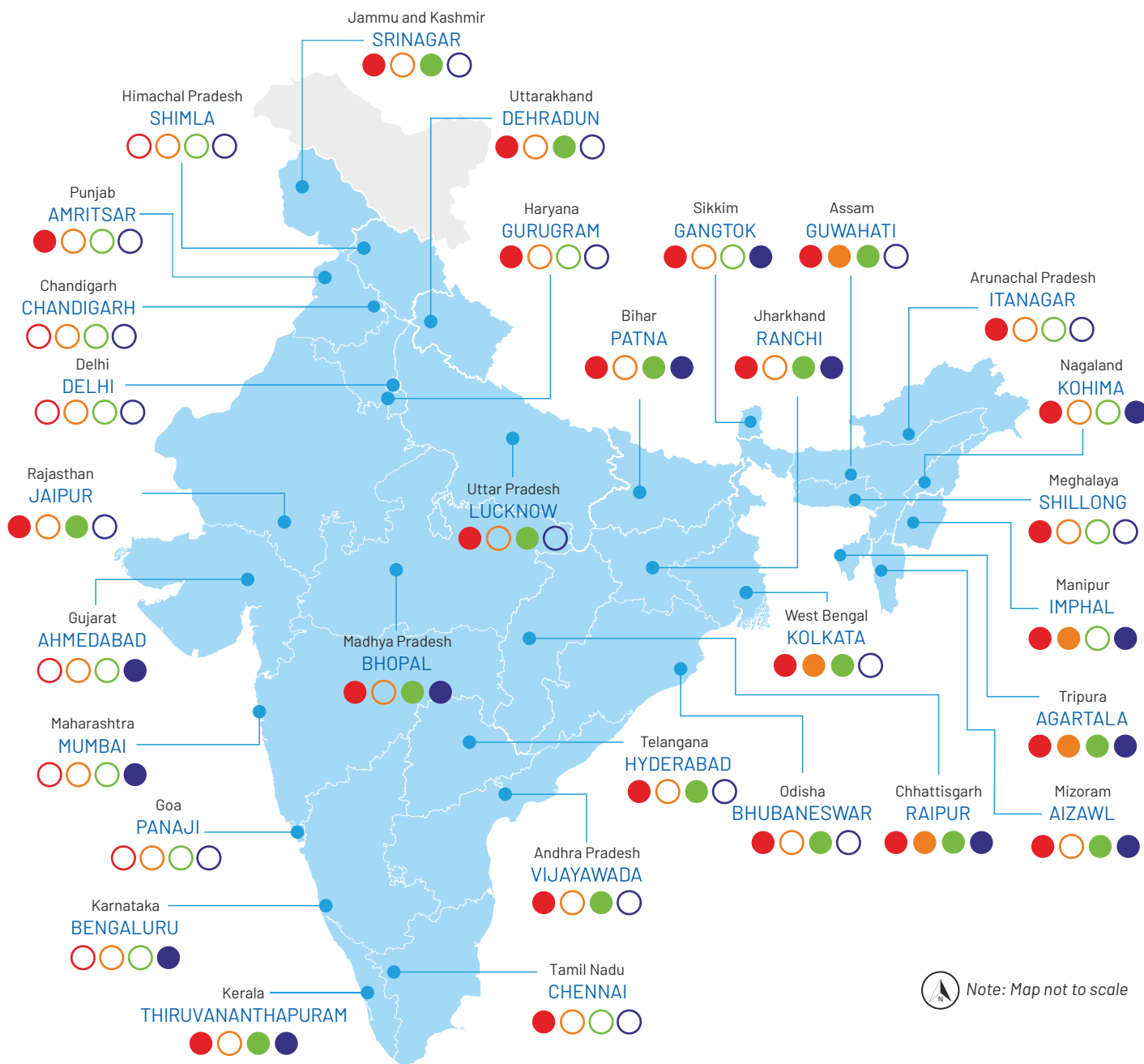


3

KEY

INSIGHTS

# 3.1. KEY INSIGHTS - EMPOWERED MAYOR AND EMPOWERED COUNCILLOR



## LEGENDS

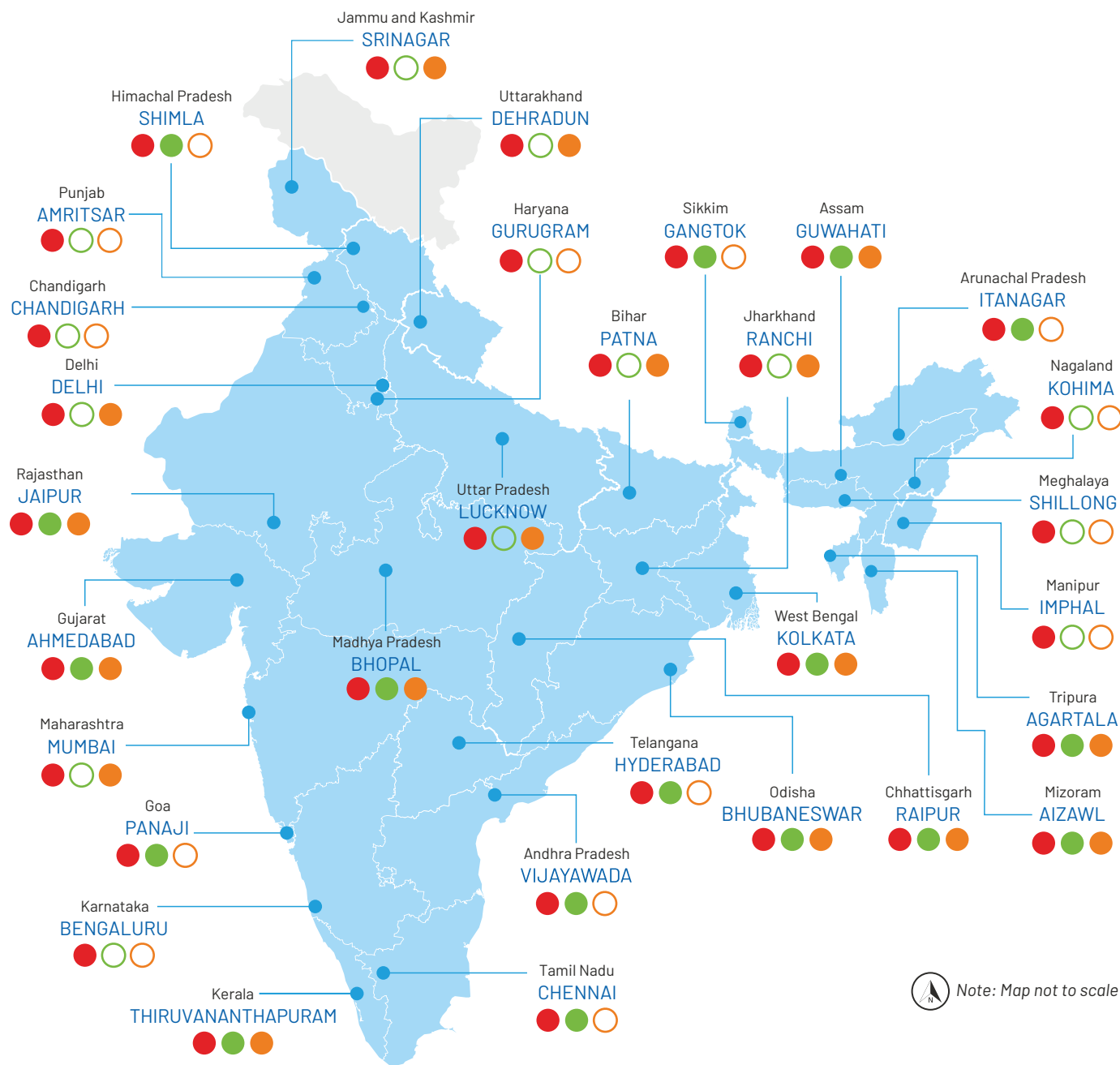
Empowered Mayor and Empowered Councillor	Yes	No
Is the post of Mayor co-terminus with the term of City Government?	Red Circle	White Circle
Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees?	Orange Circle	White Circle
Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee?	Green Circle	White Circle
Do the councillors receive monthly fixed salary?	Blue Circle	White Circle

## INSIGHTS :

- In 7 cities, viz., Chandigarh, Delhi, Panaji, Ahmedabad, Shimla, Bengaluru & Mumbai the post of the Mayor is not co-terminus with the city government.
- Only in states of Assam, Chhattisgarh, Manipur, Tripura & West Bengal the Mayor has the authority to appoint chairperson of Standing/Subject Committees.
- In 15 cities viz., Itanagar, Chandigarh, Delhi, Panaji, Ahmedabad, Gurugram, Shimla, Bengaluru, Mumbai, Imphal, Shillong, Kohima, Amritsar, Gangtok & Chennai the Mayor is not the chairperson of the apex committee.
- Councillors receive a fixed salary in 13 cities viz., Patna, Raipur, Ahmedabad, Ranchi, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Imphal, Aizawl, Kohima, Gangtok, Agartala.



### 3.3. KEY INSIGHTS - CONSTITUTION OF DELIBERATIVE COMMITTEES



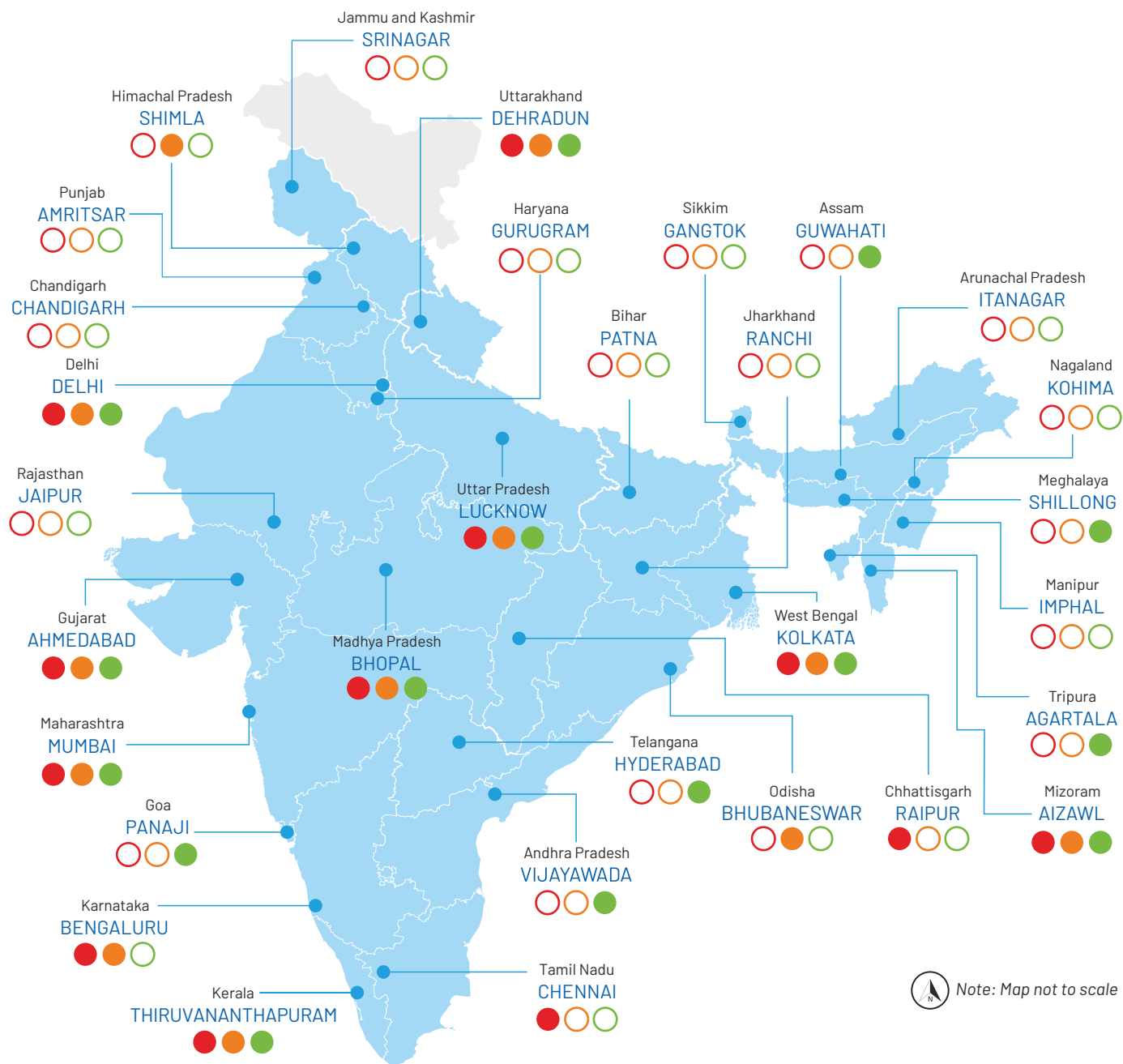
#### LEGENDS

Constitution of Deliberative Committees	Yes	No
Does the State Municipal Act have a provision for committees?	●	○
Has the City Government constituted committees according to State Municipal Act?	●	○
Does the State Municipal Act have provision for constituting an apex committee such as Mayor in Council (MIC)/ steering committee?	●	○

#### INSIGHTS :

- 14 cities viz., Patna, Chandigarh, Delhi, Gurugram, Srinagar, Ranchi, Bengaluru, Mumbai, Imphal, Shillong, Kohima, Amritsar, Lucknow & Dehradun have not constituted committees as per the State Municipal Act.
- 14 cities viz., Vijayawada, Itanagar, Chandigarh, Panaji, Gurugram, Shimla, Bengaluru, Imphal, Shillong, Kohima, Amritsar, Gangtok, Chennai & Hyderabad do not have a provision for constitution of an apex committee in the State Municipal Act.

### 3.4. KEY INSIGHTS - DEVOLUTION OF FINANCIAL POWER



#### LEGENDS

Devolution of Financial Power	Yes	No
Does the City Government hold independent authority to introduce new taxes/charges as per the assigned list mentioned in the State Municipal Act?	●	○
Does the City Government hold independent authority to revise the tax rates/charges?	●	○
Does the council have independent authority to approve the budget according to the State Municipal Act?	●	○

#### INSIGHTS :

- Only 12 cities viz, Raipur, Delhi, Ahmedabad, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Aizawl, Chennai, Lucknow, Dehradun & Kolkata have the independent authority to introduce new taxes/charges as per the assigned list in the State Municipal Act.
- Only 12 cities viz., Delhi, Ahmedabad, Shimla, Bengaluru, Thiruvananthapuram, Bhopal, Mumbai, Aizawl, Bhubaneswar, Lucknow, Dehradun & Kolkata have the independent authority to revise existing taxes/charges.
- Cities of Bhubaneswar & Shimla can only revise existing taxes/charges whereas Raipur and Chennai can only introduce new taxes/charges as per the assigned list in the State Municipal Act.
- 16 cities including Itanagar, Patna, Chandigarh, Raipur, Gurugram, Shimla, Srinagar, Ranchi, Bengaluru, Imphal, Kohima, Bhubaneswar, Amritsar, Jaipur, Gangtok & Chennai do not have the independent authority to approve their budget.

### 3.5. KEY INSIGHTS - DEVOLUTION OF 18 FUNCTIONS

State	18 Functions																				
	1	2	3	4	5	6a	6b	7	8	9	10	11	12	13a	13b	14	15	16	17a	17b	18
Andhra Pradesh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Arunachal Pradesh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Assam	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Bihar	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Chandigarh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Chhattisgarh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Delhi	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Goa	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Gujarat	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Haryana	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Himachal Pradesh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Jammu and Kashmir	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Jharkhand	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Karnataka	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Kerala	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Madhya Pradesh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Maharashtra	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Manipur	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Meghalaya	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Mizoram	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Nagaland	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Odisha	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Punjab	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Rajasthan	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Sikkim	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Tamil Nadu	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Telangana	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Tripura	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Uttar Pradesh	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
Uttarakhand	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City
West Bengal	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City	City

Functions under city government
  Functions under multiple agencies
  Functions under State government

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>1 Urban planning including town planning.</li> <li>2 Regulation of land-use and construction of buildings.</li> <li>3 Planning for economic and social development</li> <li>4 Roads and bridges</li> <li>5 Water supply for domestic, industrial and commercial purposes</li> <li>6a Public health, sanitation conservancy</li> <li>6b Solid waste management</li> <li>7 Fire services</li> <li>8 Urban forestry, protection of the environment and promotion of ecological aspects</li> <li>9 Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded</li> <li>10 Slum improvement and upgradation</li> </ul> | <ul style="list-style-type: none"> <li>11 Urban poverty alleviation</li> <li>12 Provision of urban amenities and facilities such as parks, gardens, playgrounds</li> <li>13 a Promotion of cultural and aesthetic aspects.</li> <li>13 b Promotion of Education</li> <li>14 Burials and burial grounds; cremations, cremation grounds</li> <li>15 Cattle pounds; prevention of cruelty to animals</li> <li>16 Vital statistics including birth and death registration</li> <li>17 a Public amenities including street lighting, parking lots and public conveniences.</li> <li>17 b Bus stops</li> <li>18 Regulation of slaughter houses and tanneries</li> </ul> |
|---|---|

## 3.6. EXECUTIVE SUMMARY

The Urban Governance Index (UGI) 2024 is the second edition of this metric, building upon UGI 2020. This study has comprehensively mapped the progress, developments, and policy changes undertaken by state and city governments across 42 UGI indicators. The average score for 28 states, 2 Union Territories, and the National Capital Territory of Delhi stands at 39.70%. Cities have increasingly adopted technology to enhance their websites, which now serve as accessible Open Data Portals, offering transparency into municipal operations. Despite these advancements, a significant concern is the high vacancy rate in sanctioned posts within Municipal Corporations. Additionally, 18 functions devolved to city governments under the 12th Schedule of the Constitution are increasingly managed by multiple agencies, reducing the independent authority of city governments. The persistent issue of a weak mayoral system across many states continues to constrain the executive role of city leadership.

Regarding policy reforms, several state and city governments have introduced significant changes. Tamil Nadu has established the Tamil Nadu Urban Local Bodies Rule 2023, which complements the state's Municipal Act and provides a structured framework for municipal operations. Karnataka has enacted a new Municipal Act specifically for Bengaluru, creating a distinct governance model for the city. In Itanagar, the Mayor's tenure is now co-terminus with the city government, aligning leadership with governance. Bihar has implemented direct elections for Mayors, enhancing citizen participation in selecting city leadership. Conversely, Assam has amended its Act to remove provisions for Ward Committees and Area Sabha, which may reduce community involvement in local governance.

Key observations for the four thematic areas are summarised as follows:



### Empowering Elected Representatives and Legislative Structures:

1. The average score for 31 cities is 39.19%.
2. Five states (Assam, Chhattisgarh, Madhya Pradesh, Tripura, and West Bengal) have Mayor-in-Council system as per their State Municipal Act.
3. Kerala is the only state to give the Mayor the authority to write an 'Annual Confidential Report' of the Commissioner.
4. Shimla is the only Municipal Corporation that facilitates a digital mechanism for councillors to submit their questions.
5. In seven cities (Chandigarh, Delhi, Panaji, Ahmedabad, Shimla, Bengaluru & Mumbai) the post of the Mayor is not co-terminus with the city government.
6. Only four states (Chhattisgarh, Kerala, Mizoram, and Odisha) mandate that every councillor should be part of at least one deliberative committee.
7. No state has provisions for regular training for councillors.
8. 10 cities (Panaji, Shimla, Ranchi, Imphal, Shillong, Kohima, Amritsar, Gangtok, Dehradun, and Kolkata) do not have a procedure to conduct business rules.
9. Municipal Acts of three states (Assam, Meghalaya and Nagaland) do not have provisions to constitute zonal/ward committees.
10. Only four states and one union territory (Gujarat, Haryana, Karnataka, Maharashtra and Jammu and Kashmir) have made provision for all committees (including councils) to hold meetings at least once a month in their Municipal Acts.



### Empowered City Administration

1. The average score for 31 cities is 21.02%
2. City Administrations of only three states (Goa, Uttar Pradesh, and Uttarakhand) have sanctioning authority for recruitment.
3. Three states (Jharkhand, Mizoram, and Tripura) have made provisions for the training of city administration in the Municipal Act.
4. No state has devolved all 18 functions listed in the 12th Schedule of the Constitution to city governments. In Mumbai, 11 functions are under the independent control of the city, the highest among all states, while in three states (Meghalaya, Uttar Pradesh, and Uttarakhand) just one function is under the independent control of city governments.



### Empowered Citizens

1. The average score for 31 cities is 49.71%
2. All 31 cities have a functional website.
3. Seven states (Bihar, Chhattisgarh, Haryana, Jharkhand, Madhya Pradesh, Uttar Pradesh, and Uttarakhand) conduct direct elections for the Mayor.
4. No state has a provision giving the citizens the right to recall their councillors.
5. Only three cities (Chandigarh, Srinagar, and Bhubaneswar) have enabled citizens to communicate their suggestions (needs and wants) through their websites.



### Fiscal Empowerment

1. The average score for 31 cities is 41.22%
2. Nine State Governments and one Union Territory (Delhi, Gujarat, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Uttar Pradesh, Uttarakhand, and West Bengal) have given independent authority to introduce new taxes/charges in their Municipal Acts as well as the authority to revise tax rates/charges.
3. 16 cities (Itanagar, Patna, Chandigarh, Raipur, Gurugram, Shimla, Srinagar, Ranchi, Bengaluru, Imphal, Kohima, Bhubaneswar, Amritsar, Jaipur, Gangtok and Chennai) out of 31 do not have an independent authority to approve the budget according to the State Municipal Act.
4. No city governments receive a direct percentage share of GST
5. 13 State Municipal Acts (Andhra Pradesh, Chhattisgarh, Goa, Gujarat, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Punjab, Tamil Nadu, Telangana and West Bengal) make it mandatory to publish the budget and accounts in the public domain.
6. Meghalaya is the only state where the Municipal Act does not make provision for conducting an external audit.