

## Targets to Set for 2022-2027



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# 1. Need for empowered City Government

## Goals

### Empowered Mayor

#### Issues

The institution of Mayor is ceremonial and they cannot set the agenda for meetings of the Council, cannot take decisions on budget. The Mayor cannot select, appoint, transfer and remove officials.

#### Targets

- Article 243U of the Constitution (Seventy-fourth Amendment) Act, 1992 **mandates the duration of the City Government to be five years from the date of appointment for its first meeting.**
- In line with this if **the Office of the Mayor is coterminous with the term of the City Government,** it allows for synchronized planning, execution of projects envisioned and ultimate fulfilment of citizens' mandate by the office of the mayor. This also needs to be strengthened by well laid out grounds of removal of the mayor, guaranteeing security of tenure.

# Goals

## Empowered Council

### Issues

- Councillors are deprived of the opportunity to fulfil their mandate of raising issues and deliberate in the subject committees.
- No space for councillors to gain subject matter expertise.
- No opportunity to discuss, scrutinise and make decisions on city level reform action pertaining to focused subject matter.

### Targets

- **Every councillor should be a member of at least one Standing/ Subject committee** (except Council, Zonal, Ward/Wards committee).
- The State Municipal Act should have **provisions for regular trainings to be conducted for Councillors.**
- The councils have **independent authority to frame bye-laws** and regulations for functions under the control of City Government.

## Goals

All Agencies Under Control of City Government

### Issues

Multiple Agencies: At present there are 17 agencies and there are problems of overlapping of roles and coordination between these agencies.

### Targets

- Article 243W of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended the State Governments to **devolve 18 functions listed in the Twelfth Schedule to the City Governments.**
- **All agencies should also be under the direct control of the Mayor.**

**Goals**  
**Control And Training Of Human Resources For Functions Under City Government**

**Issues**  
 Skills of employees are not updated to today's requirement and yardstick for employees per sq. km population is outdated

**Targets**  
 The **number and skills of employees need to be updated to today's requirements.** The density of population has changed so the yardstick for the number of employees per sq km of population also needs to be updated for bringing in more efficiency.

Less accountability: There is little or no accountability for employees about their work performance

There should be a system in place to **gauge the performance of employees and they should be held accountable for their actions**

Lack of skilled manpower, and lack of training for newly elected representatives

There is a need for local governments to **hold extensive capacity building and training workshops for the administration and elected representatives alike.**

## 2.Fiscal Empowerment

### Goals

### Devolution Of Financial Power

#### Issues

- Less scope for city Governments to be financially self-sufficient, as they will always remain dependant on the State Govt. for every move of revising existing tax rates or introducing new tax to enhance their revenue generation capacity.
- City Governments will not be able to execute projects or deliver services efficiently because of poor revenue generation. This will ultimately affect the quality of life of citizens in the city.
- Lead to no scope for self-governance without real financial empowerment.

#### Targets

- The **City Government should hold independent authority to introduce new taxes/charges as per State Municipal Act.**
- The City Government should hold independent authority to revise the tax rates/charges.
- The State Municipal Act should have provision for the City Government budget to **include budget allocated by parastatal agencies in the city.**



# Goals

## Systemic Fiscal Transfers

### Issues

- No transparency about SFC's recommendations to improve local Govt. financial status.
- Leads to removal of scope for any scrutiny by public and necessary accountability being maintained.
- Scope for arbitrary fund allocation.

### Targets

- The State Finance Commission (SFC) **should have 5th SFC report/latest report published on official website.**
- The **Action Taken Report of latest SFC should be published** on the official website by State Government.
- The **City Government should receive a direct percentage share of GST** (Through mechanisms such as escrow accounts etc.).

# Goals

## Financial Accountability

### Issues

- No transparency on the public money being utilised for municipal projects and services.
- Citizens will not be able to track whether their issues have been prioritised and the status of financial management performance of the City Government.
- Higher dependence of city government on the state government for revenues.

### Targets

- The State Municipal Act should make it **mandatory to publish the budget and accounts in the city government's website.**
- The State Municipal Act **should have provisions for conducting external audit.**

### 3.Citizen Participation

#### Goals

Accessible  
Open Data  
Portal

#### Issues

- Lack of open and user-friendly dashboard
- No tracking mechanism

#### Targets

Need for an online user-friendly data portal with updated information on

- **Budgetary allocation and processes;**
- **Sanctioning of projects** and projects that are ongoing and executed;
- **Information on elected representatives** and the functioning of council, committees
- **Citizen consultative meetings** through regular update of minutes of meetings.

# Goals

## Transactions

### Issues

Multiple touchpoints to make payments for various civic services in the city

### Targets

Steps to include any **end-to-end transactions** with respect to service delivery including online taxes, licences, applications and other services – both monetary and otherwise.

# Goals

## Active Grievance Redressal Mechanism

### Issues

- Only complaints registered on 1916, website and mobile application are stored in the system of Centralised Complaints Redressal Sytem (CCRS).. Complaints registered through other modes do not get registered in the centralised system.
- Lack of outcome indicator (eg. Need for a brief elaboration on what action was taken in the Action Taken Report.
- As mentioned in Citizens' Charter, average number of days to resolve a civic complaint should be 3 days, but in 2020, it took an average of 39 days.

### Targets

- **Need for better complaints Redressal system with on time Action Taken Reports** that will ensure timely solutions to all complaints. This dashboard will contain all information of the complaints registered for the citizens for better accountability.
- **Councillor Code will be updated in the CCRS** to ensure greater accountability in addressing complaints.
- **A new citizen charter should be created** with information on updated departments and services. This will enhance accountability and achieve service level benchmarks.
- **Standard Operating Procedures (SOP) must be created for effective tracking monitoring** and timely resolving citizen's issues in Mumbai.



# Goals

## Citizen Participation Forum

### Issues

- There is a lack of a formal platform where citizens can share their needs and wants with regard to civic services.
- A feedback mechanism for citizens is also missing. Without a feedback and suggestion mechanism, complainants cannot express their satisfaction as well as put forth their suggestions for improvement.
- Lack of accountability.

### Targets

- **A platform that allows citizens to express their needs and wants.** The platform can be regularly monitored by all stakeholders to ensure citizen centric approach when planning for service delivery and infrastructure provisions in cities. Adding this aspect will bring the citizen journey to completion.
- **Feedback and suggestion mechanism** allows complainants to express satisfaction or discontent.

## 4. Targets to achieve for improved and better service delivery

### a. Urban and town planning

#### Goals

#### Targets

- **The SDG (Sustainable Development Goals) 11: Sustainable cities and communities** targets to ensure **access for all to adequate, safe and affordable housing and basic services** and upgrade slums by 2030.
- To map out various infrastructure and service requirements in the city, **a local area development (LAD) plan should be formulated for targeted planning outcomes**
- The SDG 11: Sustainable cities and communities targets to provide **universal access to safe, inclusive and accessible, green and public spaces**, in particular for women and children, older persons and persons with disabilities

## b. Economic and Urban poverty alleviation

Goals  
Improve  
Livelihood

### Targets

- The SDG 1: No poverty targets **to end poverty in all forms by 2030.**
- The SDG 8: Decent work and economic growth targets to **protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment by 2030.**

## c. Mobility

### Goals

#### Smart Public Transport

#### Targets

- **The SDG 11: Sustainable cities and communities** target to provide access to **safe, affordable, accessible and sustainable transport systems for all**, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- **Decade of Action for Road Safety 2021-2030** promotes **walking, cycling and using public transport** as inherently healthy and environmentally sound modes of transport.

## d. Roads and Bridges

### Goals

Pothole Free  
Mumbai

### Issues

- From 2018 to 2020, a total of 35,605 road related complaints were registered, of which 40% were for bad patches and/or potholes on the roads. (RTI)

### Goals

Replace Old  
Bridges

### Issues

Many bridges, skywalks in the city are old and in need of repairs.

### Targets

- Decade of Action for Road Safety 2021-2030, with the ambitious target of **preventing at least 50% of road traffic deaths and injuries** by 2030.
- The Global Plan emphasizes the importance of a holistic approach to road safety, and calling on continued improvements in the design of roads and vehicles; enhancement of laws and law enforcement; and provision of timely, life-saving emergency care for the injured.



## e. Water supply

### Goals

#### Implement BIS Norms

#### Issues

The average water supplied in Mumbai is calculated to be 188lpcd, however not all households receive this amount, as 33% of 11,855 water related complaints were of shortage of water in 2020. (RTI)

#### Targets

**BIS standard of 135lpcd** must be supplied to both slum and non-slum every connection with at least 6-hour water supply in all areas.

### Goals

#### Equity In Water Supply

#### Issues

- MCGM report 'Towards Equitable and 24x7 Water Supply for Greater Mumbai' mentions non-slums in Mumbai receive 150lpcd while slum areas receive only 45lpcd. (RTI)
- 4% non metered connections (includes residential, commercial and industrial) in Mumbai as on 2020. (RTI)

#### Targets

MCGM's water metering policy of 2019 highlights the **goal of 100% metering** in consonance with Atal Mission for Rejuvenation and Urban Transformation (AMRUT) launched in 2015 that sets universal metering as one of its goals.

## Goals

Increase  
Water  
Timings

### Issues

In 2020, out of the 290 zones, 204 zones (70%) receive only upto 4 hours of water supply. (RTI)

### Targets

Better **implementation of MCGM 24/7 water supply project**

## Goals

Improve  
Water Quality

### Issues

In 2019-20, 12% of 11,855 water complaints in 2020 were related to contamination. (RTI)

### Targets

**The SDG 6: Clean water and sanitation targets to achieve universal and equitable access to safe and affordable drinking water for all by 2030.**

## Goals

### Sustainable Water Supply Methods

#### Issues

Information acquired through an RTI, as on October 2020, there is total number of only 3209 RWH (Rain water Harvesting) units in Mumbai city.

#### Targets

- **MCGM rainwater harvesting policy aims to make RWH mandatory to new properties coming for development from 1st Oct. 2002** having plot area 1000 sq.mt and more. From 8.05.2019 as per DP 2034, the condition is binding to all developments having a plot area 500 Sq. Mts. & more.

## f. Sewerage

Goals  
100%  
Treatment  
Of All  
Sewerage  
Generated

Reuse Of  
Water

### Issues

Major sea outlets and beaches in Mumbai are polluted\* from untreated sewerage and/or surface pollution including solid waste. The average maximum **BOD recorded in all the major beach outlets was 19mg/lit. in 2019.**

### Issues

Similarly, **the maximum BOD of Mithi river was 50mg/lit.** showing that it is highly polluted from untreated sewerage and waste disposal.

### Targets

- Biochemical Oxygen Demand (BOD): The higher the organic matter (sewage and pollutants) in the water, the more is the BOD; the more the BOD, the lesser is the available oxygen for aquatic life. **CPCB norms for BOD from STP outlet are 20mg/lit. MPCB (Maharashtra Pollution Control Board) has adopted a stricter norm of 10mg/lit. The CPCB (Central Pollution Control Board) norm followed for BOD of waterbodies is 3mg/lit.**
- Faecal Coliform (FC): Faecal Coliform is bacteria found in the faeces of warm-blooded animals and humans, commonly found in human excreta and a major cause of water-borne diseases. **The CPCB's prescribed limit for faecal coliform in all waterbodies is 2500MPN25/100ml and for drinking water, detectable faecal coliform has to be nil.**
- The SDG 6: Clean, safe and sanitation targets to **improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally by 2030.**
- **100% of Sewerage generated will be treated and tertiary treatment will be done in all the STPs to reduce marine pollution and prevent water and vector borne diseases.**

\* <https://cpcb.nic.in/nwmp-data/>

## g. Sanitation

Goals  
More Public  
&  
Community  
Toilets All  
Genders

Goals  
Better  
Toilet  
Infrastruct  
ure

### Issues

Only 1 in 4 public toilet seats were for women in 2020. (RTI)

### Issues

Based on the census slum population figures, there is currently 1 community toilet seat per 42 males and 34 females. (RTI)

### Issues

MCGM toilet survey conducted in 2015 showed, 28% of toilets were connected to the piped sewerage system, 78% of toilets, had no proper information of water connection available and 58% of the toilet blocks surveyed had no electricity- a safety concern rendering the public toilet unusable at night. (RTI)

### Targets

**The SBM** (Swachh Bharat Mission) **guidelines state:**

- 1 public toilet seat for 100-400 males and 100-200 females
- 1 community toilet seat for 35 males and 25 females respectively.
- **Ensure that these facilities have adequate provision for separate toilets and bathing facilities for men, women and facilities for the disabled (e.g. ramp provision, braille signage, etc.).**
- **100% of all public and community toilets should have a water and sewerage connection.**



## h. Public Health

### Goals Health Vision for 2030

Eradication  
programme  
for  
communicable  
diseases

Includes:  
Tuberculosis,  
Malaria,  
Dengue &  
HIV

### Issues

- In 2019 65% of the total TB deaths have occurred in the productive population of the age group 20-59 years. Currently **298 TB cases/1 lakh population** in 2020
- 15,623 Malaria cases and 9,072 Dengue cases were registered in 2020-21.
- The proportion of males (1.47%) tested positive for HIV is higher than females (0.59%) in 2020-21.
- In 2020-21, only 35% of total HIV tests for females were among non-pregnant females, those who tested positive increased from 1.3% in 2019-20 to 1.5% in 2020-21.
- The month-wise trend analysis of both diseases showed malaria and dengue cases increase from June till October.

### Targets

- Sincere efforts be carried in order to achieve Goal 3 of UN's Sustainable Development Goals **that emphasises to end epidemic of aids, tuberculosis, malaria and neglected tropical diseases, combat hepatitis, water borne disease and other communicable diseases.**
- 0 TB cases/1 lakh population by 2030 under SDG.

## Issues

- There is a total of 44% vacant post are in medical staff (directly treating patients) and a 45% and 20% vacant post are in para-medical and nursing staff respectively as on 2020.
- In Mumbai there are only 8 government health personnel/ 10,000 populations as on 2020.
- Out of the 187 public dispensaries, only 15 dispensaries are accessible for 14 hours, while 170 dispensaries are open for only 7 hrs up to 4pm.

## Targets

- National Building Code (NBC) and Urban Design Plan Formulation and Implementation (UDPFI) by the Ministry of Housing and Urban Affairs recommends **there should be 1 dispensary for every 15,000 population.**

## Health Programme on Lifestyle Disease.

### Issues

- Diabetes deaths has increased by 352% and Hypertension deaths has decreased by 9% from 2015 to 2019. (RTI)
- Other NCDs such as neoplasms (10,303 deaths in 2019) and respiratory diseases (7,917 deaths in 2019) also account for major causes of NCD related deaths. However, they are not covered under the NCD programme in MCGM. (RTI)
- Similarly, while hypertension is covered under the NCD programme, it accounts for only 4,066 of the total 27,072 deaths due to heart and circulatory system-related diseases in 2019. (RTI)

### Targets

- We should achieve **the SDG targets to reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being**
- Schemes related to NCDs such as **The National Programme for Prevention and Control of Cancer, Diabetes, Cardiovascular Diseases and Strokes** should be implemented in Mumbai.

## Issues

- For full immunisation, at least 3 OPV and 2 IPV doses are required. Average number of children with OPV and IPV dosage decreased from 1,69,465 in 2019-20 to 1,58,870 in 2020-21.
- The number of Pregnant Women (PW) who registered for antenatal care decreased by 20% from 2018-19 to 2020-21.
- Sustainable Development Goal's (SDG) National MMR target for 2030 is 70. MMR was 164 in 2020. [\(MCGM\)](#)

## Targets

## The SDG targets

- By 2030, reduce the **global maternal mortality ratio to less than 70 per 100,000 live births**
- By 2030, **end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births**
- By 2030, **ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes**

## Nutritional Programme For Anaemic Citizens

### Issues

- The proportion of positive cases to the total cases of individuals tested positive for severe anaemia. remains almost constant.
- Data showed a decrease of 7% from 2019-20 to 2020-21 in the number of pregnant women. provided free medicines and diagnostics under the scheme.
- 5,354 pregnant women reported anaemic (less than 11g/dl).

### Targets

- Micro-nutrients in the diet need to be focussed upon such as iron rich food for tackling anaemia which needs to be incorporated as components in the overall food security policies and mid-day meal schemes.
- Reduce percentage of pregnant women **aged 15 to 49 years who are anaemic (11g/dl) to 23.57% by 2030 under SDG 2030.**

## Issues

- Total deaths registered in Mumbai has increased by 24% from 91,223 in 2019 to 1,12,906 in 2020, of which 11,116 were COVID deaths. (RTI)
- Excluding COVID deaths, the total deaths registered still shows an increase of 12% from 91,223 in 2019 to 1,01,790 in 2020. (RTI)
- As Cause of Death data has been unavailable since January 2020, the causes for 1,01,790 non-COVID deaths are unknown. (RTI)

## Targets

- Data on all the diseases and cases prevalent in the city should be maintained and analysed on a real-time basis. This will enable better methods to track the occurrence of diseases and ensure corrective measures are implemented to tackle them.
- In the 74<sup>th</sup> CAA, **one of the 18 functions includes recording Vital statistics including registration of births and deaths.**
- **The registrar (in MCGM, it is MOH) is responsible of the registration of births and deaths data and should maintain the data with them.**

## i. Solid Waste Management

Goals  
Dustbin Free Community - Door-to-door Collection

### Issues

MCGM claims 100% door-to-door collection of waste as on 2019-20.\* However, of the total 11,595 SWM complaints in 2020, 34% were related to garbage not being collected. (MCGM Environment Status Report 2019-20)

### Targets

SBM guidelines state **100% segregation of all types of waste** (wet and dry waste, e-waste, bio-waste, etc.) at source and a well-equipped collection and transportation of waste collection system.

Goals  
Zero Waste Model – Can Lead To Reduce Use Of Landfill

### Issues

Mumbai as of 2019-20 recovered only 35% of its waste and is constant from the last four years with no improvement.

### Targets

The SBM guidelines state **that 80% of Municipal waste should be recovered.**

\* MCGM Environment Status Report 2019-20

Goals  
Use Of  
Landfill

Issues

Approximately 1,200MTD to 1,700 MTD of waste was dumped in Deonar in 2019-20, which has been functional way beyond the prescribed active landfill lifespan of 10 to 25 years.\*

Targets

- SBM guidelines state **100% scientific disposal of municipal solid waste**
- All waste must be segregated and recovered at ward level to ensure waste sent to landfills is reduced and eventually eradicated.**

Goals  
Timely  
Addressal of  
Citizens'  
Complaints

Issues

The MCGM citizen charter prescribes 1 day to solve issues of collection of garbage, it took 44 days on an average to solve complaints of 'garbage lifting', 45 days for 'collection point not attended' and 57 days for 'garbage vehicle not arrived'

Targets

The SBM guidelines state **80% Efficiency in redressal of customer complaints**



## j. Promotion of Education

Goals  
To better Learning Outcomes

### Issues

- Of the MCGM students who appeared for the Middle School Scholarship (5th) only 2.4% received the scholarship whereas this figure is 11.9% for private school candidates.
- Retention rates of MCGM students (from Class 1 to Class 10) show a disturbing trend - if 100 students were enrolled in Class 1 in 2009-10, only 22 retained upto Class 10 in 2018-19, the highest gap in retention being from Class 7 to 8

Goals  
Better Quality Of Education

### Issues

87% respondents wanted to shift to Private Schools. Of the respondents who were not satisfied with MCGM Schools, the major reasons were quality of Teaching/Education and condition and management of School Infrastructure

### Targets

The SDG 4: Quality Education targets to ensure that **all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes by 2030.**

## Goals

Teacher  
Student Ratio  
Must Be  
Adequate

### Issues

MCGM Marathi medium schools account for the highest number of schools with more number of teachers, although the number of students in Hindi, Urdu and English medium is higher than Marathi schools. (RTI)

### Targets

The SDG 4: By 2030, substantially increase **the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.**

Goals  
Accountability  
Through  
School  
Management  
Committees  
(SMC)

Issues

- In 74% of schools in 2018-19, councillors did not attend even one SMC meeting. (RTI)
- SMC should monitor the working of the school, prepare and recommend school development plan, monitor the utilisation of the grants received from the appropriate Government or local authority or any other source, and perform other such functions as may be prescribed.

Targets

**The SMC is supposed to meet at least once a month and councillors are the members of the SMC as elected representatives of the local authority.**

**Better  
Accountability  
In The  
Education  
System In  
Mumbai**

**Issues**

National level education database of District Information System for Education (DISE) has not yet uploaded 2017-18 data.

**Targets**

National Education Policy 2020 promotes the **utilization of data and AI-based software that could be developed and used by students to help track their growth through their school years based on learning data and interactive questionnaires for parents, students, and teachers, in order to provide students with valuable information on their strengths, areas of interest, and needed areas of focus, and to thereby help them make optimal career choices.**

## Goals

**Good Food  
And Nutrition  
For Children**

## Goals

**School Health  
Scheme Must  
Be Better  
Implemented**

### Issues

- Mid day implemented in all Municipal Schools in Mumbai, but no data available regarding the quality of food provided.
- Of the major causes of death in age of 0 to 19, congenital diseases, malnutrition, anemia and rheumatic diseases (802 deaths in total) in 2019. (RTI)

- 1,74,464 school children were screened under the School Health Scheme in 2019-20 and it found that these children suffered from a total of 1,97,889 total health defects. (RTI)
- However, for 2020-21, the RTI reply received by the MCGM department for the scheme, mentions “zero” children were screened during the pandemic.

### Targets

- **Existing programs in the city should be analysed to understand the implementation status and make targeted interventions.**
- **100% coverage of health checks for students under School Health Scheme.**

k. Urban forestry, protection of the environment and promotion of ecological aspects.

Goals  
To Maintain  
Accurate  
Environment  
Reports

Issues

The 74th amendment of the constitution of India in 1992 **defines the role and duties of municipalities and municipal corporations. The scope includes environment protection, promotion of ecology and urban forestry.**

- Maharashtra state government issued an ordinance amend municipal act 1888, making **“Environment Protection, Promotion of Ecology and Urban Forestry” as an obligatory duty vide section 61 (a b) in the year 1994.**
- The Environment Status Report (ESR) of the city of Mumbai is prepared by Air Quality Monitoring and Research Laboratory of Environment section in Solid Waste Management department to fulfill the obligation under the clause ‘63 B’ of Mumbai Municipal Corporation (MMC) Act 1888.
- **The MCGM must publish the environment status report on time and with accurate and researched data** and information to ensure targeted interventions can be done to improve Mumbai’s overall environment.

# Thank You!

To know more:



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