified slum areas in order to improve the living conditions. Slum wise proposed projects are listed below.

Name of the slum	CC road in Km	Pub. Toilet	Community hall	Cost in lakhs
Thiruvetkalam Adhithiravidar colony	2.00	1	1	70.00
Munroad Kuppam	0.50			10.00
Kothangudi Kuppam	1.00			20.00
Sivapuri Salai & Vellakulam	0.25			5.00
Total	3.75	1	1	105.00

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Table 14-M : Project List and Budget Estimates for Slums and Urban Poverty

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
G	Slums and Urban Poverty				
20	Infrastructure scheme for un-notified slum areas	105.00	105.00	0.00	0.00
	Sub Total	105.00	105.00	0.00	0.00

14.3 SOCIO-ECONOMIC INFRASTRUCTURE

Socio-Economic Infrastructure works are identified based on Demand Supply Gap analysis and during Stakeholder consultation meetings. These works include creating additional office space, creating green spaces like parks and playgrounds, creating gassifier crematorium and improving burial ground infrastructure, creating community halls and improving the condition of water bodies. Project list and Budget estimates for Socio-Economic Infrastructure works are listed out in Table 14-N.

Table 14-N : Project List and Budget Estimates for Socio-Economic Infrastructure works

S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
H	Socio-Economic Infrastructure				
21	Creating additional office space in the existing office premises	40.00	40.00	0.00	0.00
22	Creating green spaces in approved layouts (Sakkara Avenue I & II in Ward No. 01, in KRM nagar and in MAM nagar in Ward No. 09)	20.00	20.00	0.00	0.00

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S.No	Project Components	Capital Investment in lakhs	2009-10 to 2013-14	2014-15 to 2018-19	2019-20 to 2023-24
23	Water bodies improvement	15.00	15.00	0.00	0.00
24	Vella Kulam in Kottangudi village having an area of 2.66 ares	5.06	5.06	0.00	0.00
25	Thillodai near Aammappallam and	6.71	6.71	0.00	0.00
26	Sannan odai near Pughailai Thottam	6.71	6.71	0.00	0.00
27	Sivan koil kulam	6.71	6.71	0.00	0.00
28	Improving 4 out of 5 Burial ground infrastructure facilities by providing compound wall, road, creating burning ghat and providing drinking water facilities	40.00	20.00	20.00	0.00
29	Creating community hall in KRM nagar	25.00	25.00	0.00	0.00
30	Creating Gassifier crematorium in Nataraja Puram	90.00	90.00	0.00	0.00
	Sub total	255.18	235.18	20.00	0.00

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14.4 CONSOLIDATED CAPITAL INVESTMENT PLAN

14.4.1 FIRST PHASE INVESTMENT PLAN (2009-10 TO 2013 - 14)

First Phase investment plan for Annamalai Nagar is given in Table 14-O. The total Estimated Cost for all the Sectors is Rs. 674.20 lakhs. The total estimated cost after considering escalation for I phase is Rs. 786.86 lakhs which is shown in Table 14-P.

Table 14-O First Phase Capital Investment Plan for Annamalai Nagar Town Panchayat

Project Sector	Rs. in Lakhs					Investment in phase I
	2009-10	2010-11	2011-12	2012-13	2013-14	
Water Supply	0.00	18.60	14.00	14.50	0.00	47.10
Sewerage	0.00	10.00	0.00	0.00	0.00	10.00
Sanitation	0.00	0.00	10.00	0.00	0.00	10.00
Storm Water Drainage	0.00	25.00	25.00	25.00	25.00	100.00
Solid Waste Management without gear and bins	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management	5.37	5.37	5.37	5.37	5.37	26.87
Roads, Traffic and Transportation	0.00	38.65	38.65	38.65	16.70	132.64
Street Lighting	1.48	1.48	1.48	1.48	1.48	7.42
Slums and Urban Poverty	0.00	70.00	35.00	0.00	0.00	105.00
Socio-Economic Infrastructure	0.00	45.00	90.00	60.00	40.18	235.18
Total	6.86	214.10	219.50	145.00	88.73	674.20

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Table 14-P First Phase Capital Investment Plan for Annamalai Nagar Town Panchayat (after considering escalation cost)

Rs. in Lakhs

Project Sector	2009-10	2010-11	2011-12	2012-13	2013-14	Investment in Phase I
Water Supply	0.00	20.51	16.21	17.62	0.00	54.34
Sewerage	0.00	11.03	0.00	0.00	0.00	11.03
Sanitation	0.00	0.00	11.58	0.00	0.00	11.58
Storm Water Drainage	0.00	27.56	28.94	30.39	31.91	118.80
Solid Waste Management without gear and bins	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management Bins and Gears	5.64	5.92	6.22	6.53	6.86	31.18
Roads, Traffic and Transportation	0.00	42.61	44.74	46.98	21.31	155.64
Street Lighting	1.56	1.64	1.72	1.80	1.89	8.61
Slums and Urban Poverty	0.00	77.18	40.52	0.00	0.00	117.69
Socio-Economic Infrastructure	0.00	49.61	104.19	72.93	51.28	278.00
Total	7.20	236.05	254.10	176.25	113.25	786.86

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14.4.2 SECOND PHASE INVESTMENT PLAN (2014-15 TO 2018 – 19)

Second Phase investment plan for Annamalai Nagar is given in Table 14-Q. The total Estimated Cost for all the Sectors is Rs. **236.40** lakhs. The total estimated cost after considering escalation for II phase is Rs. **344.60** lakhs which is shown below.

Table 14-Q Second Phase Capital Investment Plan for Annamalai Nagar Town Panchayat

Rs. in Lakhs

Project Sector	2014-15	2015-16	2016-17	2017-18	2018-19	Investment in phase II
Water Supply	0.00	0.00	0.00	0.00	10.20	10.20
Sewerage	0.00	0.00	0.00	0.00	0.00	0.00
Sanitation	0.00	0.00	0.00	0.00	0.00	0.00
Storm Water Drainage	20.00	20.00	20.00	20.00	20.00	100.00
Solid Waste Management without gear and bins	53.00	0.00	0.00	0.00	0.00	53.00
Solid Waste Management	4.74	4.74	4.74	4.74	4.74	23.68
Roads, Traffic and Transportation	0.00	0.00	0.00	0.00	22.10	22.10
Street Lighting	1.48	1.48	1.48	1.48	1.48	7.42
Slums and Urban Poverty	0.00	0.00	0.00	0.00	0.00	0.00
Socio-Economic Infrastructure	20.00	0.00	0.00	0.00	0.00	20.00
Total	99.22	26.22	26.22	26.22	58.52	236.40

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Table 14-R Second Phase Capital Investment Plan for Annamalai Nagar Town Panchayat (after considering escalation cost)

Rs. in Lakhs

Project Sector	2014-15	2015-16	2016-17	2017-18	2018-19	Investment in Phase II
Water Supply	0.00	0.00	0.00	0.00	16.61	16.61
Sewerage	0.00	0.00	0.00	0.00	0.00	0.00
Sanitation	0.00	0.00	0.00	0.00	0.00	0.00
Storm Water Drainage	26.80	28.14	29.55	31.03	32.58	148.10
Solid Waste Management without gear and bins	71.03	0.00	0.00	0.00	0.00	71.03
Solid Waste Management Bins and Gears	6.35	6.66	7.00	7.35	7.72	35.07
Roads, Traffic and Transportation	0.00	0.00	0.00	0.00	36.00	36.00
Street Lighting	1.99	2.09	2.19	2.30	2.42	10.99
Slums and Urban Poverty	0.00	0.00	0.00	0.00	0.00	0.00
Socio-Economic Infrastructure	26.80	0.00	0.00	0.00	0.00	26.80
Total	132.97	36.89	38.74	40.68	95.32	344.60

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14.4.3 THIRD PHASE INVESTMENT PLAN (2019-20 TO 2023-24)

Third phase investment plan for Annamalai Nagar is given in Table 14-S. The total Estimated Cost for all the Sectors is Rs. **64.40** lakhs. The total estimated cost after considering escalation for III phase is Rs. **128.43** lakhs which is shown below.

Table 14-S Third Phase Capital Investment Plan for Annamalai Nagar Town Panchayat

Project Sector	Rs. in Lakhs					Investment in phase III
	2019-20	2020-21	2021-22	2022-23	2023-24	
Water Supply	0.00	0.00	0.00	0.00	10.80	10.80
Sewerage	0.00	0.00	0.00	0.00	0.00	0.00
Sanitation	0.00	0.00	0.00	0.00	0.00	0.00
Storm Water Drainage	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management without gear and bins	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management	5.13	5.13	5.13	5.13	5.13	25.66
Roads, Traffic and Transportation	0.00	0.00	0.00	0.00	24.70	24.70
Street Lighting	0.65	0.65	0.65	0.65	0.65	3.24
Slums and Urban Poverty	0.00	0.00	0.00	0.00	0.00	0.00
Socio-Economic Infrastructure	0.00	0.00	0.00	0.00	0.00	0.00
Total	5.78	5.78	5.78	5.78	41.28	64.40

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Table 14-T Third Phase Capital Investment Plan for Annamalai Nagar Town Panchayat (after considering escalation cost)

Rs. in Lakhs

Project Sector	2019-20	2020-21	2021-22	2022-23	2023-24	Investment in Phase III
Water Supply	0.00	0.00	0.00	0.00	22.45	22.45
Sewerage	0.00	0.00	0.00	0.00	0.00	0.00
Sanitation	0.00	0.00	0.00	0.00	0.00	0.00
Storm Water Drainage	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management without gear and bins	0.00	0.00	0.00	0.00	0.00	0.00
Solid Waste Management Bins and Gears	8.78	9.22	9.68	10.16	10.67	48.51
Roads, Traffic and Transportation	0.00	0.00	0.00	0.00	51.35	51.35
Street Lighting	1.11	1.16	1.22	1.28	1.35	6.12
Slums and Urban Poverty	0.00	0.00	0.00	0.00	0.00	0.00
Socio-Economic Infrastructure	0.00	0.00	0.00	0.00	0.00	0.00
Total	9.89	10.38	10.90	11.44	85.82	128.43

15 REFORMS AND RESOURCE MOBILIZATION

15.1 OVERVIEW

Urban reforms are the main focus of good governance and service delivery to the inhabitants of the urban area. Several initiatives and reforms have been taken up at the national level and state level. These reforms need to be replicated and implemented by the ULBs completely in a time bound manner. The State Government and the Urban Local Bodies have executed a Memorandum of Agreement with the Government of India, committing to implement the reform programme.

Under the Urban Local Bodies level, reforms committed viz., E-Governance, shift to Accrual based double entry accounting, property tax (85% coverage), property tax collection efficiency (90%). 100% cost recovery for water supply and solid waste services have been committed to be achieved in the year 2012. Internal earmarking of funds for services to Urban Poor has been done and provision of Basic services to urban poor has been committed to be achieved in the year 2012.

Encouragement of Public Private Partnership to be carried on through outsourcing in solid waste management, street light maintenance, pumping station maintenance, STP maintenance and hiring of vehicles. Many of the suggested reforms have been implemented to some extent though at the ULB level further refinement and qualitative implementation needs to be carried out. Besides these mandatory reforms the ULBs have initiated Institutional Strengthening, Capacity building for administrative and elected representatives under various reform programs of TNUDP and State Government.

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15.2 REFORM MEASURES FOR ANNAMALAI NAGAR TOWN PANCHAYAT

The reform measures to be undertaken by the Town Panchayat can be broadly classified into 3 broad heads:

- ✓ Financial and Accounting Reforms
- ✓ Institutional reforms
- ✓ Reforms in physical infrastructure

15.2.1 FINANCIAL & ACCOUNTING REFORMS

15.2.1.1 FINANCIAL REFORMS

As a part of financial reforms, tax mobilization reforms in tax and non tax collection needs to be taken up for improving the financial position of the Town Panchayat. The reform process of tax collection should be comprehensive and should focus on structural and systematic changes so that the increase in efficiency is sustained. This is vital for achieving self-sufficiency and improving its financial health to make it possible for the TP to undertake various projects for the welfare of the people. The Executive officer and the bill collectors are responsible for collection of various taxes and charges from its citizens including raising the demand for key revenue items like property tax, profession tax, water charges etc., follow up on outstanding payment and prepare the Demand Collection Balance (DCB) statement. There are two (2) Bill Collectors in the revenue collection department and all the posts are filled up.

One of the most important yard stick for measuring the robustness of tax collection is collection efficiency. The Collection Efficiency of important revenue sources of Annamalai Nagar Town Panchayat for the last 5 years ending 2006-07 is given as under:

Table 15-A: Collection Efficiency of key revenue sources

Particulars	2005-06	2006-07	2007-08
Property Taxes			
Arrears	16.79%	24.46%	43.51%
Current	70.20%	28.12%	72.63%
Total	51.35%	26.58%	56.21%

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Arrears	16.68%	24.03%	59.90%
Current	51.99%	50.51%	61.28%
Total	55.48%	58.53%	70.06%
Professional Taxes			
Arrears	63.26%	74.48%	84.49%
Current	51.99%	50.51%	61.28%
Total	55.48%	58.53%	70.06%
Water Charges			
Arrears	0.00%	27.14%	9.12%
Current	0.00%	27.01%	24.90%

Source: DCB of Annamalai Nagar Town Panchayat

Table 15-B: Efficiency parameters of key taxes and water charges

Particulars	Current Collection efficiency	Arrears Collection efficiency	CAGR in no of assessments (%) Last 4 years	CAGR in the terms of value (%)
Property taxes (2007-08)	72.63%	43.51%	1.83%	24.92%
Profession Taxes (2007-08)	61.28%	84.49%	11.25%	22.98%
Water Charges (2007-08)	24.90%	9.12%	6.71%	4.49%

Source: Annamalai Nagar Town Panchayat

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15.2.1.1.1 PROFESSION TAX:

Profession tax is one of the important sources of revenue for Annamalai Nagar Town Panchayat and contributes more than 50% to the Income of the Town Panchayat and this income has grown at a CAGR of over 22.98% and the CAGR in the number of assessment being more than 10% over the last few years(From 2005-06 till 2007-08). The current and arrear collection efficiency of property taxes stands at 61% and 84% respectively as on 31.03.2008.

15.2.1.1.2 PROPERTY TAXES:

The second most important category in the own sources of income is the property tax. This tax is imposed on land and buildings depending upon their nature of use. The CAGR

of property tax revenue had been around 24.92% over the last few years (2005-06 till 2008-09).

The current and arrear collection efficiency of property taxes stands at 72.63% and 43.51% respectively as on 31.03.2008. The CAGR of no of assessments is 1.83%, reveals the slow growth in identifying under assessed and un- assessed properties. This needs to be addressed on priority basis. Hence there is an urgent to need for the TP to improve the tax collection efficiency measures, identify more assessments and also further revise property taxes to generate sufficient revenue to fund its development programs.

Issues:

- a) Arrear collection efficiency of property taxes and water charges is less at 43.51% and 9.12% respectively
- b) Current collection efficiency of water charges is less than 25%
- c) Growth rate in no of assessment of property tax is less than 2%
- d) Growth rate in water charges in value terms is less than 5%

Robust growth in Taxes is required to fund the projects. Proper implementation of reforms is a pre-requisite for healthy revenue generation. Healthy growth in number of assessments, updated tax demand, periodic revisions and high collection efficiency is important for strong growth in property tax collection

Hence the following reforms have been suggested to bring about improvement in property tax collection

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Table 15-C: Reforms in property Taxes

<i>Suggested Property taxes Reforms</i>
<ul style="list-style-type: none"> • Mandatory Implementation of Revision of Property Tax once in every five years is required • Digitization of the property maps through GIS to identify un-assessed and under assessed properties is required. GIS based mapping system is advisable for each property identified on GIS (Whether it is residential, commercial or industrial).The above database can be crossed checked with the data from various governmental authorities/sources such as Income Tax, Profession Tax, and Electricity Bills etc. Such database also would help the Town Panchayat to verify the utility of the property against the purpose for which permission was taken. • Computerization of records of encroached properties, action taken, list of encroachers through MIS would enable linking the same with GIS. • Making the payment of property tax more convenient for the assesses through the use of various alternative modes can be explored through a decentralized approach such as : <ol style="list-style-type: none"> 1. Through banks 2. Through Post Offices, Bus terminus, Kiosks etc. 3. Through online payment through using internet. 4. Through ECS/ EFT • Using special schemes and incentives to encourage people to make the payment of property tax before the lapse of the due date can be considered. Rebates can be offered for advance payment of property taxes. • The Town Panchayat can do more initiatives to increase the number of self assessed tax payers by creating well awareness among the people themselves about the social responsibility of paying tax in time • Collection of arrears through innovative means such as community participation and fast track litigation methods need to be attempted. Law enforcement powers should be given to the Town Panchayat to compel payment of taxes and other charges levied by them. • Improve enforcement against defaulters by modifying byelaws with adequate recourse to Town Panchayat within the current framework for enforcing

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Suggested Property taxes Reforms

- disconnections on defaulters.
- PSP involvement in computerization, billing, collections and survey of properties can be explored.
- Rewarding collection efforts of the employees to encourage more aggressive collection.
- List of consistent major defaulters can be published in the notice board of the Town Panchayat office. This can be resorted in the case of extreme default.
- Suitable legislation at state level to ensure that in the case of disputed property tax the assessee should first pay the tax under protest and then can take the necessary legal recourse as done in customs/excise duties can be considered.
- Currently the payment of property taxes is possible only in the Town Panchayat office. The ULB can look to the possibility of introducing additional collection centers to enable the citizens to pay the taxes easily
- Late payment of property tax after the grace period can be penalized with nominal charges as being done in the case of insurance payments etc

15.2.1.2 ACCOUNTING REFORMS

The administrative section is responsible for maintenance of all income and expenditure statements, payment, preparation and implementation of budget. The system of accounting has undergone a transformation from cash based accounting system to accrual accounting system in line with the State government’s reforms initiative. Presently they do not have fully computerized accounts department. The following reform measures are suggested:

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Table 15-D: Accounting Reforms

Suggested Accounting Reforms

- ✓ As date Annamalai Nagar Town Panchayat has completed finalizing its accounts only up to FY 2007-08 and Revised budget and Budget for the years 2008-09 and 2009-10 are prepared respectively .There is an urgent need for the ULB to update it accounts to the latest year to provide a complete, updated details on the financial health of the ULB. Hence accounts needs to be finalized within the year itself instead of a year or more later as seen currently. This

<i>Suggested Accounting Reforms</i>	
<p>would enable the ULB to identify the revenue gaps, financial commitments and costs of various services and take remedial measures to regain its financial health.</p> <p>✓ As a part of a larger accounting reform process at the State level, it is suggested that the ULB can include disclosures in its Annual Accounts and other published documents details on cost recovery of essential services through direct “user charges”, indirect “taxes” and Environmental status report. This information can be made available to the public through various channels (Such as hosted the details on the website, distribution of pamphlets, Involving SHGs/NGOs/Woman Groups for spreading awareness, Public announcements etc) in simple effective language to facilitate substantial/full recovery of O&M costs of the various essential services such as Water Supply, Solid Waste Management, etc. The awareness creation at various levels will increase the “willingness to pay” actions of the citizens of the area.</p> <p>✓ The audited annual accounts can contain ULB Discussion and Analysis Report (UDAR) providing a holistic view on the financial health, quality of service level rendered, initiatives taken/proposed by the ULB to improve the city, areas of concern, targets and action plan to achieve the same etc. This report along with the Urban Performance indicators can provide a qualitative edge to the accounting and financial reporting system that can go a long way towards achieving high levels transparency, accountability and easy and smoother facilitation of the reform process required. Thus the support from the stake holders of the city would become easier if the awareness is created with these qualitative reports being prepared and shared with the key stake holders of the city.</p>	<p>T N U D P</p> <p>III</p> <p>Final Report</p>

15.2.2 INSTITUTIONAL REFORMS

The Institutional reforms suggested for Annamalai Nagar Town Panchayat can be broadly divided into the following heads:

- Training and Capacity Building for administrative staff and elected officials
- Private Sector Participation
- User charges
- E-Governance

15.2.2.1 TRAINING AND CAPACITY BUILDING FOR ADMINISTRATIVE STAFF AND ELECTED OFFICIALS

- **Training**

The various training undergone by the staff of Annamalai Nagar Town Panchayat has been elaborated as under:

- ✓ Bhavani Sagar Training has been provided to key staff
- ✓ Pattambakkam SWM Training: Areas covered were recycling of waste/plastic, Dumping Yard, Manure treatment

- **Public Grievance Redressal Mechanism**

- ✓ No Complaint register maintained, but public have close interaction with the councilors who in turn address the grievance at the earliest
- ✓ Majority of complaints are related to Water Supply Sector and the same is redressed immediately

It is recommended that the periodicity of the training can be enhanced coupled with more qualitative in-depth focus on the type of training offered. This would result in increased awareness among the administrative staff on various issues there by enhancing their productivity and creating awareness about their responsibility towards the public. For both elected and administrative members educational and awareness tours can be organized to understand the best practices in various services of other ULBs.

The ULB should maintain a public grievance register which would facilitate the public to record their grievances on a day to day basis. One person needs to be made as the in charge for this grievance book and the complaints needs to be redressed within 24 hours.

15.2.2.2 PRIVATE SECTOR PARTICIPATION

Government of Tamil Nadu (GoTN) has laid down a policy clearance order for the ULBs in the State, indicating the areas of privatization in the sectors of Solid Waste Management, Water Supply, Sewerage, Drain Cleaning, Public Toilets, Road Maintenance, Street Lighting, Parking lots, parks and play grounds, and vehicle maintenance. The GoTN states that this list is indicative and local bodies are free to

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investigate other areas of privatization. The local body would be saving the indirect cost towards pension, gratuity, etc if privatization efforts are initiated and effective monitoring and evaluation on the delivery of services of private contractor is adopted.

No sectors have been privatized till now.

Table 15-E: Possible areas of privatization/outsourcing

Areas of privatization
<ul style="list-style-type: none"> ✓Privatization of Solid Waste Management covering all wards of the town. <ul style="list-style-type: none"> ➤ Providing household segregation bins once in five years for source segregation and D-D collection. ➤ Procuring protective gear (gumboots, gloves and masks) for conservancy workers once in two years ✓The ULB can also seek private sponsorship for purchase of household bins for waste segregation once awareness is created among the public on the waste segregation

15.2.2.3 USER CHARGES

There is a need to introduce in phases “User Charges” for various infrastructure amenities provided by the Town Panchayat. Cross subsidization of tariff, Innovative product structuring and community participation are some of the measures which could be explored to provide services for the urban poor.

Currently only for water supply the ULB is able to generate direct revenue in the form of water charges, initial deposit and connection charges and indirectly through water tax which is a component of property tax. For other services the ULB depends on its taxes and external funds to fund its activities. As these are inadequate the ULB is facing continuous deficits even in meeting its obligatory commitments and are unable to initiate any major improvement scheme for development of the city.

In the light of the above limitations, the ULB needs to explore the option of introducing user charges in other areas too. To enhance its revenue the ULB would need to increase the deposit charges for new connections and can explore the option of increasing the water charges. This backed by higher collection efficiency and enhanced service coverage of water connections can minimize revenue leakages from water sources. It is recommended that for water charges (Both Current and Arrears) the collection efficiency

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can be enhanced to a marginal level and the service coverage to be improved from the current 18 % to 85% over a stipulated time period i.e. till 2023-24. This could also minimize unauthorized/illegal connection. However in the absence of records in these aspects, the revenue loss from water supply cannot be quantified accurately.

15.2.2.4 E-GOVERNANCE & COMPUTERIZATION

E-governance is the application of information & communication technologies to transform the efficiency, effectiveness, transparency and accountability of informational & transactional exchanges with in government, between govt. & govt. agencies of National, State, Municipal & Local levels, citizen & businesses, and to empower citizens through access & use of information.

At ULB level, an e-governance shall serve the following three basic requirements in a user friendly manner

- Information to the office bearers for their effective discharges of their duties, safeguard the assets of the municipality and for future planning and development of their city.
- Information to councilors to do effective service delivery to their constituents.
- Information to public to pay their duty, update the information on assessment and to get the right services of the ULB in time.

Best Practices in e-governance:

Five key components of best practices in e-governance system are as below:

- ✓ Better service delivery to citizens.
- ✓ Improved services for business.
- ✓ Transparent & anticorruption.
- ✓ Empowerment through information.
- ✓ Efficient Government purchasing.

Current Status in Annamalai Nagar Town Panchayat

There is a data entry operator appointed on contract basis for attending to information and MIS requirements. This activity has come under the limelight after a significant computerization activity was undertaken under TNUDP programs. The Town Panchayat also has an E-mail address and any complains or suggestions can be received on this.

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The GoTN has prescribed a list of E-Governance Module to all the municipalities; hence the Town Panchayat should also start working on E-Governance module. The following are the standard module suggested by GoTN

- Birth & Death,
- Property Tax
- Non-Tax
- Water Charges
- Building Plan
- F.A.S
- Vehicle Maintenance
- Pay Roll
- Professional Tax
- D&O
- Movable& immovable
- Solid Waste Management
- Grievance Records

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15.2.3 REFORMS IN PHYSICAL INFRASTRUCTURE

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Table 15-F: Reforms in Physical Infrastructure

Sectors	Suggested Reforms
Water Supply	<ul style="list-style-type: none"> ➤ Service coverage of water connections to be increased from current 18% to 85% by 2023-24 ➤ Water supply charges and connection charges need to be revised on periodic basis i.e. once in 5 years to fund its future investments in water supply. ➤ Monthly service charges for the consumers can be increased minimum of 25% every 5 years. ➤ For funding its investments in water supply, the Town Panchayat can consider alternative payment structures for water. It could

Sectors	Suggested Reforms
	<p>offer one-time payment options, where the connection fee is bundled with usage fees for a number of years. The packages could be made attractive by offering suitable levels of discounts. This could result in reduction in collection risk and reduced cost of billing and collections. The same could be used for other services, where the collection requires the effort of the municipal staff.</p> <ul style="list-style-type: none"> ➤ To improve the collection levels, the Town Panchayat could look at providing an incentive and penalty structure for payment of water taxes and charges. ➤ For reducing operating and maintenance costs, water leakage audit, installation of leak detection equipment and replacement of pipes needs to be done on regular basis. ➤ Prior to the year 1987-88, there existed a water supply leak detection system for minimizing the cost of water supply. It can be now redefined and updated to serve as a record maintained for Unaccounted for Water (UFW). UFW is the difference between the volume of water delivered into the distribution system and the water sold/billed or accounted for by legitimate consumption. There is need for maintaining such a record for reducing the possibilities of revenue leak through unauthorized/illegal connections. ➤ It may be mentioned that the percentage of non-revenue water is ascertained based on the condition assessment of the water supply system. It is necessary to carry out a detailed study to estimate the non-revenue losses to enhance the efficiency of the water supply system. In addition, the Town Panchayat has to under take a series of initiatives to arrest illegal water connections and enhance the coverage of House Service Connections (HSC). ➤ Pumps, motors and distribution network which undergo severe wear and tear impact power costs of the Town Panchayat besides reducing operational efficiency. Hence periodic maintenance of

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Sectors	Suggested Reforms
	<p>the system with regular investments in up gradation and replacement of pipelines, motors and pumps needs to be followed to avoid huge one time expenditure to the maximum extent possible.</p> <ul style="list-style-type: none"> ➤Privatization in routine maintenance relating to water supply such as hand pumps can be considered ➤Periodic technical training to its engineering cell is required. ➤Implementation of 24/7 water supply system with the main features of: <ul style="list-style-type: none"> ▪ Anytime full availability of water. ▪ Confessional water user charges to slum dwellers and higher charges for commercial users. ▪ Reduction of water wastages and unaccounted water flow by installing water audit equipments, energy saving equipments, water metering and conducting periodic water audits, energy audits etc. ▪ 100% accounting of water received and distributed. ▪ Water quality monitoring system on daily basis. ▪ Chlorinators at each pumping station. ▪ Increased collection of revenue on water charges at ULB level by using GIS based billing system on 24*7 systems.
Solid Waste Management	<ul style="list-style-type: none"> ➤Door to door collection of garbage at household level and segregation of waste at source need to be implemented after creating suitable awareness level. In case of Annamalai Nagar 28.80% of assessments covered by Door to Door collection and 14.20% of assessments involved in waste segregation ➤Private sponsorship of bins for waste segregation at house hold level can be looked into ➤Vehicles used in SWM and conservancy activities such as tipper lorries, tractors; dumper blazer etc can be maintained through outsourcing arrangement with reputed contractors. The Annual

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Sectors	Suggested Reforms
	<p>Maintenance Contract should be all comprehensive covering various critical clauses in order to protect the Town Panchayat from possible claims from the Ways to improve the revenue from charges that are being collected from different commercial establishments like hotels including kiosks, eating houses, restaurants, star hotels and retail markets should be studied.</p> <ul style="list-style-type: none"> ➤ The Town Panchayat can identify the ways to generate revenue from Solid Waste by selling compost at market. ➤ The Town Panchayat can auction to the private parties for disposal of recyclables. ➤ Potential for getting carbon credit benefit through the Clean Development Mechanism (CDM) need to be studied in making a comprehensive solid waste management scheme. ➤ Privatization of services for the following activities should be undertaken to reduce the establishment charges and O&M charges of Town Panchayat: <ul style="list-style-type: none"> ○ Door to door collection of domestic waste ○ Door to door collection of commercial waste, construction waste and Market waste. ○ Setting up and operation and maintenance of waste treatment plants. ○ Supplying vehicles on rent ○ Transportation of waste on contract basis. ➤ Delegation of powers and fixing accountability should be done for better management of the system. . ➤ Human Resources Development <ul style="list-style-type: none"> ▪ Special training to unqualified staff ▪ Refresher courses for all levels of staff about advances in the field of SWM ▪ Exposure to elected members ▪ Design of SWM course to Public Health staff

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Sectors	Suggested Reforms
Street lights	<ul style="list-style-type: none"> ➤ As a measure to save energy, the Town Panchayat has put in use Energy efficient lamps. (T5 lights – 426 Nos. and Solar Lights- 45 Nos.). The Town Panchayat shall replace its other existing non-energy saving lamps to energy saving lamps. ➤ Meeting the norms of one pole per 30 meters by 2012-13 ➤ Energy Audit needs to be conducted periodically. ➤ Private parties can be involved for financing, operation and maintenance of energy efficient street light projects to reduce the cost incurred for the same.
Roads	<ul style="list-style-type: none"> ➤ Relaying Bitumen roads once in three years with patch works to be undertaken based on the need in between years ➤ Future roads to be laid with dedicated service lanes. ➤ Relaying roads with recyclable materials like fly ash, can be explored.

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15.3 ADDITIONAL RESOURCE MOBILIZATION

As discussed that the revenue of the town is inadequate to meet its service obligations and hence faces resource constraint in initiating major development works which require sustainable investments. Hence both the traditional and non-traditional alternatives for resource mobilization need to be evaluated in light of the huge investments required for many projects identified.

Resource Mobilization efforts need to be directed towards generating additional revenue from existing avenues such as property taxes, profession tax, water charges, service charges and fees and remunerative assets of the Town Panchayat. Besides this the Town Panchayat would need to take measures to control expenditure in water supply, solid waste management, street lighting etc. Incase of Annamalai Nagar Town Panchayat there is inadequate vacant land to be developed into commercial revenue generating project. Hence additional resource mobilization through remunerative projects is difficult for this town.

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16 FINANCIAL OPERATING PLAN

16.1 BACKGROUND- NEED FOR AN FOP

The Financial Operating Plan (FOP) assesses the financial strength of the Town Panchayat to implement the identified investments. The Financial Operating Plan (FOP) forecasts the Town's finances on the basis of certain assumptions on income and expenditure. The primary objective of the FOP is to ascertain the investment sustenance capacity of the Town Panchayat under full project scenario of revenue enhancement and expenditure control.

In the FOP following scenarios are envisaged

Scenarios	Details
Base Case Scenario	No New Projects and No Reforms (“Business as Usual” Scenario)
Full Project - Scenario II (Funding pattern based on Prudent Financial Norms)	Implementation of all Projects required for the next 15 years with Reform implementation
Full Project – Scenario III (Funding pattern based on borrowing capacity of the Town)	Implementation of all Projects required for the next 15 years with Reform implementation with additional External support to cater the financial needs of the Town

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The key reforms are highlighted in Table below. The total reforms suggested have been elaborated in Reforms Implementation Schedule (Annexure V

Key reforms

Particulars	Current practice	Reform suggested
Revision in Property tax rates	Revision once in 10 years	25% increase in every 5 years
Service level Coverage (Water Supply- Number of assessments)	18%	4% to 5% increase every year achieving 85% coverage by 2023-24
Revision in Initial Deposit for New Water Connections	Adhoc revision	Rs.2000 increase every 5 years for each new connection
Revision in Water Charges	Adhoc revision	25% increase every 5 years
Revision in Initial Deposit for New UGD Connections	No UGD currently	No UGD Proposed in Capital Investment Plan
Revision in Monthly user charges for UGD	No UGD currently	No UGD Proposed in Capital Investment Plan
User Charges for Solid Waste Management	Not Charged	No levy of User charges

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16.2 FINANCIAL SUSTAINABILITY

The financial sustainability Analysis is carried out with the basic assumption that the Town Panchayat will carry out reforms and projects envisaged under full project scenario. The Financial Operating plan prepared for Annamalai Nagar Town Panchayat evaluates the Town Panchayat's financial position based on the base care scenario and the full project scenario which are described below:

16.2.1 BASE CASE SCENARIO

In the base case scenario, the finances of the Town are forecast for next 15 years without taking into consideration any new projects envisaged in Capital Investment Plan. . Current practices with regard to tariff revision of key services are only considered. Additional resources mobilized through various initiatives such as resource mobilization through enhanced revision of property tax rates and the number of assessments (based on projected population increase), increased revenue realization through faster growth in service charges and fees including revision of user charges and connection charges for water supply, other income etc are loaded to the FOP in the base case scenario. Routine revenue expenses including Operations and Maintenance of existing assets have also been considered and loaded to the FOP. Revenue surplus thus generated indicates Town's capacity to service the usual capital expenditure in the normal course of running its operations.

16.2.2 FULL PROJECT SCENARIO BASED ON PRUDENT FUNDING NORMS

Full Project scenario for Annamalai Nagar has been worked out based on estimated demand supply analysis of various physical and social infrastructure requirements of the Town and feedback of Operating Working Group's (OWG'S) consultation on the Town's needs for the next 15 years. The financial mix for funding these projects has been based on prudent financial norms of funding and existing practices of funding currently being

followed today. The projects identified are vital for meeting the basic requirements of the Town as per the infrastructure standards. Furthermore all the projects identified fall under the obligatory functions under the 12th Schedule. In the event of the Town not undertaking the project, the key problems would be poor infrastructure resulting in poor service delivery and loss of potential revenue from new revenue streams. To overcome these issues the framework for FOP is developed taking into account existing strengths of the Town and also reducing the inefficiencies in the system.

Phasing of the identified projects is done based on the possible year of construction, demand supply gap analysis and investment priority of the OWG. Implications of the investments worked out in terms of external borrowing required & the resulting debt servicing commitments, external support in form of grants and additional operation and maintenance expenditure anticipated due to the new projects identified have been worked out for the next 15 years. Debt servicing capabilities, gaps in required investments from Town for the said projects vs the actual availability with the Town Panchayat for the Town's contribution for the said projects has been worked out to estimate the extent of Town's capability to meet its contribution for financing the new projects identified under Capital Investment Plan.

The implications on the investment and borrowing capability of the Town for all the identified projects is worked out taking into consideration of all suggested reforms.

The objective of working out with all the reforms mainly to highlight the importance of implementing the reforms on improving the financial capability of the Town for successful implementation of the projects envisaged in CIP.

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16.2.3 FULL PROJECT SCENARIO BASED ON BORROWING CAPACITY OF THE TOWN

Full project scenario based on borrowing capacity of the town is worked out to overcome the financial inability of the Town in order to bring in all the projects envisaged in the Capital Investment Plan. In this case Town's own contribution for the project has been reduced to match with its constraint financial position by increasing an additional external funding pattern to suit the financial leverage of the Town on implementing all the suggested Capital Investment Plan.

16.3 ASSUMPTIONS FOR FOP

This FOP is based on a whole range of assumptions related to income and expenditure. These are critical to understand the financial projections worked out, sustenance of the projected increase in revenue and expenditure under various scenarios and surplus thus generated. Assumptions regarding interest rates, repayment terms and conditions, financing pattern have also been explained in subsequent paragraphs. Assumptions regarding additional Operation and Maintenance Expenses for the new projects identified have also been provided. The assumptions would help in understanding the extent of investment sustenance for future projects envisaged.

16.3.1 REVENUE INCOME

In case of taxes and non tax revenue such as property taxes, water charges and solid waste management charges where the base and basis of revenue is fairly well known and predictable the likely revenue is forecast based on certain assumptions regarding growth in number of assessment, revision in average revenue per property (for property taxes), revision in charges/Tariffs (water charges and solid waste charges). Table 16-A and Table 16-B, lists out the assumptions with regard to forecasting income from property tax, water charges and solid waste charges respectively. Assumptions regarding other sources of revenue income have been given in Table 16 C. Tables indicate the assumptions in revenue income in base case scenario and investment scenario.

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16.3.1.1 PROPERTY TAXES*Table 16-A : Key assumptions for forecasting income from Property Taxes*

Description	Current Level	Base Case Scenario	Investment Scenario
Annual Growth in Number of Assessment	1.83% (From 2005-06 till 2008-09)	Projected based on the estimated increase in population of the city	Projected based on the estimated increase in population of the city
Periodic Increase in Average Revenue per property (%)		25% increase in every 10 years	25% increase in every 5 years

Source: Analysis

16.3.1.2 WATER CHARGES*Table 16-B: Key assumptions for forecasting income from Water Charges*

Description	Current Level	Base Case Scenario	Investment Scenario
% OF WATER CONNECTIONS TO PROPERTY TAX ASSESSMENT			
2007-08	18%		
2013-14		40%	40%
2017-18		62%	62%
2023-24		85%	85%
INITIAL DEPOSIT FOR NEW WATER SUPPLY CONNECTIONS (Rs. per connection)			
Domestic (Rs.)			
From 2009-10 till 2013-14	Rs.1000	Rs.1000	Rs.1000
From 2014-15 till 2018-19		Rs.1000	Rs.3000
From 2019-20 till 2023-24		Rs.3000	Rs.5000
Non-Domestic (Rs.)			
From 2008-09 till 2012-13	Rs.3000	Rs.3000	Rs.3000
From 2013-14 till 2017-18		Rs.3000	Rs.5000
From 2018-19 till 2022-23		Rs.5000	Rs.7000
WATER CHARGES (per month)			
Domestic (Rs.)			

From 2009-10 till 2013-14		Rs. 52	Rs. 52
From 2014-15 till 2018-19		Rs. 52	Rs. 65 (25% increase)
From 2019-20 till 2023-24		Rs. 65(25% increase)	Rs. 81.25 (25% increase)
Non-Domestic (Rs.)			
From 2009-10 till 2013-14		Rs.102	Rs.102
From 2014-15 till 2018-19		Rs.102	Rs.127.50 (25% increase)
From 2019-20 till 2023-24		Rs.127.50 (25% increase)	Rs.159.38 (25% increase)

Source: Analysis

16.3.1.3 OTHER SOURCES OF REVENUE INCOME

Table 16-C: Assumption for Income

Particulars	CAGR-(%)	Projected growth Rates (%)	Notes
Profession Tax	19% (2003-04 till 2008-09)	10%	-
External Sources (Assigned Revenue+ Devolution Funds + Grants & Contribution)	6.45% (2003-04 till 2008-09)	4%	

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Service Charges & fees(Excluding Water Charges)	1%	7% to 8%	8% growth rate assumed on account Service charges & other fees excluding water charges.
Other Income	Inconsistent trend	9%	2009-10 (Budget) is taken as the base year for projections. This includes project overhead appropriation expenses.
User Charges for Solid Waste Management	Not charged		Rs.50 per month from Non-Domestic assesses from 2011-12 and Rs.15 per month from Domestic assesses from 2013-14. A 25% increase every 5 years in the user charges has been envisaged.

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Source: Analysis based on past financials provided by Annamalai Nagar Town Panchayat

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16.3.2 REVENUE EXPENDITURE

16.3.2.1 CURRENT REVENUE EXPENDITURE

Table 16-D: Assumption for Revenue Expenditure

Particulars	CAGR-(%)	Projected Growth Rates (%)
Personnel Cost & Retirement Benefits (Salaries)	Salaries- 7.57% (2003-04 till 2007-08) Retirement Benefits- Inconsistent trend	6%

Operating Expenses	20.34%	10%
Repairs & Maintenance	10.51%	6%
Administrative Expenses	Inconsistent Trend	5%

Source: Analysis based on past financials provided by Annamalai Nagar Town Panchayat

16.3.2.2 ADDITIONAL O&M EXPENDITURE DUE TO SUB-PROJECTS

This has already been covered in Chapter 11: Asset Management Plan: Table 11 E- O&M for Proposed works

16.3.2.3 FUTURE DEBT OBLIGATIONS

Table 16-E: Key assumptions for forecasting future debt obligations

Sector	Tenure	Moratorium	Rate of Interest (%)
Water Supply, UGD	20	5	10.00
Roads, Storm Water Drains	10	2	9.00
Others	5	NIL	9.00

Source: Analysis

16.3.3 FUNDING MECHANISM

Table 16-F : Financing Pattern for Proposed projects as per prudent Funding norms

Particulars	Loan	Grant	TOWN Share/ Public Contribution	Notes
Water Supply	50	30	20	
Sanitation		50	50	
Storm Water Drainage	60	30	10	
Solid Waste Management	60	30	10	
Roads, Traffic and Transportation	60	30	10	
Street Lighting	60	30	10	
Socio-Economic Infrastructure				
<i>School Building</i>			100	
<i>Parks and Playgrounds</i>		50	50	

Daily and Weekly Market	90		10	PPP
Slum Improvement- IHSDP		80	20**	** Equal Contribution from the TOWN and the beneficiaries
Burial Ground Improvement		50	50	
Gassifier		50	50	
Slaughter House		50	50	
Land Development	90		10	
Community Hall		50	50	
Municipal Building		50	50	

Source: Analysis

16.4 OUTCOME OF FINANCIAL OPERATING PLAN

16.4.1 BASE CASE SCENARIO (“BUSINESS AS USUAL SCENARIO”)

In the Base Case Scenario, the finances of TOWN are forecast for the next 15 years without taking into consideration any new projects envisaged in Capital Investment Plan (CIP). The past trends in growth rates in revenue income and expenditure are assumed to continue over the next 15 years. No new revenue sources such as user charges for service delivery systems of the Town are envisaged under this scenario. Revenue surplus thus generated indicates Town’s capacity to service the usual capital expenditure in the normal course of running its operations. Table 16-G indicates the revenue surplus position of the Town over the 15 year period.

The following are the outcome under this scenario:-

- The projected cumulative revenue surplus (Closing Balance) of the TOWN shows a healthy surplus position over the 15 year period with a revenue surplus touching **Rs.1791.09 Lakhs** in the year 2023-24 after meeting its current debt obligations.

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Table 16-G : Financial Operating Plan of Annamalai Nagar- Base Case Scenario

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
INCOME															
Opening Balance (X)	48.60	82.25	126.55	177.43	235.66	302.13	378.01	464.36	562.41	673.56	799.33	955.36	1130.27	1326.22	1545.59
Property Tax	21.60	22.22	22.53	22.85	23.16	23.58	24.00	24.42	24.84	25.26	32.15	32.73	33.30	33.88	34.45
Profession tax	90.20	99.22	109.14	120.06	132.06	145.27	159.79	175.77	193.35	212.69	233.96	257.35	283.09	311.39	342.53
Assigned revenue (duty on transfer of property)	6.45	6.54	6.63	6.72	6.82	6.91	7.01	7.11	7.21	7.31	7.41	7.51	7.62	7.73	7.83
Devolution Fund	25.00	28.00	31.36	35.12	39.34	44.06	49.35	55.27	61.90	69.33	77.65	86.96	97.40	109.09	122.18
Service Charges & Fees	5.24	7.98	8.98	10.02	11.09	12.27	13.46	14.70	15.99	17.33	26.17	28.06	30.03	32.07	34.18
Other Income	5.20	5.67	6.18	6.73	7.34	8.00	8.72	9.51	10.36	11.29	12.31	13.42	14.63	15.94	17.38
Revenue Income (A)	153.69	169.63	184.83	201.499	219.802	240.09	262.334	286.78	313.65	343.2055	389.643	426.04	466.06	510.094	558.55
EXPENDITURE															
Personnel Cost	25.82	27.37	29.01	30.75	32.60	34.55	36.63	38.82	41.15	43.62	46.24	49.01	51.95	55.07	58.38
Operating Expenses	41.45	45.60	50.15	55.17	60.69	66.76	73.43	80.77	88.85	97.74	107.51	118.26	130.09	143.10	157.41
Repairs and Maintenance	27.87	29.54	31.31	33.19	35.19	37.30	39.53	41.91	44.42	47.09	49.91	52.91	56.08	59.44	63.01
Programme Expenses	10.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Administrative Expenses	12.30	12.92	13.56	14.24	14.95	15.70	16.48	17.31	18.17	19.08	20.04	21.04	22.09	23.19	24.35
Debt Repayment of Existing	2.60	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91
Revenue Expenditure (B)	120.04	125.33	133.95	143.264	153.33	164.213	175.985	188.72	202.508	217.4364	233.607	251.129	270.12	290.717	313.06
SURPLUS OR DEFICIT (A-B)=C	33.65	44.30	50.88	58.23	66.47	75.88	86.35	98.06	111.14	125.77	156.04	174.91	195.94	219.38	245.49
Closing Balance (C+X)=D	82.25	126.55	177.43	235.66	302.13	378.01	464.36	562.41	673.56	799.33	955.36	1130.27	1326.22	1545.59	1791.09

16.4.2 FULL PROJECT SCENARIO WITH SUGGESTED REFORMS

Under **FULL REFORM** Scenario, the FOP for full project has been worked out as under:

- Funding pattern as per Prudent Financial norms of funding – Scenario II
- Funding pattern based on the borrowing capacity of the TOWN – Scenario III

The same has been elaborated under heading 16.4.2.1 and 16.4.2.2 respectively

16.4.2.1 FULL PROJECT SCENARIO WITH REFORMS AND FUNDING PATTERN BASED ON PRUDENT FINANCIAL NORMS

The cash flows from the new projects under this scenario are shown in Table 16 H. The financial impact for the TOWN in implementing full projects through additional resources generated on account of reforms suggested and as per the prudent financial norms of funding is given in Table 16 I

The following are the outcome under this scenario:-

Financing Criteria	Results obtained
Whether new project O&M is being met by the revenue of the TOWN?	The TOWN is able to meet the O&M of the new projects after implementing all reforms suggested as additional revenues are realized.
Whether TOWN is able to meet its debt repayment obligations?	TOWN is unable to meet its loan repayment obligations. The same has been shown in Table 16 J with DSCR is less than 1.25 times (Minimum acceptable DSCR norms)
Whether TOWN is able to contribute the required amount as per prudent funding norms?	The TOWN would not be able to meet its financial contribution to new projects as required under prudent financial norms of funding

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To address this issue, the TOWN would require additional external support as the capacity of the TOWN to borrow and meet its contribution under this scenario is limited. Hence additional external support over and above the prudent financial norms is required to match with that of the borrowing capacity of the town. The same has been discussed under heading 16.4.1.3.

Table 16-H: Full Project Cash Flow - As per Prudent Financial norms

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Opening Balance (A)	0.00	-0.39	-5.69	-15.88	-31.31	-44.07	-57.38	-71.94	-82.08	-88.73	-98.25	-104.79	-103.22	-97.66	-91.88
Sources of Funds															
Debt Drawn Down	4.32	56.89	57.07	60.23	37.18	63.70	22.14	23.24	24.41	55.53	5.93	6.23	6.54	6.87	49.25
ULB Own Contribution	0.72	63.58	89.89	57.31	37.99	27.23	3.69	3.87	4.07	11.19	0.99	1.04	1.09	1.14	10.83
Grants	2.16	115.58	107.14	58.71	38.08	42.03	11.07	11.62	12.20	28.60	2.97	3.11	3.27	3.43	25.75
Total Inflow (B)	7.20	236.05	254.10	176.25	113.25	132.97	36.89	38.74	40.68	95.32	9.89	10.38	10.90	11.44	85.82
Disposition of Funds															
Project Capex	7.20	236.05	254.10	176.25	113.25	132.97	36.89	38.74	40.68	95.32	9.89	10.38	10.90	11.44	85.82
O&M For New Project	0.00	0.08	4.66	10.35	15.33	18.24	27.11	29.13	31.30	33.63	38.20	40.22	42.38	44.70	47.20
Debt Servicing (Principal + Interest)	0.39	5.61	11.22	20.96	28.75	39.14	44.83	52.95	57.43	64.62	66.59	63.00	55.28	47.17	45.86
Total Outflow (C)	7.59	241.74	269.98	207.56	157.32	190.35	108.83	120.82	129.41	193.57	114.68	113.60	108.56	103.32	178.88
Net Cash Flow (B-C)= D	-0.39	-5.69	-15.88	-31.31	-44.07	-57.38	-71.94	-82.08	-88.73	-98.25	-104.79	-103.22	-97.66	-91.88	-93.06
Closing Balance (A+D)=E	-0.39	-6.08	-21.57	-47.19	-75.38	-101.45	-129.32	-154.02	-170.82	-186.98	-203.04	-208.01	-200.89	-189.54	-184.94

Table 16-I: Financial Operating Plan of Annamalainagar - Full Project with Reforms-Prudent Funding Norms

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
INCOME															
Opening Balance (X)	48.60	81.14	56.17	1.28	-29.11	-44.70	-35.94	-13.53	10.71	41.64	71.00	137.38	224.75	339.26	483.57
Property Tax	21.60	22.22	22.53	22.85	23.16	29.47	30.00	30.53	31.05	31.58	40.19	40.91	41.63	42.35	43.06
Profession tax	90.20	99.22	109.14	120.06	132.06	145.27	159.79	175.77	193.35	212.69	233.96	257.35	283.09	311.39	342.53
Assigned revenue (duty on transfer of property)	6.45	6.54	6.63	6.72	6.82	6.91	7.01	7.11	7.21	7.31	7.41	7.51	7.62	7.73	7.83
Devolution Fund	25.00	28.00	31.36	35.12	39.34	44.06	49.35	55.27	61.90	69.33	77.65	86.96	97.40	109.09	122.18
Service Charges & Fees	5.24	7.98	8.98	10.02	11.09	17.63	19.16	20.73	22.36	24.05	34.24	36.60	39.03	41.55	44.15
Other Income	5.20	5.67	6.18	6.73	7.34	8.00	8.72	9.51	10.36	11.29	12.31	13.42	14.63	15.94	17.38
Revenue Income (A)	153.69	169.63	184.83	201.50	219.80	257.58	274.03	298.91	326.24	356.25	405.76	442.76	483.39	528.05	577.14
EXPENDITURE															
Personnel Cost	25.82	27.37	29.01	30.75	32.60	34.55	36.63	38.82	41.15	43.62	46.24	49.01	51.95	55.07	58.38
Operating Expenses	41.45	45.60	50.15	55.17	60.69	66.76	73.43	80.77	88.85	97.74	107.51	118.26	130.09	143.10	157.41
Repairs and Maintenance	27.87	29.54	31.31	33.19	35.19	37.30	39.53	41.91	44.42	47.09	49.91	52.91	56.08	59.44	63.01
Programme Expenses	10.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Administrative Expenses	12.30	12.92	13.56	14.24	14.95	15.70	16.48	17.31	18.17	19.08	20.04	21.04	22.09	23.19	24.35
Debt Repayment of Existing loans	2.60	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91
Debt Repayment of New Loans	0.39	5.61	11.22	20.96	28.75	39.14	44.83	52.95	57.43	64.62	66.59	63.00	55.28	47.17	45.86
New project operating Expenses (O&M)	0.00	0.08	4.66	10.35	15.33	18.24	27.11	29.13	31.30	33.63	38.20	40.22	42.38	44.70	47.20
TP's Contribution for new projects	0.72	63.58	89.89	57.31	37.99	27.23	3.69	3.87	4.07	11.19	0.99	1.04	1.09	1.14	10.83
Revenue Expenditure (B)	121.15	194.60	239.72	231.89	235.39	248.83	251.61	274.68	295.31	326.88	339.38	355.39	368.88	383.74	416.94
SURPLUS OR DEFICIT (A-B)=C	32.54	-24.97	-54.89	-30.39	-15.59	8.75	22.42	24.24	30.93	29.37	66.37	87.37	114.52	144.31	160.19
Closing Balance (C+X)=D	81.14	56.17	1.28	-29.11	-44.70	-35.94	-13.53	10.71	41.64	71.00	137.38	224.75	339.26	483.57	643.76

Table 16-J: Calculation of Debt Service Coverage Ratio (DSCR) With FULL PROJECT WITH REFORMS- As per Prudent Financial Norms

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Cumulative Net Surplus	84	69	31	26	44	97	169	251	345	443	581	737	911	1108	1319
Cumulative Debt repayment obligation (New +Old)	3	13	29	55	89	133	183	241	303	372	444	512	572	624	675
Cumulative DSCR	28.15	5.23	1.04	0.47	0.50	0.73	0.93	1.04	1.14	1.19	1.31	1.44	1.59	1.77	1.95
Average	3.23														
Minimum	0.47														
Maximum	28.15														

16.4.2.2 FULL PROJECT SCENARIO WITH REFORMS BASED ON THE BORROWING CAPACITY OF THE TOWN

Under this **FULL REFORM** Scenario, to match the limited borrowing capacity of the town, an additional external support has been introduced in the funding pattern; the FOP for full project has been worked out as under:

The cash flows from new projects is shown in Table 16 K and the financial impact in implementing the Full projects WITH reforms but with additional external support is given in Table 16 L

The following are the outcome under this scenario:-

Financing Criteria	Results obtained
Whether new project O&M is being met by the revenue of the TOWN?	The TOWN is able to meet the O&M of the new projects after implementing all reforms suggested as additional revenues are realized
Whether TOWN is able to meet its debt repayment obligations?	TOWN is now able to borrow funds required for the full project implementation. The same has been shown in Table 16 M where the DSCR is more than 1.25 times for the current & new loans (Minimum acceptable DSCR norms is 1.25)
Whether TOWN is able to contribute the required amount as per additional external support based on its borrowing capacity?	TOWN is now able to contribute the full amount required for the projects based on its financial strength with additional external funding.



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Table 16-K: Full Project Cash Flow - As per Borrowing Capacity

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Opening Balance (A)	0.00	-0.39	-5.69	-15.88	-31.31	-44.07	-57.38	-71.94	-82.08	-88.73	-98.25	-104.79	-103.22	-97.66	-91.88
Sources of Funds															
Debt Drawn Down	4.32	56.89	57.07	60.23	37.18	63.70	22.14	23.24	24.41	55.53	5.93	6.23	6.54	6.87	49.25
TP's Own Contribution	0.36	52.15	67.66	41.94	27.10	17.85	1.84	1.94	2.03	7.26	0.49	0.52	0.54	0.57	7.66
Grants	2.52	127.00	129.37	74.08	48.97	51.42	12.91	13.56	14.24	32.53	3.46	3.63	3.81	4.01	28.91
Total Inflow (B)	7.20	236.05	254.10	176.25	113.25	132.97	36.89	38.74	40.68	95.32	9.89	10.38	10.90	11.44	85.82
Disposition of Funds															
Project Capex	7.20	236.05	254.10	176.25	113.25	132.97	36.89	38.74	40.68	95.32	9.89	10.38	10.90	11.44	85.82
O&M For New Project	0.00	0.08	4.66	10.35	15.33	18.24	27.11	29.13	31.30	33.63	38.20	40.22	42.38	44.70	47.20
Debt Servicing (Principal + Interest)	0.39	5.61	11.22	20.96	28.75	39.14	44.83	52.95	57.43	64.62	66.59	63.00	55.28	47.17	45.86
Total Outflow (C)	7.59	241.74	269.98	207.56	157.32	190.35	108.83	120.82	129.41	193.57	114.68	113.60	108.56	103.32	178.88
Net Cash Flow (B-C)= D	-0.39	-5.69	-15.88	-31.31	-44.07	-57.38	-71.94	-82.08	-88.73	-98.25	-104.79	-103.22	-97.66	-91.88	-93.06
Closing Balance (A+D)=E	-0.39	-6.08	-21.57	-47.19	-75.38	-101.45	-129.32	-154.02	-170.82	-186.98	-203.04	-208.01	-200.89	-189.54	-184.94

Table 16-L: Financial Operating Plan of Annamalainagar - Full Project with Reforms-Borrowing Capacity

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
INCOME															
Opening Balance (X)	48.60	81.50	67.96	35.30	20.28	15.59	33.72	57.98	84.15	117.12	150.42	217.29	305.17	420.24	565.12
Property Tax	21.60	22.22	22.53	22.85	23.16	29.47	30.00	30.53	31.05	31.58	40.19	40.91	41.63	42.35	43.06
Profession tax	90.20	99.22	109.14	120.06	132.06	145.27	159.79	175.77	193.35	212.69	233.96	257.35	283.09	311.39	342.53
Assigned revenue (duty on transfer of property)	6.45	6.54	6.63	6.72	6.82	6.91	7.01	7.11	7.21	7.31	7.41	7.51	7.62	7.73	7.83
Devolution Fund	25.00	28.00	31.36	35.12	39.34	44.06	49.35	55.27	61.90	69.33	77.65	86.96	97.40	109.09	122.18
Service Charges & Fees	5.24	7.98	8.98	10.02	11.09	17.63	19.16	20.73	22.36	24.05	34.24	36.60	39.03	41.55	44.15
Other Income	5.20	5.67	6.18	6.73	7.34	8.00	8.72	9.51	10.36	11.29	12.31	13.42	14.63	15.94	17.38
Revenue Income (A)	153.69	169.63	184.83	201.50	219.80	257.58	274.03	298.91	326.24	356.25	405.76	442.76	483.39	528.05	577.14
EXPENDITURE															
Personnel Cost	25.82	27.37	29.01	30.75	32.60	34.55	36.63	38.82	41.15	43.62	46.24	49.01	51.95	55.07	58.38
Operating Expenses	41.45	45.60	50.15	55.17	60.69	66.76	73.43	80.77	88.85	97.74	107.51	118.26	130.09	143.10	157.41
Repairs and Maintenance	27.87	29.54	31.31	33.19	35.19	37.30	39.53	41.91	44.42	47.09	49.91	52.91	56.08	59.44	63.01
Programme Expenses	10.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Administrative Expenses	12.30	12.92	13.56	14.24	14.95	15.70	16.48	17.31	18.17	19.08	20.04	21.04	22.09	23.19	24.35
Debt Repayment of Existing loans	2.60	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91	4.91
Debt Repayment of New Loans	0.39	5.61	11.22	20.96	28.75	39.14	44.83	52.95	57.43	64.62	66.59	63.00	55.28	47.17	45.86
New project operating Expenses (O&M)	0.00	0.08	4.66	10.35	15.33	18.24	27.11	29.13	31.30	33.63	38.20	40.22	42.38	44.70	47.20
TP's Contribution for new projects	0.36	52.15	67.66	41.94	27.10	17.85	1.84	1.94	2.03	7.26	0.49	0.52	0.54	0.57	7.66
Revenue Expenditure (B)	120.79	183.17	217.49	216.52	224.50	239.45	249.77	272.74	293.28	322.94	338.89	354.87	368.33	383.17	413.77
SURPLUS OR DEFICIT (A-B)=C	32.90	-13.54	-32.66	-15.02	-4.70	18.13	24.26	26.17	32.96	33.30	66.87	87.89	115.06	144.88	163.36
Closing Balance (C+X)=D	81.50	67.96	35.30	20.28	15.59	33.72	57.98	84.15	117.12	150.42	217.29	305.17	420.24	565.12	728.48

Table 16-M: Calculation of Debt Service Coverage Ratio (DSCR) With FULL PROJECT WITH REFORMS- As per Borrowing Capacity

Particulars	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Cumulative Net Surplus (Rs. in Lakhs)	84	81	65	76	105	167	241	325	420	523	661	817	992	1189	1403
Cumulative Debt repayment obligation (New +Old)	3	13	29	55	89	133	183	241	303	372	444	512	572	624	675
Cumulative DSCR	28.27	6.12	2.20	1.37	1.18	1.25	1.32	1.35	1.39	1.40	1.49	1.60	1.73	1.91	2.08
Average	3.64														
Minimum	1.18														
Maximum	28.27														

The table below shows the funding and borrowing capacity of the TOWN under “Full Project Scenario WITH Reforms”

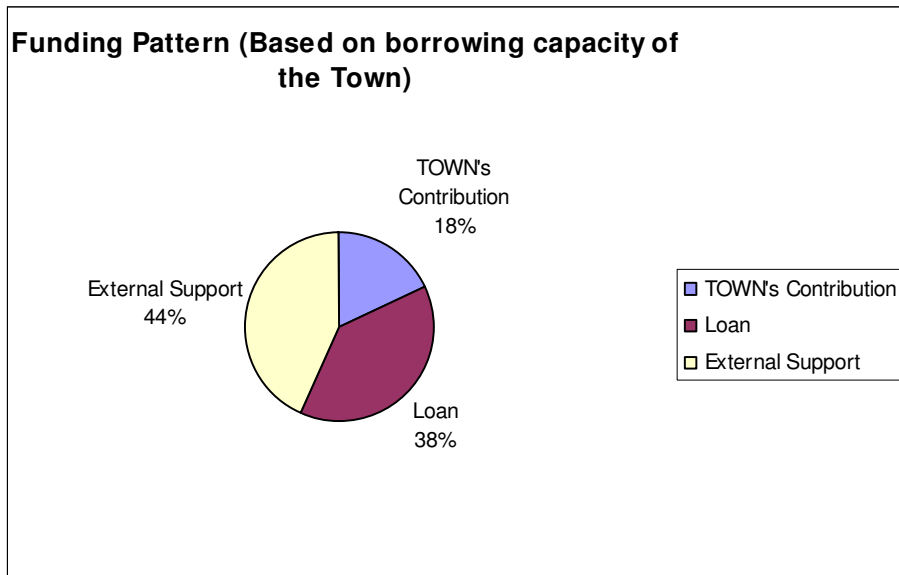
Table 16-N: FULL PROJECT SCENARIO WITH REFORMS -Funding requirements as per Prudent Funding Norms vs. Funding Possibilities based on borrowing capacity

Particulars	Full project Scenario- Funding based on prudent financial norms (Rs.lakhs)	Full Project Scenario – Funding based on borrowing capacity (Rs.lakhs)
Loan Amount	479.53	479.53
External Support	465.72	550.43
TOWN's Contribution	314.64	229.92
Public Contribution	0	0
PPP	0	0
Project Cost	1259.89	1259.89
% of loan on Project cost	38%	

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Final Report



- As seen from the above table, the TOWN can contribute Rs.2.30 Crores as its share towards funding of projects identified under CIP on account of reform implementation which is 73% of the required contribution of Rs.3.15 Crores under the prudential funding norms.
- The TOWN's capability to borrow is **Rs.4.80 crores which is 38% of the total project cost.**
- Total external support required would be **Rs.5.50 Crores** in order to implement all the identified projects envisaged under CIP.

The full project investment proposed for the Town is to the tune of Rs. 1259.89 lakhs, the details of sector wise financing pattern is presented in the following tables.

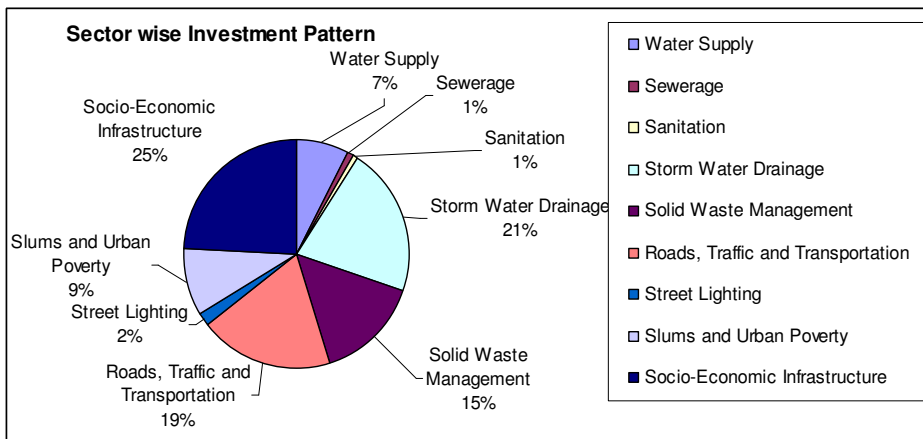
Table 16-O: Sector-wise Full Project Investments.

Project Sector	Total Investment (Rs. In Lakhs)
Water Supply	93.41
Sewerage	11.03
Sanitation	11.58
Storm Water Drainage	266.90
Solid Waste Management	185.78
Roads, Traffic and Transportation	242.98
Street Lighting	25.72
Slums and Urban Poverty	117.69
Socio-Economic Infrastructure	304.81
Total	1259.89

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Final Report



Out of the total project costs, the share of Town Panchayat is Rs. 229.92 lakhs, which would be financed through internal accruals, after implementing the reforms with additional external borrowings. The Town Panchayat would mobilize the resources to the tune of 18% from their internal accruals with the remaining 82 % funding from lending agencies by way of Grant and Loan components.

Full reform implementation by the Town within the scheduled time frame (as shown in Annexure V – Reform Implementation schedule) backed by strong external support is a must for bringing in projects required for improving the Town over the next 15 years. The reform efforts of the Town need to be supported and rewarded by financial assistance from funding agencies and strong external support in order to implement all projects suggested under CIP.

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Final Report

POPULATION PROJECTIONS FOR ANNAMALAI NAGAR

Arithmetical Increase

Projected population = $P + ni$
Where P = Present Population
And ni = Average increase per decade

Year	Population	Increment		
1971	8847			
1981	6623	-2224		
1991	9209	2586		
2001	10062	853		
	Total	1215		
	Average	405		
Projected Population			Percentage Increase	
2009	10386	0.8	3.22	
2013	10548	1.2	1.56	
2018	10751	1.7	1.92	
2023	10953	2.2	1.88	

Geometrical Increase Method

Projected Population $P_n = P(1+Rg)^n$
where Rg = Geometric mean
n=number of decades

Census year	Pop	Increment	Geometric growth
1971	8847		
1981	6623	-2224	-0.25
1991	9209	2586	0.39
2001	10062	853	0.09
	Geometric mean Rg		0.19

Year	Projected Population	Increment	Percentage increase
2009	11566	0.8	14.94
2013	12400	1.2	7.21
2018	13528	1.7	9.10
2023	14758	2.2	9.10

POPULATION PROJECTIONS FOR ANNAMALAI NAGAR

Incremental Increase

Projected Population $P_n = P_{2001} + nx + \frac{n(n+1)}{2}y$
Where P = Present Population
P_n = Projected population for nth decade
n= number of decades
x=average increase per decade
y=average incremental increase per decade

Year	Population	Increment	Incremental increase
1971	8847		
1981	6623	-2224	-2224
1991	9209	2586	4810
2001	10062	853	-1733
	Total	1215	853
	Average	405	284

Year	projected population		Percentage increase
2009	10591	0.8	5.25
2013	10923	1.2	3.14
2018	11403	1.7	4.39
2023	11954	2.2	4.83

POPULATION PROJECTIONS FOR ANNAMALAI NAGAR

Least Squares

Year (X)	Population (Y) in lakhs	X ²	XY
1971	8847	3884841	17437437
1981	6623	3924361	13120163
1991	9209	3964081	18335119
2001	10062	4004001	20134062
7944	34741	15777284	69026781.00

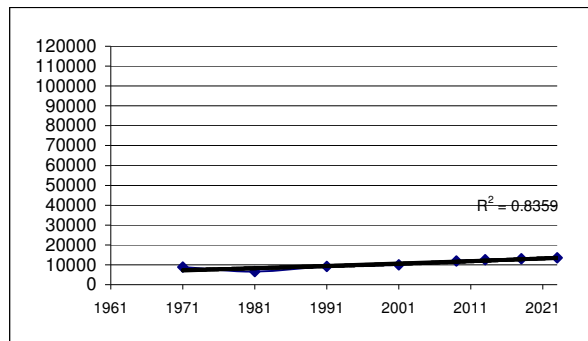
n =	number of items =
Y =	a + bX
ΣY =	a(n) + bΣX
ΣXY =	aΣX + bΣX ²
4a + 7944b =	34741
7944a + 15777284b =	69026781.00
7944a+15776784b	68995626
7944a+15777284b	69026781
500b =	31155
b =	62.31
4a + 7944b =	34741
4a =	-460249.64
a =	-115062.41
Solving the equation Y = a + bX	

Year	Projected Population	Percentage Increase
2009	10118	0.56
2013	10368	2.46
2018	10679	3.01
2023	10991	2.92

POPULATION PROJECTIONS FOR ANNAMALAI NAGAR

Graphical Method

Year	Population
1971	8847
1981	6623
1991	9209
2001	10062
2009	12000
2013	12500
2018	13000
2023	13500



Year	Arithmetic Increase	Geometric Increase	Incremental Increase	Least Squares	Graphical Method	Average
1971	8847	8847	8847	8847	8847	8847
1981	6623	6623	6623	6623	6623	6623
1991	9209	9209	9209	9209	9209	9209
2001	10062	10062	10062	10062	10062	10062
2009	10386	11566	10591	10118	12000	10932
2013	10548	12400	10923	10368	12500	11348
2018	10751	13528	11403	10679	13000	11872
2023	10953	14758	11954	10991	13500	12431

Annexure II: Norms Vs Current Status for Annamalai Nagar

Reform Agenda for Annamalai Nagar Town Panchayat				
Sector	Indicators	Unit	Current Status	Norms/Standard
Water Supply	Daily per capita supply	Litres	85	70/100
	Roads covered with distribution network	Percent	88	100
	Storage capacity with respect to supply	Percent	45	33
	Service connection	Percent	18	85
	Collection efficiency in water charges	Percent	24.90	100
Storm Water Drainage	Roads covered with Storm water drainage	Percent	6.33	130
Solid Waste management	Waste generation per Capita per day	Grams	86.4	< 350 grams
	Collection efficiency	Percent	80	100
	Conservancy staff per Km	Persons	0.7	2
	Door-Door collection efficiency(Assessments covered)	Percent	28.8	100
	Assessments involved in waste segregation	Percent	14.2	100
Roads	Per capita road length	Meters/Person	1.5	1.5
	Percentage of Surface roads	Percent	68	100
Street Lighting	Spacing between lamps	Meters	40.3	30
Urban Finance	Collection efficiency in Property taxes	Percent	72.63 (2007-08)	100
	Revision in Property tax	Years	Once in 10 years	Once in 5 years
Institutional Reforms	Privatisation	Areas	None	Solid Waste Management, Street Light Maintenance, Pumping Station Maintenance, STP Maintenance and Hiring of Vehicles
	E-Governance	Modules	The Town Panchayat has initiated steps for computerization of Birth & Death, Accounts and Property Tax records	18

Annexure V: Reforms Implementation Schedule For Annamalai Nagar

ANNAMALAI NAGAR																	
Reforms	Current status	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Property Tax																	
100% Collection Efficiency	72.63% (current collection)																
Mandatory Implementation of Revision of Property Tax once in every five years is required	Once in 10 years																
Digitization of the property maps through GIS	Not done																
Computerization of Property tax records	To be Initiated																
Introducing alternate methods of tax payment (ECS/EFT/Online Payment)	To be Initiated																
Other Reforms in property taxes as mentioned in Chapter 15 of this report	Limited extent																
Water Supply																	
Service coverage of water connections to be increased from current 18% to 85%	18%	22%	26%	31%	35%	40%	44%	49%	53%	57%	62%	66%	71%	75%	80%		
Revision of Water supply charges and initial deposit for new water connection	Ad hoc basis																

Annexure V: Reforms Implementation Schedule For Annamalai Nagar

Reforms	Current status	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
		One time payment options for monthly water charges	Not done													
Incentive and penalty structure for payment of water taxes and charges.	Not done															
Water Leakage Audit for Un-accounted for Water (UFW)	Not done															
Periodic maintenance of Water supply systems	Ad hoc maintenance															
Periodic Training to Water Supply Staff	Not done. To be imparted on a regular basis															
Privatization in routine maintenance relating to water supply	Not done															

Annexure V: Reforms Implementation Schedule For Annamalai Nagar

Reforms	Current status	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	
Roads, Traffic & Transportation																	
Relaying Bitumen roads once in three years with patch works to be undertaken based on the need in between years (Through use of recyclable materials)	Adhoc basis																
Street Lighting & Energy Saving Mechanism																	
Achieving 33 meters street light spacing by 2023-24	40 metres																
Energy Audit Studies	To be Initiated. At present None																
Private parties can be involved for financing, operation and maintenance of energy efficient street light projects to reduce the cost incurred for the same.	Not done																

Annexure V: Reforms Implementation Schedule For Annamalai Nagar

Reforms	Current status	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Municipal Assets																
Creation and updating the Comprehensive asset register with regard to land and building	Not Comprehensive															
Valuation of assets and liabilities of the Municipality	Not done															
Periodic maintenance of Social Infrastructure	Ad hoc															
Accounting Reforms																
Comprehensive Budgeting incorporating O&M costs of various assets	Not Done															
Periodic Training to Accounting Staff	Regularly															
Finalisation of accounts and completion of audit of accounts with in that specific year	Not done															
Zero based budgeting would need to be carried out for continual monitoring of budgets and cash flow management	Not done															

Minutes of the Inception Report review meeting for the consultancy assignment for City Investment Plan (CIP) prepared by M/s. Darashaw & Company Limited for Annamalai Nagar, Vadalur, Tharangampadi, Ottenchataram, Thudiyalur, Thirupattur, S. Kannanur and Peravurani Town Panchayats (Cluster 1) held on 28.08.2009 at 3.00 PM at TNUIFSL office.

Members Present:

S.No.	Name	Designation / Organisation
1	Mr.T.P.Subramanian	President, Thudiyalur
2	Mr.A.Mahalingam	EO, Thudiyalur
3	Mr.R.Subramanian	Sanitary Inspector, Tharangampadi
4	Mr.A.Amanulla	EO, Tirupattur
5	Mr.M.Jeyakodi	EO, Ottenchataram
6	Mr.S.Gunalan	EO, S.Kannanur
7	Mr.T.Srinivasan	Junior Assistant, Vadalur
8	Mr.D.Ranganathan	EO, Annamalai Nagar
9	Mr.B.Janarthanan	EO,Peravurani
10	Mr.G.Habeeb Raja	Jr.Asst, Tirupattur
11	Mr.D.Rajendiran	AVP, TNUIFSL
12	Mr.U.Vijayaraghavan	DM, TNUIFSL
13	Ms.K.Vyjyanthi	Head-Southern Region,Darashaw
14	Mr.C.Gandhiraj	Sr.Associate, Darashaw
15	Ms.R.Devi	Associate, Darashaw

The consultants made the presentation through power point for inception report for the consultancy assignment for City Investment Plan (CIP) for Annamalai Nagar, Vadalur, Tharangampadi, Ottenchataram, Thudiyalur, Thirupattur, S. Kannanur and Peravurani Town Panchayats (Cluster 1) in detail and the consultants are requested to

1. To conduct stakeholders' consultations to ascertain the demands from public to identify infrastructure gaps.

2. To present the draft final report to respective ULBs in the council after incorporating the suggestions of stake holders meeting.
3. Recheck the financials of ULBs including debt status.
4. Analyse last 5 years financials and furnish the data on existing loan, loan repaid on due date, overdue loan, loan balance and loans sanctioned but yet to be availed. In this regard, all Town Panchayats were requested to provide 5 years audited accounts and recent years' un-audited accounts along with DCB and loan statements and any other relevant details to the consultants.
5. Study on the unused / under utilized assets of the ULB and suggest ways for the better utilization of the same.
6. To identify any vacant land for development.

Annamalai Nagar:

- The consultants were requested to include the Storm Water Drain Project.
- Street light provision calculation to be rechecked with ULB.

Vadalur:

- DCB presented to be rechecked with ULB.

Tarangambadi:

- The consultants were requested to include the treatment plant in the Water Supply Project.
- Reason for reduction in property tax assessment to be addressed

Ottanchataram:

- SWM on wastage generated in the markets area to be addressed and suggest the ways / methodologies for improvement.

Thudiyalur:

- Address the land issue for UGSS project.
- Address the need of the commercial centre
- Street light provision calculation to be rechecked with ULB.

Tirupathur:

- Address the need of the water body improvement.

The representatives of ULBs were requested to provide details of all the assets to the consultants and the consultants were requested to include the same and suggest optimum utilization of the assets.

The inception report submitted by the consultant is approved and consultant was requested to incorporate the above comments in draft final report and adhere to the schedule as per the Term of Reference for submitting the Draft Final Report.

Minutes of the Draft Final Report review meeting for the consultancy assignment for Town Investment Plan (TIP) submitted by M/s. Darashaw & Company Limited for Annamalai Nagar, Vadalur, Tharangambadi, Ottenchataram, Thudiyalur, Thirupattur, S. Kannanur and Peravurani Town Panchayats (Cluster 1) held on 23.12.2009 at 2.30 P M at Directorate of Town Panchayats office, Chennai - 108.

Members Present:

S.No.	Name	Designation / Organisation
1	Mr. D. Rajendiran, IAS	Director of Town Payanchayat
2	Mr. T.P. Subramanian	President, Tudiyalur TP
3	Mr. G. Rajendiran	EE / DTP
4	Mr. Nellai Sivagaminathan	AEE / DTP
5	Mr. U. Vijayaraghavan	DM / TNUIFSL
6	Mr. A. Sadayappan	ADTP / Cuddalore
7	Ms. R. Joychirstel	ADTP / Coimbatore
8	Mr. M. Balasubramanian	ADTP / Thanjavore
9	Mr. K.S. Rajagopalan	Asst. / DTP
10	Mr. M. Jayakodi	EO, Ottanchatiram
11	Mr. S. Gunalan	EO, S. Kannanur
12	Mr. D. Ranganathan	EO, Annamalai Nagar
13	Mr. A. Mahalingam	EO, Tudiyalur
14	Mr. G. Mangaleswaran	EO, Tiruppattur
15	Mr. K. Balasubramanian	EO, Tarangambadi
16	Mr. B. Janarthanan	EO, Peravurani
17	Mr. K. Sridhar	Associate, Darashaw & Co.,
18	Mr. C. Gandhiraj	Sr. Associate, Darashaw & Co.,
19	Ms. R. Devi	Associate, Darashaw & Co.,

The consultants submitted the draft final report and made presentation for the consultancy assignment for Town Investment Plan (TIP) for Annamalai Nagar, Vadalur, Tharangampadi, Ottenchataram, Thudiyalur, Thirupattur, S. Kannanur and Peravurani Town Panchayats (Cluster 1) in detail and the consultants are requested to incorporate the following suggestions / comments in the final report which are listed below:

Thudiyalur:

- To recheck the financial of ULB for the financial year 2007-08, 2008-09 based on the actuals financial statement and do the FOP.
- Any changes in the rates, etc may be obtained from ULB and incorporate the same in final report.

Vadalur:

- The ULB is requested to provide the break up of Programme expense for preparation of FOP for the town.

Tharangambadi:

- The land ownership details of the agricultural office building in the same premises of the Town Panchayat Office has to be provided by the ULB to the consultants and the project cost of Rs. 30 lakhs for the same can be shifted to second phase.

Oddanchatram:

- After consultation with EO, TP the Combined Water Supply Scheme the finalise the priority of the project from second phase to third phase in CIP.
- Creating Green spaces in the Gassifier crematorium ground – As the town has already taken up the project worth Rs. 5 Lakhs the same needs to be removed from the CIP.
- The cost of ponnagramkulam improvement project which was earlier suggested under revenue department purview can be implemented by TP and the cost for the same needs to be incorporated in the CIP.

- After consultation with EO the cost of office building to be included in the CIP.
- The ULB is requested to provide the break up of Programme expense to consultants in detail.

Peravurani:

- Strengthening banks in ward 13 & 14 has to be checked as the same is repeated twice in the CIP.

The representatives of TPs were requested to provide details of their updated financials, Loan details, and also on the works/projects already taken up by them to the consultants. The Draft Final Report submitted by the consultant is hereby approved and consultants were requested to incorporate the above comments in Final Report and adhere to the schedule as per the Term of Reference for submitting the Final Report.

நகராட்சிகள் நிர்வாகம் மற்றும் குடிநீர் வழங்கல் துறை
“பிறப்பு கிறப்பை பதிவு செய்வோம்! வான் தங்க மழை காப்போம்!”
“14 வயதிற்குட்பட்ட குழந்தைகளை வேலைக்கமர்த்துவது கண்டனக்குரிய குற்றம்”

அனுப்புதல்
திரு.டி.ராங்கநாதன்
செயல் அலுவலர்
சிறப்புநிலை பேரூராட்சி
அண்ணாமலைநகர்

பெறுதல்
Darashaw & Company Pvt. Lt
No.8/2, Unique Sterling Apartments
Third Cross Street, Sterling Road,
Nungambakkam, Chennai

ந.க.எண்: 11/2010/அ1 நாள். 09.03.2010

அய்யா,

பொருள்: கடன்கள் - TNUIFSL - கடலூர் மாவட்டம் -
அண்ணாமலைநகர் பேரூராட்சி - நகர மதிப்பீட்டுத் திட்டம்
பொருள் - தீர்மான ஒப்புதல் பெற்றது - தீர்மான நகல் -
அனுப்பி வைத்தல் - சார்பு

பார்வை: 1. Darashaw & Company Pvt. Ltd, No.8/2, Unique Sterling
Apartments, Third Cross Street, Sterling Road,
Nungambakkam, Chennai அவர்களின் கடித எண்.
ConCh/CA/271/2009-10 dt 08.01.2010

2. அண்ணாமலைநகர் சிறப்புநிலை பேரூராட்சி மன்ற
தீர்மான எண் 653 நாள். 08.02.2010

பார்வை 1-ல் காணும் கடிதத்தின்படி அண்ணாமலைநகர் பேரூராட்சியில் நகர
மதிப்பீட்டுத் திட்டம் சம்மந்தமாக பரிந்துரை செய்தவாறு பேரூராட்சி மன்ற கூட்டத்தொடரில்
சேர்க்கப்பட்டு பார்வை 2-ல் காணும் பேரூராட்சி மன்ற தீர்மானத்தில் ஒப்புதல்
பெறப்பட்டுள்ளது. அதற்கான தீர்மான நகல் இத்துடன் இணைத்து அனுப்பி
வைக்கப்படுகிறது என்பதை அன்புடன் தெரிவித்துக் கொள்கிறேன்.

செயல் அலுவலர் 9/3/10
சிறப்புநிலை பேரூராட்சி
அண்ணாமலைநகர்

இணைப்பு: தீர்மான நகல்

நகல்: 1. பேரூராட்சிகளின் இயக்குநர், குறளகம், சென்னை-108 அவர்களுக்கு
தகவலுக்காக பணிந்து அனுப்பி வைக்கப்படுகிறது.

2. பேரூராட்சிகளின் உதவி இயக்குநர் கடலூர் மண்டலம் அவர்களுக்கு
தகவலுக்காக பணிந்து அனுப்பி வைக்கப்படுகிறது.

அண்ணாமலைநகர் பேரூராட்சி மன்ற கூட்டத்தில் 08.02.2010 தேதிய சாதாரண கூட்ட

நடவடிக்கைகள்

முன்னிலை: திருமதி.க.கீதா
தலைவர்

கூட்டப்பொருள் எண்: 21

அண்ணாமலை நகரின் எதிர்கால வளர்ச்சியைக் கருத்திற்கொண்டு, அடுத்து வரும் 15 ஆண்டுகளுக்கான உள் கட்டமைப்பு வசதித் தேவைகளை பேரூராட்சி மன்றத் தலைவர், துணைத்தலைவர், மன்ற உறுப்பினர்கள், பேரூராட்சி செயல் அலுவலர் உள்ளிட்ட பேரூராட்சி அலுவலர்கள், நகர வளர்ச்சியின் பங்கீட்டாளர்கள் ஆகியோர்களுடன் கலந்தாலோசித்து, தராஷா ஆலோசகர்கள் தமிழ்நாடு நகர்ப்புற வளர்ச்சித் திட்டம் III மூலம், அண்ணாமலைநகர் பேரூராட்சிக்கு நகர மதிப்பீடுத் திட்டம் (Town Investment Plan) ஒன்றினைத் தயாரித்துள்ளனர். இத்திட்டத்தில் குடிநீர் வழங்கல் மேம்பாடு, புதை வடிகால், மழைநீர் வடிகால், திடக்கழிவு மேலாண்மை, சாலை வசதி, தெருவிளக்கு, பூங்கா மற்றும் விளையாட்டுத்திடல் பராமரிப்பு, பேருந்து நிலையம் சந்தை, குடிசைப்பகுதி மேம்பாடு மற்றும் இதர வசதிகள் மேம்பாடு குறித்தும் பரிந்துரை செய்துள்ளனர்.

நகர மதிப்பீடுத் திட்ட இறுதி அறிக்கையின் கீழ் ரூ. 975.01/- இலட்சத்திற்கு (current prices) கீழ்க்கண்ட கருத்துரு மற்றும் சீர்திருத்தங்கள் (Urban Reforms) தயாரிக்கப்பட்டு, மன்றத்தின் பார்வைக்கு வைக்கப்படுகிறது. மேலும், இத்திட்டங்களுக்கு ஒப்புதல் வழங்கவும், இத்திட்டங்களைச் செயற்படுத்துவதற்கு DTP, TNUIFSL, TUFIDCO போன்ற அரசுத் துறை நிறுவனங்களுடன் பேரூராட்சி செயல் அலுவலர் அவர்கள் ஒப்பந்தம் செய்து கொள்வதற்கும் அனுமதிக்கு வைக்கப்படுகிறது.

உள் கட்டமைப்பு திட்டப் பட்டியல் (2009-2010 - 2023-2024)

வ. எண்.	திட்டத்தின் பெயர்	மொத்த மதிப்பு (ரூ. இலட்சத்தில்)
1.	குடிநீர் வழங்கல் மேம்பாடு	68.10
2.	சுகாதாரம்	20.00
3.	மழைநீர் வடிகால் மேம்பாடு	200.00
4.	திடக்கழிவு மேலாண்மை	129.21
5.	போக்குவரத்து மேம்பாடு	179.44
6.	தெரு விளக்கு	18.08
7.	குடிசைப்பகுதி மேம்பாடு மற்றும் நகர்ப்புற வறுமை குறைப்புத் திட்டங்கள்	105.00
8.	சமுதாய உள் கட்டமைப்பு வசதிகள்	255.18
	மொத்தம்	975.01

மேற்குறிப்பிட்ட திட்டங்களை செயற்படுத்துவதற்கு அரசு மானியம், கடன் தவிர பேரூராட்சி தன்னுடைய சொந்த நிதியில் இருந்து சுமார் ரூ. 229.92 இலட்சங்கள் வருகிற 15 ஆண்டு காலத்திற்கு பேரூராட்சியின் பங்காக ஒதுக்க வேண்டியுள்ளது. இதனை சாத்தியப்படுத்த கீழ்க்கண்ட சீர்திருத்தங்களை நடைமுறைப்படுத்த வேண்டியுள்ளது.

சீர்திருத்தங்கள் குறித்த நிகழ்வறிதல்

பொருள்	சீர்திருத்தம் குறித்த கருத்துகள்
• சொத்துவரி உயர்வு	ஒவ்வொரு 5 ஆண்டுகளுக்கு ஒரு முறை 25% சொத்துவரியை உயர்த்துதல்
• குடிநீர் வழங்கல் - வீட்டு இணைப்புகளை அதிகரித்தல்	ஒவ்வொரு ஆண்டும் 4%-5% வரை வீட்டு இணைப்புகளை அதிகரித்து 2023-24 ஆம் ஆண்டில், நகரில் 85% குடியிருப்புகளுக்கு (Assessments) குடிநீர் குழாய் இணைப்பு வழங்குதல்.
• புதிய குடிநீர் குழாய் இணைப்பிற்கான வைப்புத் தொகையை உயர்த்துதல்	ஒவ்வொரு 5 ஆண்டுகளுக்கு ஒரு முறை, புதிய குடிநீர் குழாய் இணைப்பிற்கு மட்டும், வைப்புத் தொகையை ரூ. 2000/- உயர்த்துதல்
• குடிநீர் கட்டணத்தை உயர்த்துதல்	5 ஆண்டுகளுக்கு ஒரு முறை 25% குடிநீர்க் கட்டணத்தை உயர்த்துதல்

அலுவலக குறிப்பு:

1. The council approves the Town Investment Plan prepared by the consultants
2. The Council agrees to implement all the projects identified under various sectors
3. The Council agrees to implement all the reforms suggested.

தீர்மான எண்: 653

மன்றம் பரிசீலனை செய்யப்பட்டு ஒப்புதல் அளிக்கப்படுகிறது.

(ஓம்) க.கீதா
தலைவர்
பேரூராட்சி மன்றம்
அண்ணாமலைநகர்.

/ உண்மைநகல் /

செயல் அலுவலர் 13/10/20
பேரூராட்சி அலுவலகம்
அண்ணாமலைநகர்

9.3.2020