



PRAJA'S URBAN GOVERNANCE INDEX 2020



ABOUT PRAJA



Over the last two decades, Praja has been working towards enabling accountable governance. We conduct data driven research on civic issues, and inform citizens, media, and government administration and work with elected representatives to equip them to address inefficiencies in their work processes, bridging the information gaps, and mobilising them in taking corrective measures advocating for change.

In the past we have partnered with the Mumbai Corporation to come up with its first Citizen Charter to revamping their Citizens' Complaint Grievances Mechanism and handholding them to run it in the initial years; we come up with annual white papers on the performances of civic, health, crime, education and housing issues in Mumbai and Delhi; since 2011 we have been coming up with an annual report card to rank performances of MLAs and Councillors in Mumbai and (since 2016) Delhi. We do not just stop at creating standardised matrixes or governance indicators but also support build capacities of elected representatives, executives and citizens by coming up with various handbooks on governance and conducting numerous workshops/trainings on governance issues.

Praja has embarked on an ambitious journey to transform urban governance, to advocate policy changes that will change the way Indian cities are governed. It will be multiyear project in nature, with research being the bedrock to form a network and influence change:

- The devolution of powers and the capacity has been mapped through an Urban Governance Reforms Study in 40 cities across 28 states and NCT of Delhi. The study involved capturing the status of urban reforms in all the states, identify levers and barriers and identify a set of recommendations.
- The findings of the Urban Governance Study form the foundation in creating the 'Urban Governance Index' for distinct mapping of urban governance status and associated reforms in all the states of the country.
- As part of the journey to achieve the Urban Governance Reforms, we have been and will continue to meet various stakeholders in all the states across the country and build a network which will be leveraged as a platform for: knowledge sharing; equipping stakeholders; mobilising stakeholders; and advocating for policy changes.

In a nutshell, the project will enable urban governance to transform a 'smart city' into a 'smartly governed city' by influencing policy change at a structural and systemic level to democratise city governments and improve delivery of services.

Praja Foundation appreciates the support given by our supporters and donors namely, A.T.E Chandra Foundation; Ajay Parekh, Tree of Life Foundation; Friedrich Naumann Foundation; Madhu Mehta Foundation; Narotam Sekhsaria Foundation and numerous other individual supporters.



**FRIEDRICH NAUMANN
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South Asia

Narotam Sekhsaria Foundation

**Madhu Mehta
Foundation**

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ACKNOWLEDGEMENT

Over the last two decades as an organisation and as individuals, the Praja team has been exposed to various urban governance practices through various interactions and in-depth discussions with political, social, and business leaders. This shaped us to begin our journey at the start of 2017. Over the last three years, the team went to all the states and several cities and have interacted with 1568 key stakeholders including elected representatives, administrators, academia, civil society, media, practitioners, and experts in the field of urban governance and policy. It is through their continuous support and guidance that we have been able to bring all learnings together to create the Urban Governance Index (UGI). We would like to acknowledge all of them for not only being strongly supportive in the last three years but over so many years of Praja's journey.

Each of our interactions and guidance from many individuals have been very important for us, however, we would like to call out few names, with whom we have had in-depth discussions in shaping our understanding on crucial aspects captured in the Index report: Debolina Kundu, Professor, National Institute of Urban Affairs; Jayaprakash Narayan, General Secretary, Foundation for Democratic Reforms; Manoj Rai, Former Director, PRIA, Former Regional Advisor, Aga Khan Foundation; Partha Mukhopadhyay, Senior Fellow, Centre for Policy Research; PC Pisolkar, Former Chief Auditor, Municipal Corporation of Greater Mumbai; Prabhat Kumar, Former Cabinet Secretary, Government of India, President, IC Centre for Governance (ICCFG) and other colleagues at ICCFG; Ravikant Joshi, Urban Finance and Management specialist; Tarun and Yutika, Nagrika and so many other colleagues across various organisation.

Praja Foundation appreciates the support given by our supporters and donors namely, A.T.E Chandra Foundation; Ajay Parekh, Tree of Life Foundation; Friedrich Naumann Foundation; Madhu Mehta Foundation; Narotam Sekhsaria Foundation and numerous other individual supporters. Their support has made it possible for us to conduct our study and publish this Urban Governance Index report.

We would also like to thank our group of Advisors & Trustees and lastly but not the least, we would like to acknowledge the contributions of all members of Praja's team, who worked to make this Urban Governance Index report a reality.

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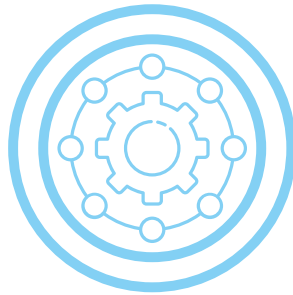
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The information shared in this report are collated from various government websites and are openly available to the public. In case of any discrepancy in the data provided herein, kindly contact us at info@praja.org

All maps illustrated in this report are not to scale and are only indicative of relative geographical location purposes only

CHAPTER 1

UGI FRAMEWORK



1.1. WHY DO WE NEED AN URBAN GOVERNANCE INDEX?

Cities are engines of Economic growth in any country. As the country starts developing economically, cities start attracting people. In the last few decades, the Indian economy has grown, and the consequences of that has been perceived in the high population growth in urban areas in India. However, this rapid growth has not been managed very well and urban India is increasingly seeing problems such as, inadequate infrastructure for the growing population, poor service delivery, pollution, poor health care, housing and other issues that continue to impede cities across India from achieving its true economic potential. India's growth story is majorly being driven by cities. But to propel the growth in a much larger scale, the focus needs to shift towards creating both competitive and sustainable cities. For enabling this to happen, the aim must remain on bringing in structural reforms which will facilitate the development of Grassroots Democracy in cities. This can be achieved through Democratic Empowerment and Accountability of City Governments and Citizen Engagement

There have been many interventions in the sphere of urban governance at a national level such as the Constitution (Seventy Fourth Amendment) Act, 1992 (74th CAA), schemes and missions like Jawaharlal Nehru National Urban Renewal Mission (JNNURM), Smart City Mission, Atal Mission for Rejuvenation and Urban Transformation (AMRUT) etc. along with various urban development policies. In addition to this, there are many global and national level indices that map performance of cities. However, majority of the schemes and indices have focused predominantly on the aspect of mapping the performance/delivery of urban services, followed by trying to fix the gaps in the same. It is important to recognise that delivery of urban services as an 'output', and any achievement through this approach will only lead to mere visible changes. But what we require are changes in the 'enabler' i.e., core reforms in structure of City Governments and long-term management of our cities. Therefore, the approach should be aimed towards achieving sustainable and incremental reforms towards changes in the structure and powers of City Governments leading to better quality of urban life. The above-mentioned premise forms the principle over which the Urban Governance Index has been built. The index will help in mapping and monitoring the implementations of the urban governance reforms which looks at Democratic Empowerment and Accountability in urban governance across states in the country.

NITAI MEHTA

Managing Trustee,
Praja Foundation

1.2. HOW WAS THE URBAN GOVERNANCE INDEX BUILT?

Recognising the dire need for urban governance reforms, given the direction our cities are headed in the country, Praja has been on the journey for the last three years of studying the pathways towards transforming urban governance systems in the country. The journey started with Urban Governance Reforms studies conducted in two states - Maharashtra and Delhi. This was followed by an extension of the study over to four more states along with one regional consultation amongst all the states that were covered until then. It is at this stage of the journey, wherein the experience and learnings gave a strong indication to move forward and conduct the study across the country. On the whole, as a part of the journey, we arrived at conducting the robust Urban Governance Reforms Study in 40 cities across 28 states and National Capital Territory (NCT) of Delhi. Further, for the validation and dissemination of the findings from the study, 20 state level consultations, one regional consultation (involving six states) and a National Level consultation (including 21 states) on Urban Governance have been held. Overall, the study involved a total of 1568 interviews held with key stakeholders such as the city Elected Representatives (ERs), city administrators and city based CSOs.

The study was conducted mainly from the perspective of mapping the status of urban reforms in individual states. Later, it was realised that we need to make a broader national level comparison matrix for the purpose of tracking the implementations of reforms by individual states. Therefore, this led to the quantification of the findings from the state level urban governance studies and finally culminated into the Urban Governance Index (UGI). At the initial stages of preparing the index, there did exist a quandary with regard to (i) criteria for selection of the cities from the state, given that we have 4000 plus cities across the country and (ii) given that lot of states have multiple acts, how do we compute a composite score for a state. On this note, it was decided that cities with best in class representation from each state shall be chosen. With this, the UGI entails a total of 29 cities¹ across 28 states and NCT of Delhi. However, in case of monitoring the implementation of reforms for a particular state is necessary, the UGI can be modified or localised accordingly, by choosing best representative sample number of cities from that state.

On the whole, UGI is primarily a mapping that stretches across states, on indicative themes of democratic empowerment and accountability pertaining to urban governance. The index is a collaborative product from various interactions with numerous key stakeholders without which this effort won't have been completed.

MILIND MHASKE

Director,
Praja Foundation

1: Andhra Pradesh (Vijayawada), Arunachal Pradesh (Itanagar), Assam (Guwahati), Bihar (Patna), Chhattisgarh (Raipur), Delhi (South Delhi Municipal Corporation), Goa (Panaji), Gujarat (Ahmedabad), Haryana (Gurugram), Himachal Pradesh (Dharamshala), Jharkhand (Ranchi), Karnataka (Mangaluru), Kerala (Kochi), Madhya Pradesh (Bhopal), Maharashtra (Mumbai), Manipur (Imphal), Meghalaya (Shillong), Mizoram (Aizawl), Nagaland (Kohima), Odisha (Bhubaneswar), Punjab (Amritsar), Rajasthan (Udaipur), Sikkim (Gangtok), Tamil Nadu (Coimbatore), Telangana (Warangal), Tripura (Agartala), Uttar Pradesh (Lucknow), Uttarakhand (Dehradun), West Bengal (Kolkata). Other than NCT of Delhi the study does not include any Union Territory.

1.3. WHAT IS THE URBAN GOVERNANCE INDEX (UGI)?

The UGI is built on foundations of four themes which are divided into 13 sub-themes and consists a total of 42 indicators. The thematic focus is primarily on the structural aspects of Urban Governance. The structural aspects entail the necessary decentralisation of powers from the State Government to City Government and the mechanism of accountability of the City Government towards citizens of the city. The source for the indicators range from primary data through interviews with stakeholders and secondary sources such as the state Municipal Acts, the Urban Data Explorer-AMPLIFI (Assessment and Monitoring Platform for Liveable, Inclusive and Future-ready urban India) set up by the Ministry of Housing and Urban Affairs (MoHUA) and other relevant official documents. Data sources correspond to status as of March 2020. Experts were consulted in preparation of this Index for guidance and validation at various stages during the preparation of this Index.

The idea behind building the UGI is to understand the extent of decentralisation of the Urban Governance framework and the associated devolution of powers to the City Governments across states in the country. The corresponding gaps and necessary reforms to improve with respect to each state has been distinctly outlined through this Index report. UGI can be used by the states to evaluate their urban governance systems vis-à-vis other states, and in identifying the necessary reform actions that are to be taken for improvisation in the system. Stakeholders from civil society, academia, experts from the sector, media, administrators, and more importantly elected representatives can use the index as a base to monitor implementations, and further can collaborate towards advocating for reform Actions included in the UGI for their respective state.

1.4. URBAN GOVERNANCE INDEX – THEMES & WEIGHTAGES

The UGI is built over four themes. These are as follows:

- i) Empowered City Elected Representatives and Legislative Structure;**
- ii) Empowered City Administration;**
- iii) Empowered Citizens; and**
- iv) Fiscal Empowerment.**

These themes act as bedrocks to achieving empowered urban governance. They are significant to enable the functioning of democratic and empowered urban governance. These themes are further divided into 13 sub-themes and comprises a total of 42 indicators.

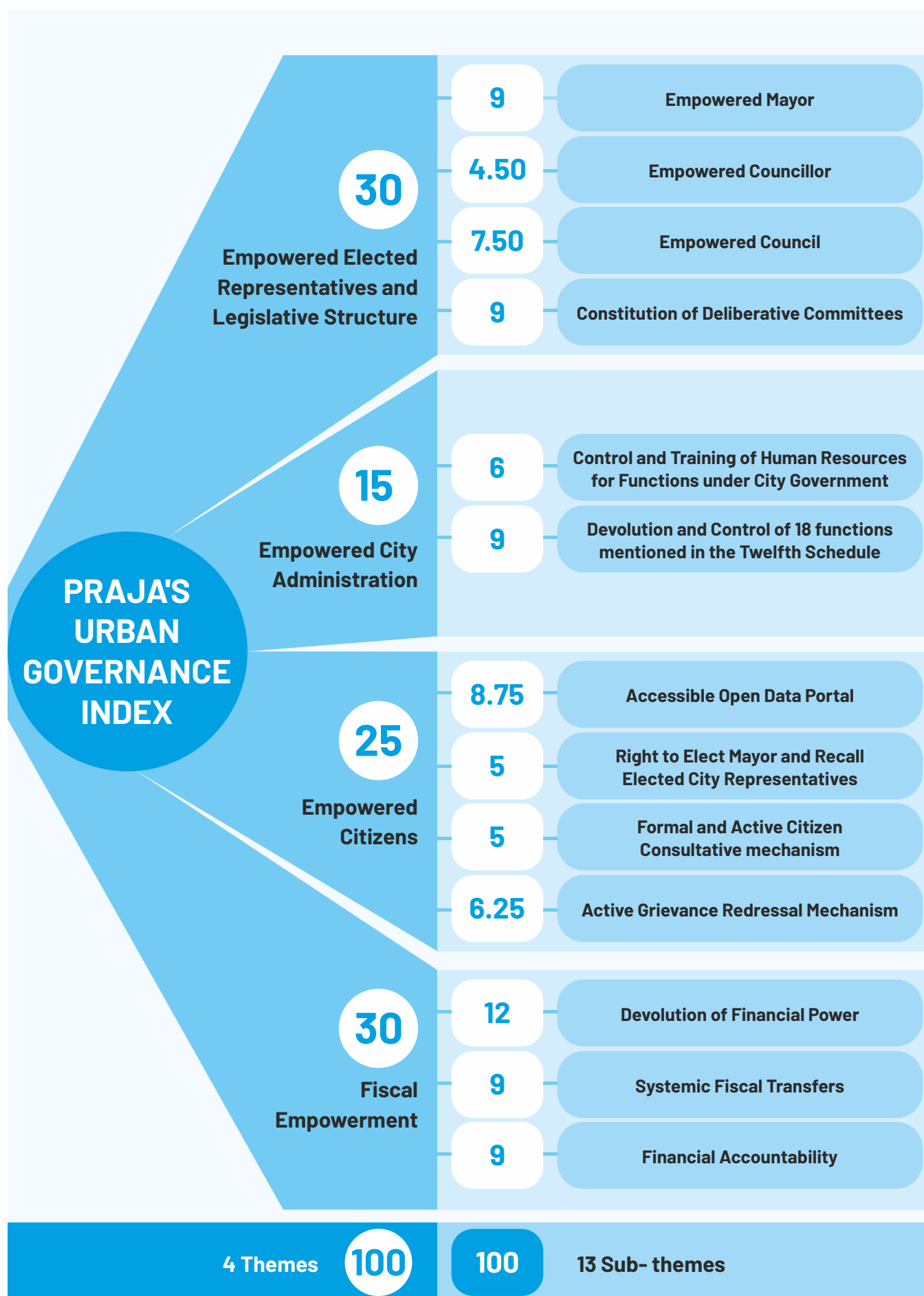
The first theme, 'Empowered City Elected Representatives and Legislative Structure' is based on the premise that Elected Representatives (ERs) of the City Government i.e., Mayor and Councillors are elected by the citizens of the city, and hence, should ensure that the citizens' mandate is represented at the designated platforms and effort is put towards its implementation. For this to happen, the local ERs should be empowered to make decisions and undertake planning with respect of delivery of services and execution of projects. This also includes the necessary powers of empowered legislative structures such as the Council, the Mayor-In-Council, subject committees etc., to facilitate and enable robust deliberations and decision making within the City Government. Comprising all the above-mentioned description, the theme of Empowered City Elected Representatives and Legislative Structure is divided into sub-themes: 'Empowered Mayor', 'Empowered Councillor', 'Empowered Council' and 'Constitution of Deliberative Committees'.

The second theme, 'Empowered City Administration' entails the independent control over human resource management, and the 18 functions mentioned in Twelfth Schedule of the 74th CAA. To uphold the spirits of democratic empowerment and accountability, the city administration should also have a control over the Smart City Special Purpose Vehicle (SPV) which plans and executes smart city projects in the city. The theme comprises of the following sub-themes: 'Control and Training of Human Resources for functions under City Government' and 'Devolution and Control of 18 functions mentioned in the Twelfth Schedule'.

The third theme, 'Empowered Citizens' is based on the fact that citizens of the city, elect their ERs who form the City Government, and also pay taxes and charges to the City Government for delivering efficient services in the city. Hence, it should be the right of the citizens to be aware of the functioning of the City Government through mechanisms that ensure transparency towards citizens. Citizens should also be entitled to participate, through a consultative process, in urban governance and should be empowered to hold their ERs accountable for their Actions. The theme of Empowered Citizens is further detailed into the following sub-themes: Accessible Open Data Portal, Right to Elect and Recall Elected City Representatives, Formal and Active Citizen Consultative Mechanism and Active Grievance Redressal Mechanism.

The fourth theme, 'Fiscal Empowerment' primarily involves the independent financial powers to raise financial resources, and receipt of systematic and predictable rule based fiscal transfers to enhance the financial resources of the City Government. Apart from the above, the efficiency of financial management should also go hand-in-hand to uphold full-fledged fiscal empowerment of the City Government. This theme comprises of the following sub-themes: 'Devolution of Financial Power', 'Systemic Fiscal Transfers' and 'Financial Accountability'.

1.5. UGI FRAMEWORK AT A GLANCE

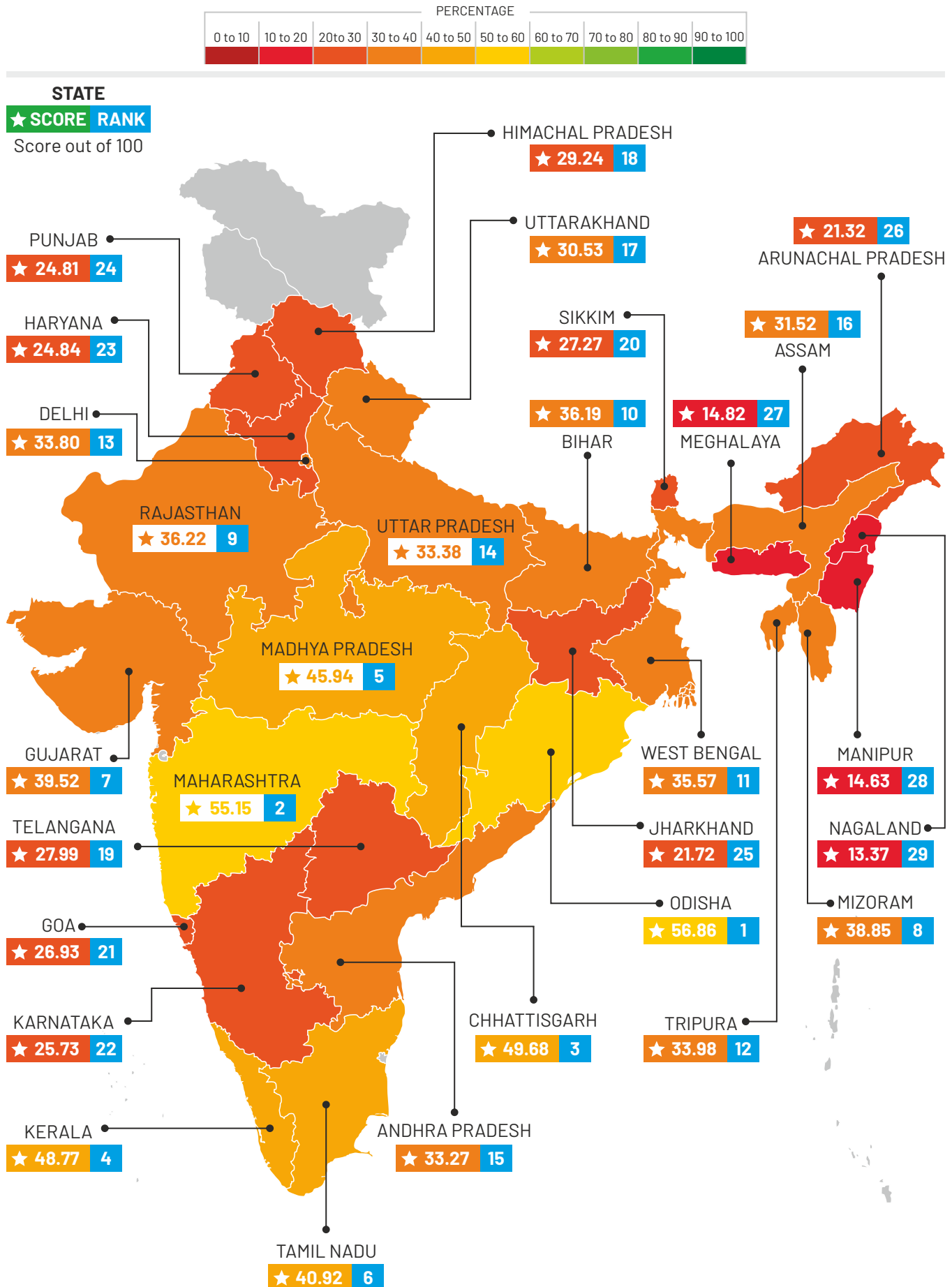


CHAPTER 2

STATE RANKING



2.1. UGI SCORE & RANK

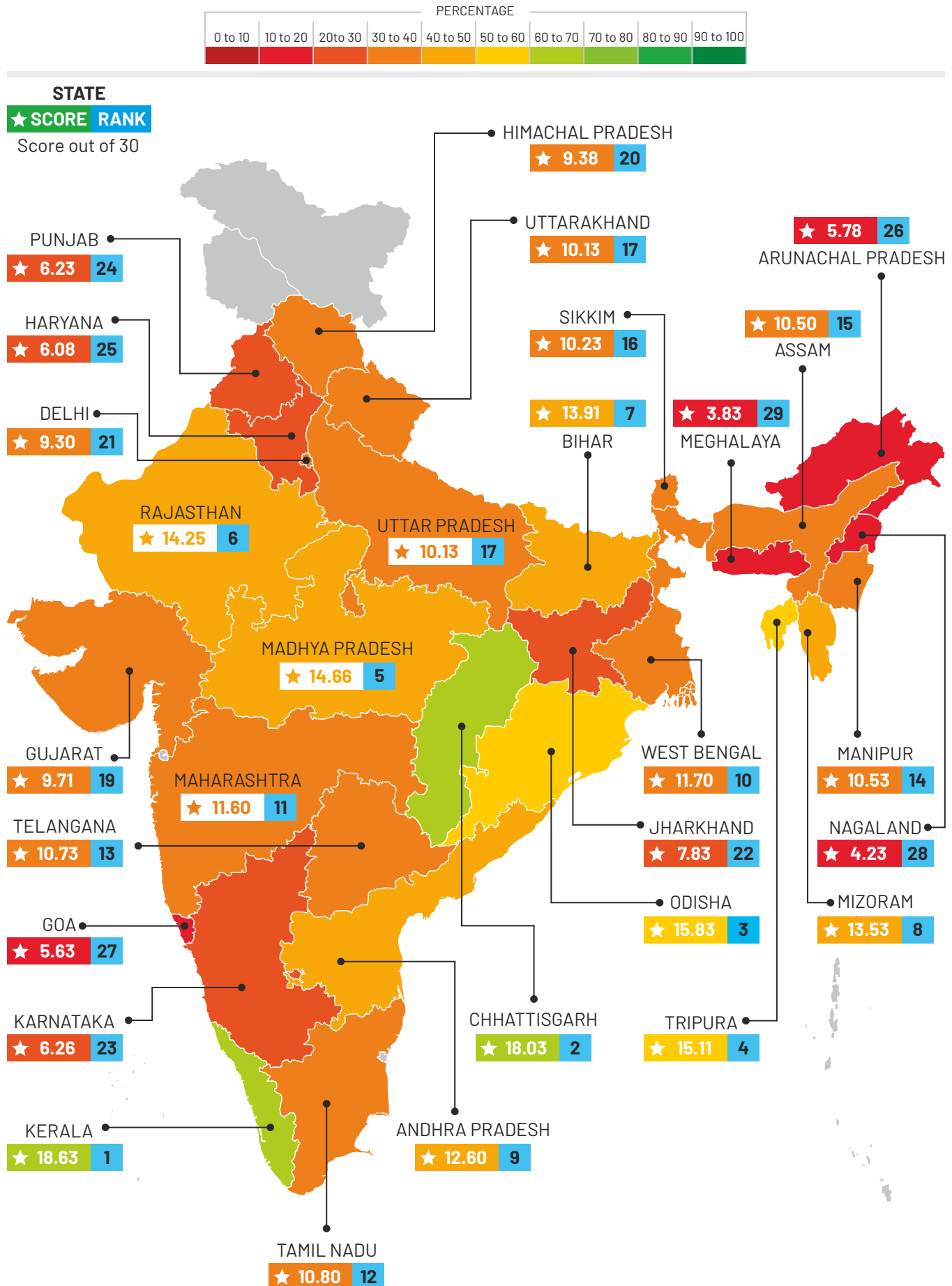


Note: Map not to scale

| | | | | | |
|---------------|---------------|--------------|---------------------|-----------------|-----------|
| UGI FRAMEWORK | STATE RANKING | KEY INSIGHTS | INDICATOR PRINCIPLE | STATE FACTSHEET | ANNEXURES |
|---------------|---------------|--------------|---------------------|-----------------|-----------|

2.2. THEME 1: SCORE & RANK

THEME 1: EMPOWERED CITY ELECTED REPRESENTATIVES AND LEGISLATIVE STRUCTURE

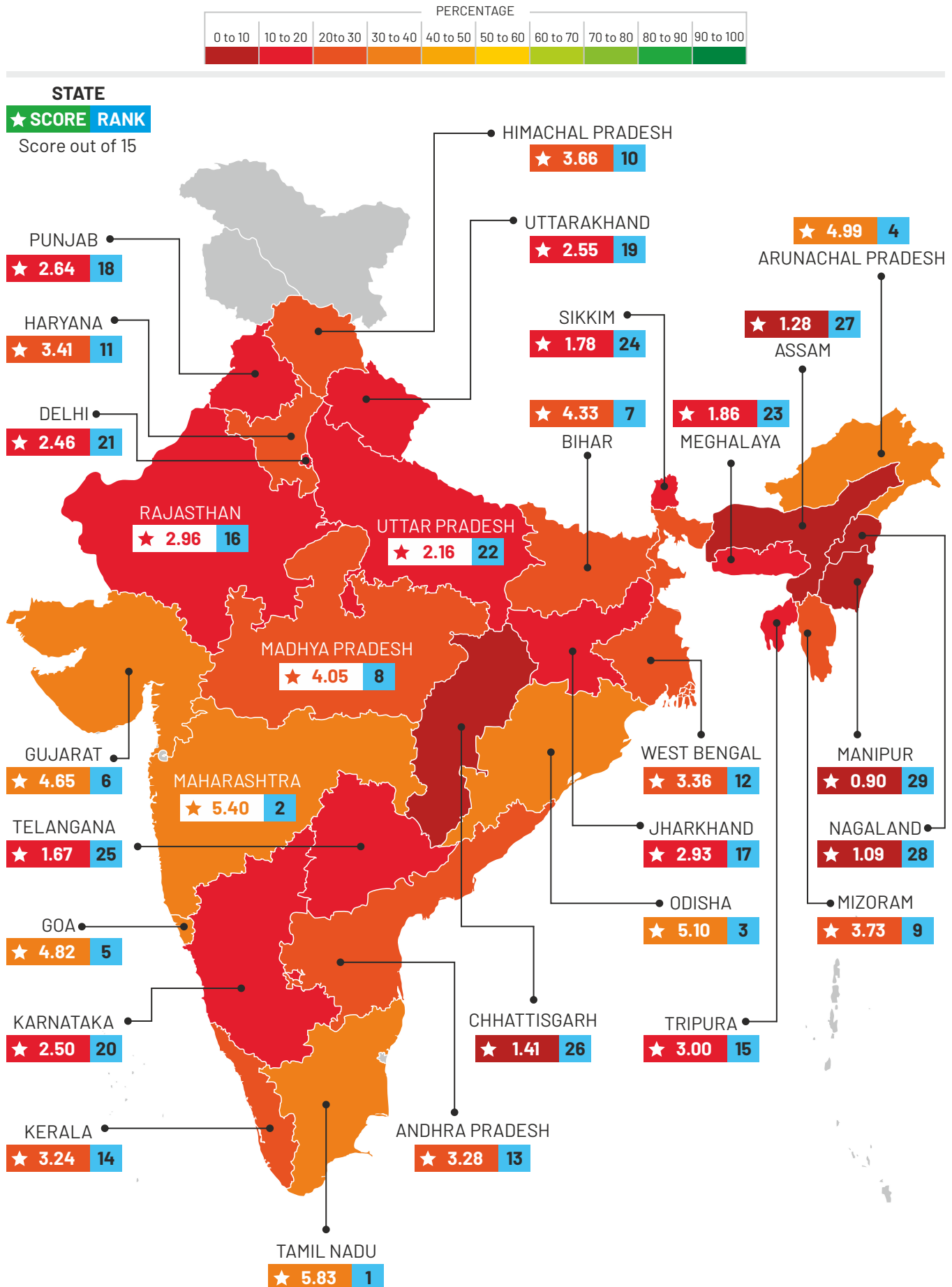


STATE SCORE RANK

| State | Empowered City Elected Representatives and Legislative Structure | Empowered Mayor | | Empowered Councillor | | Empowered Council | | Constitution of Deliberative Committees | | | |
|-------------------|--|-----------------|----|----------------------|----|-------------------|----|---|----|----------|--|
| | | Out of 30 | | Out of 9 | | Out of 4.5 | | Out of 7.5 | | Out of 9 | |
| | | ★ | | ★ | | ★ | | ★ | | ★ | |
| KERALA | ★ 18.63 1 | ★ 4.50 | 4 | ★ 1.98 | 1 | ★ 4.50 | 1 | ★ 7.65 | 1 | | |
| CHHATTISGARH | ★ 18.03 2 | ★ 5.40 | 1 | ★ 1.98 | 1 | ★ 3.00 | 5 | ★ 7.65 | 1 | | |
| ODISHA | ★ 15.83 3 | ★ 3.60 | 5 | ★ 1.58 | 4 | ★ 3.00 | 5 | ★ 7.65 | 1 | | |
| TRIPURA | ★ 15.11 4 | ★ 5.40 | 1 | ★ 0.41 | 6 | ★ 3.00 | 5 | ★ 6.30 | 8 | | |
| MADHYA PRADESH | ★ 14.66 5 | ★ 3.60 | 5 | ★ 0.41 | 6 | ★ 3.00 | 5 | ★ 7.65 | 1 | | |
| RAJASTHAN | ★ 14.25 6 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 3.00 | 5 | ★ 7.65 | 1 | | |
| BIHAR | ★ 13.91 7 | ★ 3.60 | 5 | ★ 0.41 | 6 | ★ 4.50 | 1 | ★ 5.40 | 13 | | |
| MIZORAM | ★ 13.53 8 | ★ 3.60 | 5 | ★ 1.98 | 1 | ★ 3.00 | 5 | ★ 4.95 | 19 | | |
| ANDHRA PRADESH | ★ 12.60 9 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 4.50 | 1 | ★ 4.50 | 20 | | |
| WEST BENGAL | ★ 11.70 10 | ★ 5.40 | 1 | ★ 0.00 | 15 | ★ 0.00 | 28 | ★ 6.30 | 8 | | |
| MAHARASHTRA | ★ 11.60 11 | ★ 0.00 | 23 | ★ 0.95 | 5 | ★ 3.00 | 5 | ★ 7.65 | 1 | | |
| TAMIL NADU | ★ 10.80 12 | ★ 1.80 | 17 | ★ 0.00 | 15 | ★ 4.50 | 1 | ★ 4.50 | 20 | | |
| TELANGANA | ★ 10.73 13 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 2.63 | 14 | ★ 4.50 | 20 | | |
| MANIPUR | ★ 10.53 14 | ★ 3.60 | 5 | ★ 0.41 | 6 | ★ 1.13 | 20 | ★ 5.40 | 13 | | |
| ASSAM | ★ 10.50 15 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 1.50 | 19 | ★ 5.40 | 13 | | |
| SIKKIM | ★ 10.23 16 | ★ 1.80 | 17 | ★ 0.41 | 6 | ★ 2.63 | 14 | ★ 5.40 | 13 | | |
| UTTAR PRADESH | ★ 10.13 17 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 1.13 | 20 | ★ 5.40 | 13 | | |
| UTTARAKHAND | ★ 10.13 17 | ★ 3.60 | 5 | ★ 0.00 | 15 | ★ 1.13 | 20 | ★ 5.40 | 13 | | |
| GUJARAT | ★ 9.71 19 | ★ 0.00 | 23 | ★ 0.41 | 6 | ★ 3.00 | 5 | ★ 6.30 | 8 | | |
| HIMACHAL PRADESH | ★ 9.38 20 | ★ 0.00 | 23 | ★ 0.00 | 15 | ★ 2.63 | 14 | ★ 6.75 | 7 | | |
| DELHI | ★ 9.30 21 | ★ 0.00 | 23 | ★ 0.00 | 15 | ★ 3.00 | 5 | ★ 6.30 | 8 | | |
| JHARKHAND | ★ 7.83 22 | ★ 3.60 | 5 | ★ 0.41 | 6 | ★ 1.13 | 20 | ★ 2.70 | 26 | | |
| KARNATAKA | ★ 6.26 23 | ★ 0.00 | 23 | ★ 0.41 | 6 | ★ 0.00 | 28 | ★ 5.85 | 12 | | |
| PUNJAB | ★ 6.23 24 | ★ 1.80 | 17 | ★ 0.00 | 15 | ★ 2.63 | 14 | ★ 1.80 | 27 | | |
| HARYANA | ★ 6.08 25 | ★ 1.80 | 17 | ★ 0.00 | 15 | ★ 1.13 | 20 | ★ 3.15 | 24 | | |
| ARUNACHAL PRADESH | ★ 5.78 26 | ★ 0.00 | 23 | ★ 0.00 | 15 | ★ 2.63 | 14 | ★ 3.15 | 24 | | |
| GOA | ★ 5.63 27 | ★ 0.00 | 23 | ★ 0.00 | 15 | ★ 1.13 | 20 | ★ 4.50 | 20 | | |
| NAGALAND | ★ 4.23 28 | ★ 1.80 | 17 | ★ 0.41 | 6 | ★ 1.13 | 20 | ★ 0.90 | 28 | | |
| MEGHALAYA | ★ 3.83 29 | ★ 1.80 | 17 | ★ 0.00 | 15 | ★ 1.13 | 20 | ★ 0.90 | 28 | | |

2.3. THEME 2: SCORE & RANK


THEME 2: EMPOWERED CITY ADMINISTRATION



Note: Map not to scale

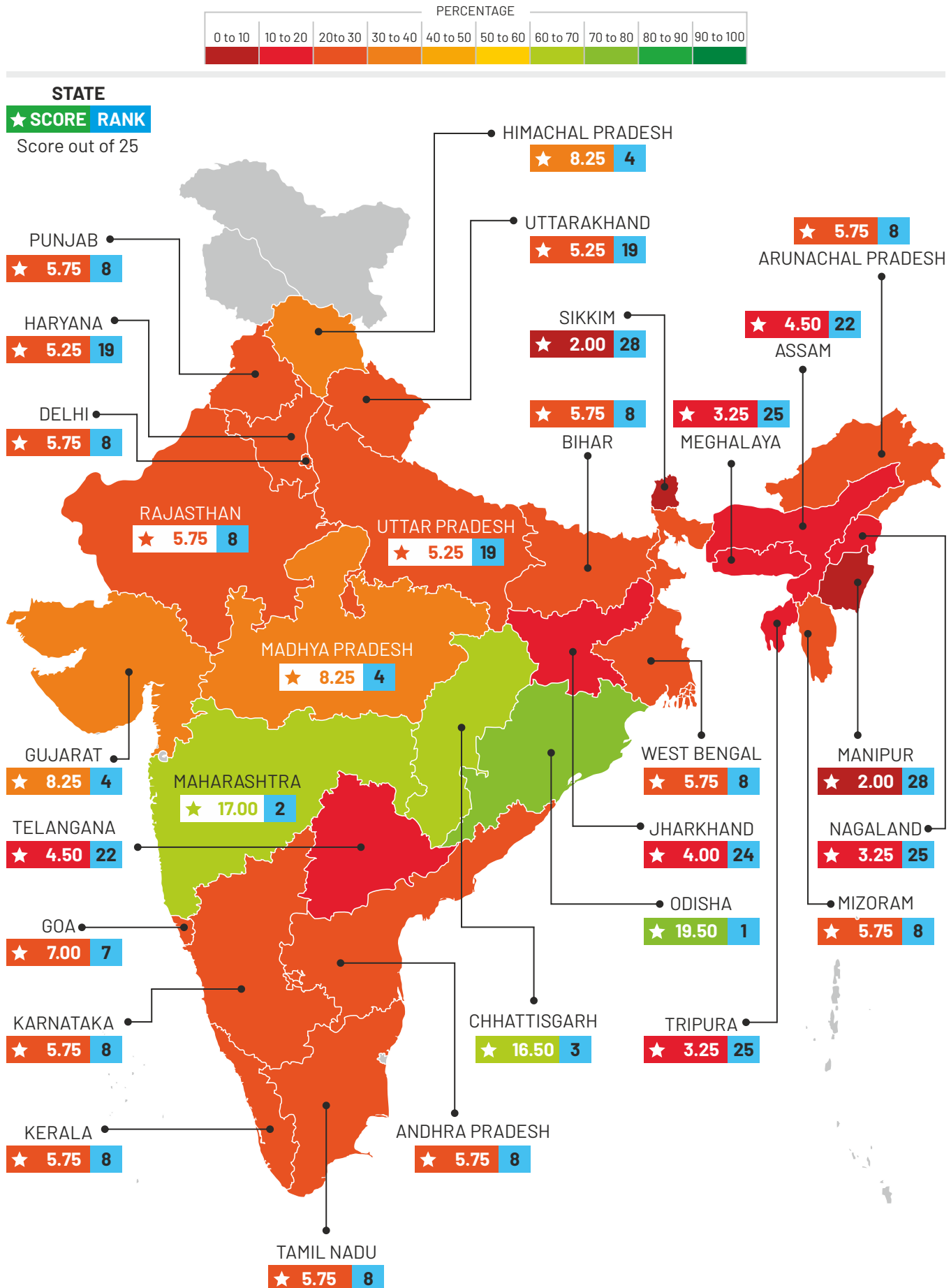
THEME 2 SCORE & RANK

WITH SUB THEME WISE SCORE & RANK

| STATE | ★ SCORE | RANK | PERCENTAGE | | | | | | | | | |
|---|---------|------|---|----------|----------|----------|--|----------|----------|----------|----------|-----------|
| | | | 0 to 10 | 10 to 20 | 20 to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |
| Empowered City Administration | | | | | | | | | | | | |
|  | | | | | | | | | | | | |
| | | | Control and Training of Human Resources for Functions under City Government | | | | Devolution and Control of 18 functions mentioned in the Twelfth Schedule | | | | | |
| Out of 15 = | | | Out of 6 + | | | | Out of 9 | | | | | |
| TAMIL NADU | ★ 5.83 | 1 | ★ 2.10 | 3 | ★ 3.73 | | | | | | 6 | |
| MAHARASHTRA | ★ 5.40 | 2 | ★ 0.00 | 16 | ★ 5.40 | | | | | | 1 | |
| ODISHA | ★ 5.10 | 3 | ★ 0.60 | 11 | ★ 4.50 | | | | | | 2 | |
| ARUNACHAL PRADESH | ★ 4.99 | 4 | ★ 1.20 | 7 | ★ 3.79 | | | | | | 5 | |
| GOA | ★ 4.82 | 5 | ★ 2.70 | 1 | ★ 2.12 | | | | | | 15 | |
| GUJARAT | ★ 4.65 | 6 | ★ 0.60 | 11 | ★ 4.05 | | | | | | 3 | |
| BIHAR | ★ 4.33 | 7 | ★ 0.60 | 11 | ★ 3.73 | | | | | | 7 | |
| MADHYA PRADESH | ★ 4.05 | 8 | ★ 0.00 | 16 | ★ 4.05 | | | | | | 3 | |
| MIZORAM | ★ 3.73 | 9 | ★ 2.70 | 1 | ★ 1.03 | | | | | | 25 | |
| HIMACHAL PRADESH | ★ 3.66 | 10 | ★ 0.00 | 16 | ★ 3.66 | | | | | | 8 | |
| HARYANA | ★ 3.41 | 11 | ★ 0.00 | 16 | ★ 3.41 | | | | | | 9 | |
| WEST BENGAL | ★ 3.36 | 12 | ★ 1.50 | 6 | ★ 1.86 | | | | | | 17 | |
| ANDHRA PRADESH | ★ 3.28 | 13 | ★ 0.00 | 16 | ★ 3.28 | | | | | | 10 | |
| KERALA | ★ 3.24 | 14 | ★ 0.60 | 11 | ★ 2.64 | | | | | | 12 | |
| TRIPURA | ★ 3.00 | 15 | ★ 1.20 | 7 | ★ 1.80 | | | | | | 19 | |
| RAJASTHAN | ★ 2.96 | 16 | ★ 0.00 | 16 | ★ 2.96 | | | | | | 11 | |
| JHARKHAND | ★ 2.93 | 17 | ★ 1.20 | 7 | ★ 1.73 | | | | | | 20 | |
| PUNJAB | ★ 2.64 | 18 | ★ 0.00 | 16 | ★ 2.64 | | | | | | 12 | |
| UTTARAKHAND | ★ 2.55 | 19 | ★ 2.10 | 3 | ★ 0.45 | | | | | | 28 | |
| KARNATAKA | ★ 2.50 | 20 | ★ 0.00 | 16 | ★ 2.50 | | | | | | 14 | |
| DELHI | ★ 2.46 | 21 | ★ 0.60 | 11 | ★ 1.86 | | | | | | 17 | |
| UTTAR PRADESH | ★ 2.16 | 22 | ★ 2.10 | 3 | ★ 0.06 | | | | | | 29 | |
| MEGHALAYA | ★ 1.86 | 23 | ★ 0.00 | 16 | ★ 1.86 | | | | | | 16 | |
| SIKKIM | ★ 1.78 | 24 | ★ 1.20 | 7 | ★ 0.58 | | | | | | 27 | |
| TELANGANA | ★ 1.67 | 25 | ★ 0.00 | 16 | ★ 1.67 | | | | | | 21 | |
| CHHATTISGARH | ★ 1.41 | 26 | ★ 0.00 | 16 | ★ 1.41 | | | | | | 22 | |
| ASSAM | ★ 1.28 | 27 | ★ 0.00 | 16 | ★ 1.28 | | | | | | 23 | |
| NAGALAND | ★ 1.09 | 28 | ★ 0.00 | 16 | ★ 1.09 | | | | | | 24 | |
| MANIPUR | ★ 0.90 | 29 | ★ 0.00 | 16 | ★ 0.90 | | | | | | 26 | |


2.4. THEME 3: SCORE & RANK

THEME 3: EMPOWERED CITIZENS



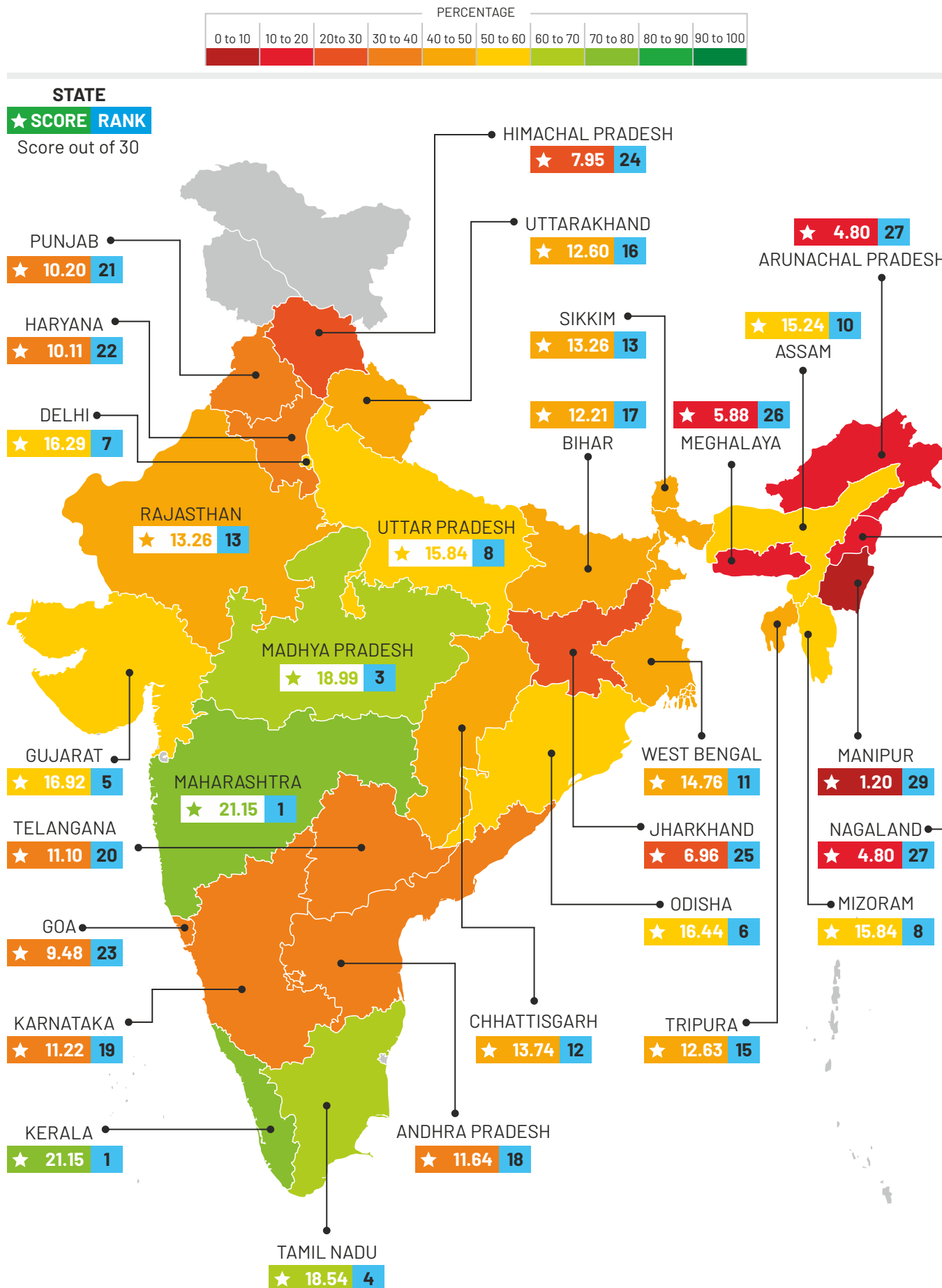
THEME 3 SCORE & RANK

WITH SUB THEME WISE SCORE & RANK

| STATE | ★ SCORE | RANK | PERCENTAGE | | | | | | | | | |
|--------------------|---------|------|---|-----------------------------|--|--|--------------------------------------|----------|----------|-------------|----------|-----------|
| | | | 0 to 10 | 10 to 20 | 20to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |
| Empowered Citizens | | |  | Accessible Open Data Portal | Right to Elect Mayor and Recall Elected City Representatives | Formal and Active Citizen Consultative mechanism | Active Grievance Redressal Mechanism | | | | | |
| | | | | | | | | | | | | |
| Out of 25 | | | = | Out of 8.75 | + | Out of 5 | + | Out of 5 | + | Out of 6.25 | | |
| ODISHA | ★ 19.50 | 1 | | ★ 8.75 | 1 | ★ 2.00 | 6 | ★ 5.00 | 1 | ★ 3.75 | 2 | |
| MAHARASHTRA | ★ 17.00 | 2 | | ★ 8.75 | 1 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 3.75 | 2 | |
| CHHATTISGARH | ★ 16.50 | 3 | | ★ 8.75 | 1 | ★ 4.00 | 1 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| GUJARAT | ★ 8.25 | 4 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 3.75 | 2 | |
| HIMACHAL PRADESH | ★ 8.25 | 4 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 3.75 | 2 | |
| MADHYA PRADESH | ★ 8.25 | 4 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 6.25 | 1 | |
| GOA | ★ 7.00 | 7 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 5.00 | 1 | ★ 0.00 | 24 | |
| ANDHRA PRADESH | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| ARUNACHAL PRADESH | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| BIHAR | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| DELHI | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| KARNATAKA | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| KERALA | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| MIZORAM | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 1.25 | 12 | |
| PUNJAB | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| RAJASTHAN | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| TAMIL NADU | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| WEST BENGAL | ★ 5.75 | 8 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 3.75 | 2 | |
| HARYANA | ★ 5.25 | 19 | | ★ 0.00 | 4 | ★ 4.00 | 1 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| UTTAR PRADESH | ★ 5.25 | 19 | | ★ 0.00 | 4 | ★ 4.00 | 1 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| UTTARAKHAND | ★ 5.25 | 19 | | ★ 0.00 | 4 | ★ 4.00 | 1 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| ASSAM | ★ 4.50 | 22 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 0.00 | 24 | |
| TELANGANA | ★ 4.50 | 22 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 2.50 | 3 | ★ 0.00 | 24 | |
| JHARKHAND | ★ 4.00 | 24 | | ★ 0.00 | 4 | ★ 4.00 | 1 | ★ 0.00 | 14 | ★ 0.00 | 24 | |
| MEGHALAYA | ★ 3.25 | 25 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| NAGALAND | ★ 3.25 | 25 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| TRIPURA | ★ 3.25 | 25 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 1.25 | 12 | |
| MANIPUR | ★ 2.00 | 28 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 0.00 | 24 | |
| SIKKIM | ★ 2.00 | 28 | | ★ 0.00 | 4 | ★ 2.00 | 6 | ★ 0.00 | 14 | ★ 0.00 | 24 | |

2.5. THEME 4: SCORE & RANK


THEME 4: FISCAL EMPOWERMENT



Note: Map not to scale

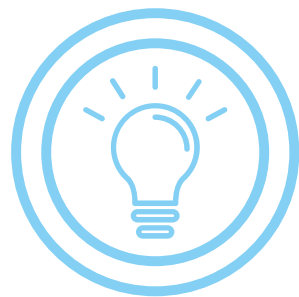
THEME 4 SCORE & RANK

WITH SUB THEME WISE SCORE & RANK

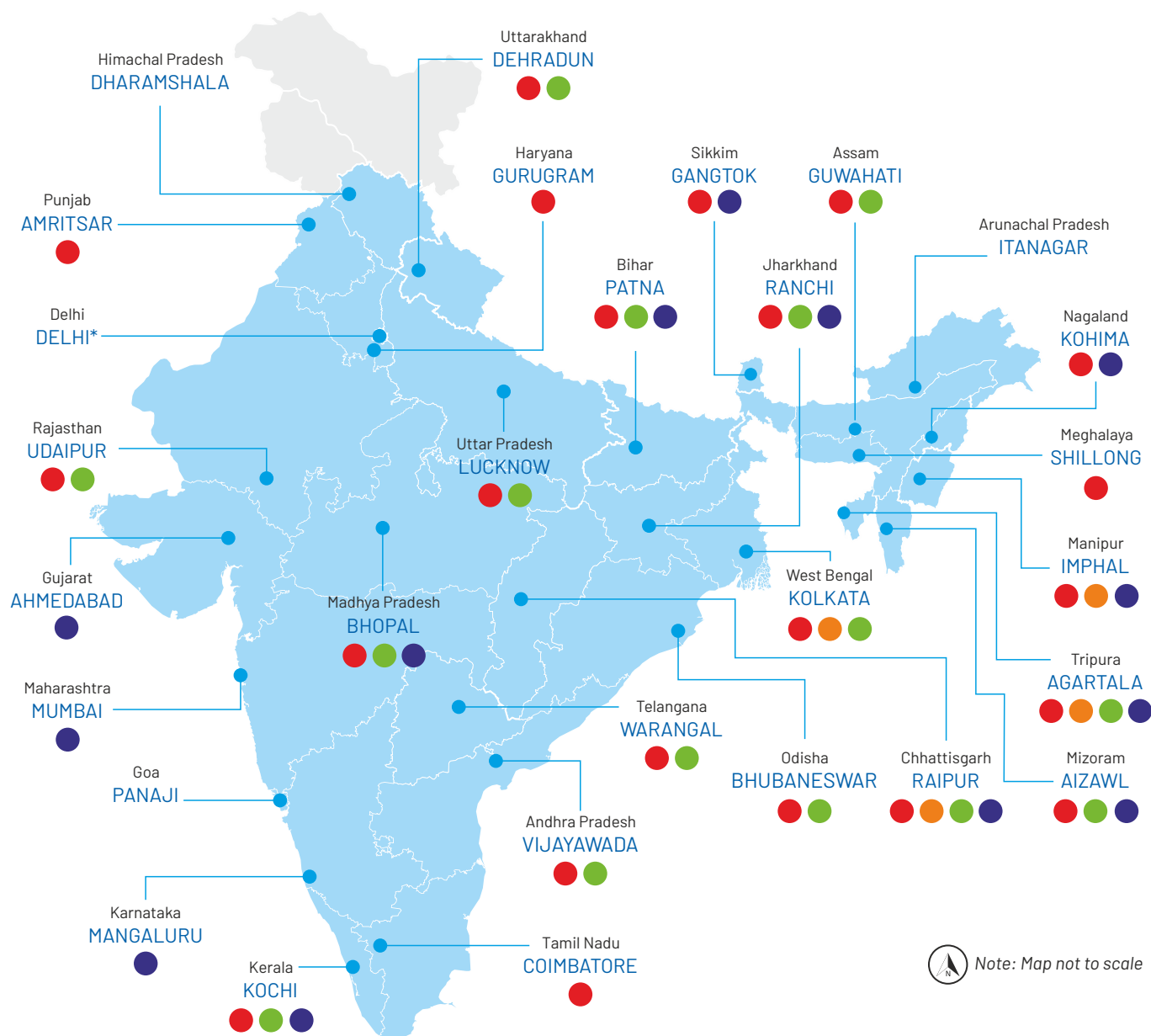
| STATE | ★ SCORE | RANK | PERCENTAGE | | | | | | | | | |
|---|---------|------|-------------------------------|-----------|---------------------------|----------|--------------------------|----------|----------|----------|----------|-----------|
| | | | 0 to 10 | 10 to 20 | 20to 30 | 30 to 40 | 40 to 50 | 50 to 60 | 60 to 70 | 70 to 80 | 80 to 90 | 90 to 100 |
| Fiscal Empowerment | | | Devolution of Financial Power | | Systemic Fiscal Transfers | | Financial Accountability | | | | | |
|  | | | | | | | | | | | | |
| Out of 30 | | | = | Out of 12 | | + | Out of 9 | | + | Out of 9 | | |
| KERALA | ★ 21.15 | 1 | | ★ 9.00 | 1 | | ★ 3.15 | 7 | | ★ 9.00 | 1 | |
| MAHARASHTRA | ★ 21.15 | 1 | | ★ 9.00 | 1 | | ★ 3.15 | 7 | | ★ 9.00 | 1 | |
| MADHYA PRADESH | ★ 18.99 | 3 | | ★ 9.00 | 1 | | ★ 3.15 | 7 | | ★ 6.84 | 6 | |
| TAMIL NADU | ★ 18.54 | 4 | | ★ 5.40 | 10 | | ★ 6.30 | 1 | | ★ 6.84 | 6 | |
| GUJARAT | ★ 16.92 | 5 | | ★ 9.00 | 1 | | ★ 0.00 | 15 | | ★ 7.92 | 4 | |
| ODISHA | ★ 16.44 | 6 | | ★ 3.30 | 17 | | ★ 6.30 | 1 | | ★ 6.84 | 6 | |
| DELHI | ★ 16.29 | 7 | | ★ 9.00 | 1 | | ★ 3.15 | 7 | | ★ 4.14 | 21 | |
| MIZORAM | ★ 15.84 | 8 | | ★ 9.00 | 1 | | ★ 0.00 | 15 | | ★ 6.84 | 6 | |
| UTTAR PRADESH | ★ 15.84 | 8 | | ★ 9.00 | 1 | | ★ 0.00 | 15 | | ★ 6.84 | 6 | |
| ASSAM | ★ 15.24 | 10 | | ★ 4.80 | 11 | | ★ 6.30 | 1 | | ★ 4.14 | 21 | |
| WEST BENGAL | ★ 14.76 | 11 | | ★ 9.00 | 1 | | ★ 0.00 | 15 | | ★ 5.76 | 13 | |
| CHHATTISGARH | ★ 13.74 | 12 | | ★ 3.30 | 17 | | ★ 6.30 | 1 | | ★ 4.14 | 21 | |
| RAJASTHAN | ★ 13.26 | 13 | | ★ 1.20 | 21 | | ★ 6.30 | 1 | | ★ 5.76 | 13 | |
| SIKKIM | ★ 13.26 | 13 | | ★ 1.20 | 21 | | ★ 6.30 | 1 | | ★ 5.76 | 13 | |
| TRIPURA | ★ 12.63 | 15 | | ★ 4.80 | 11 | | ★ 3.15 | 7 | | ★ 4.68 | 19 | |
| UTTARAKHAND | ★ 12.60 | 16 | | ★ 9.00 | 1 | | ★ 0.00 | 15 | | ★ 3.60 | 24 | |
| BIHAR | ★ 12.21 | 17 | | ★ 3.30 | 17 | | ★ 3.15 | 7 | | ★ 5.76 | 13 | |
| ANDHRA PRADESH | ★ 11.64 | 18 | | ★ 4.80 | 11 | | ★ 0.00 | 15 | | ★ 6.84 | 6 | |
| KARNATAKA | ★ 11.22 | 19 | | ★ 3.30 | 17 | | ★ 0.00 | 15 | | ★ 7.92 | 4 | |
| TELANGANA | ★ 11.10 | 20 | | ★ 4.80 | 11 | | ★ 0.00 | 15 | | ★ 6.30 | 12 | |
| PUNJAB | ★ 10.20 | 21 | | ★ 1.20 | 21 | | ★ 0.00 | 15 | | ★ 9.00 | 1 | |
| HARYANA | ★ 10.11 | 22 | | ★ 1.20 | 21 | | ★ 3.15 | 7 | | ★ 5.76 | 13 | |
| GOA | ★ 9.48 | 23 | | ★ 4.80 | 11 | | ★ 0.00 | 15 | | ★ 4.68 | 19 | |
| HIMACHAL PRADESH | ★ 7.95 | 24 | | ★ 1.20 | 21 | | ★ 3.15 | 7 | | ★ 3.60 | 24 | |
| JHARKHAND | ★ 6.96 | 25 | | ★ 1.20 | 21 | | ★ 0.00 | 15 | | ★ 5.76 | 13 | |
| MEGHALAYA | ★ 5.88 | 26 | | ★ 4.80 | 11 | | ★ 0.00 | 15 | | ★ 1.08 | 28 | |
| ARUNACHAL PRADESH | ★ 4.80 | 27 | | ★ 1.20 | 21 | | ★ 0.00 | 15 | | ★ 3.60 | 24 | |
| NAGALAND | ★ 4.80 | 27 | | ★ 1.20 | 21 | | ★ 0.00 | 15 | | ★ 3.60 | 24 | |
| MANIPUR | ★ 1.20 | 29 | | ★ 1.20 | 21 | | ★ 0.00 | 15 | | ★ 0.00 | 29 | |

CHAPTER 3

KEY INSIGHTS



3.1. KEY INSIGHTS - EMPOWERED MAYOR AND EMPOWERED COUNCILLOR



*South Delhi Municipal Corporation

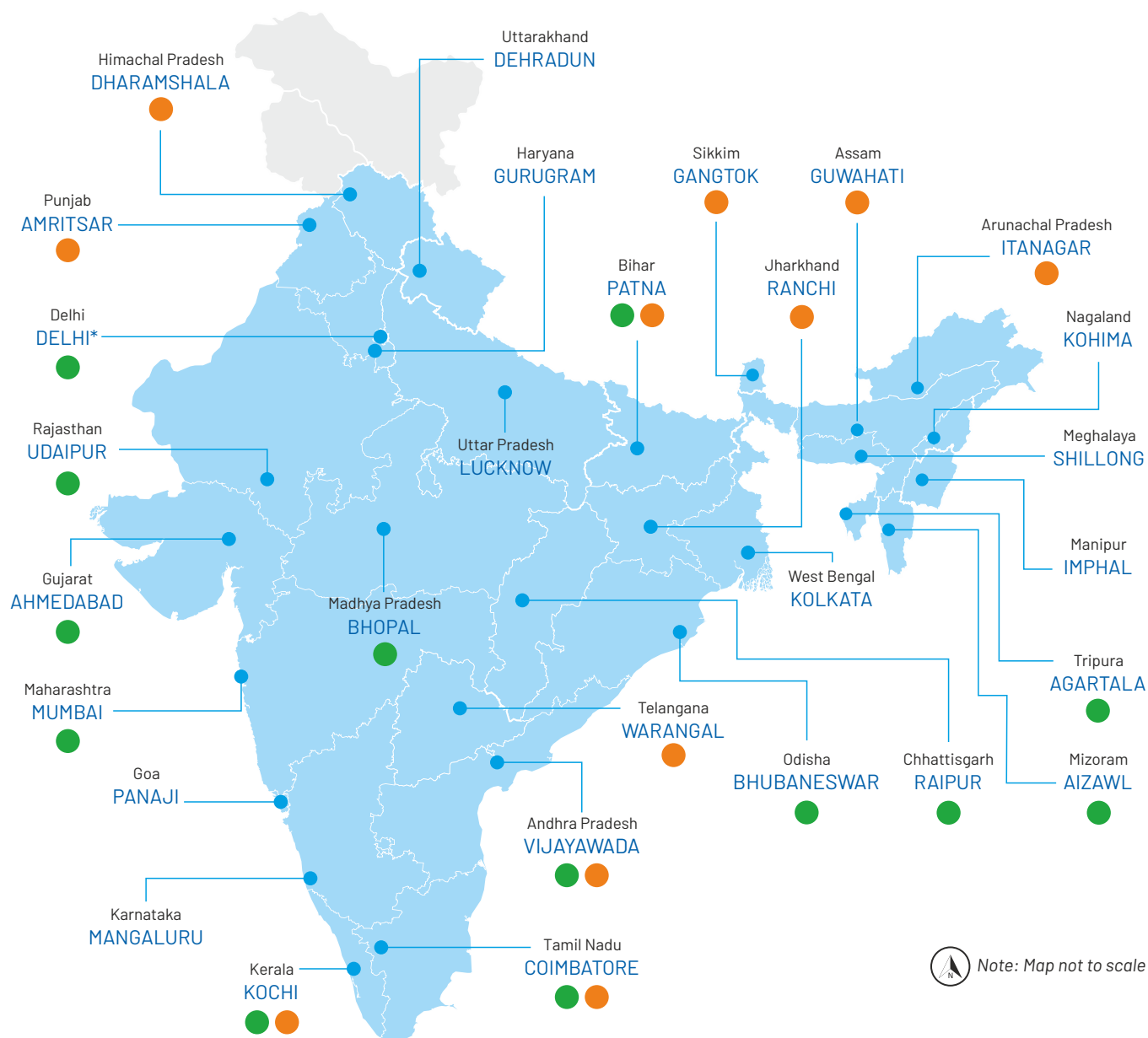
| Empowered Mayor and Empowered Councillor | Yes |
|--|------------|
| Is the post of Mayor co-terminus with the term of City Government? | Red dot |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | Orange dot |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Green dot |
| Do the councillors receive monthly fixed salary? | Blue dot |

INSIGHTS:

- Seven states, namely Arunachal Pradesh, Delhi, Goa, Gujarat, Himachal Pradesh, Karnataka and Maharashtra do not have term of mayor coterminous with the City Government.
- In states except Chhattisgarh, Manipur, Tripura and West Bengal, Mayor does not have authority to appoint chairperson of Standing/Subject Committees.
- In 15 States Mayor is not the chairperson of apex committee.
- Only in 13 states, Councillor receive a fixed salary.

Note - Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

3.2. KEY INSIGHTS - EMPOWERED COUNCIL



*South Delhi Municipal Corporation

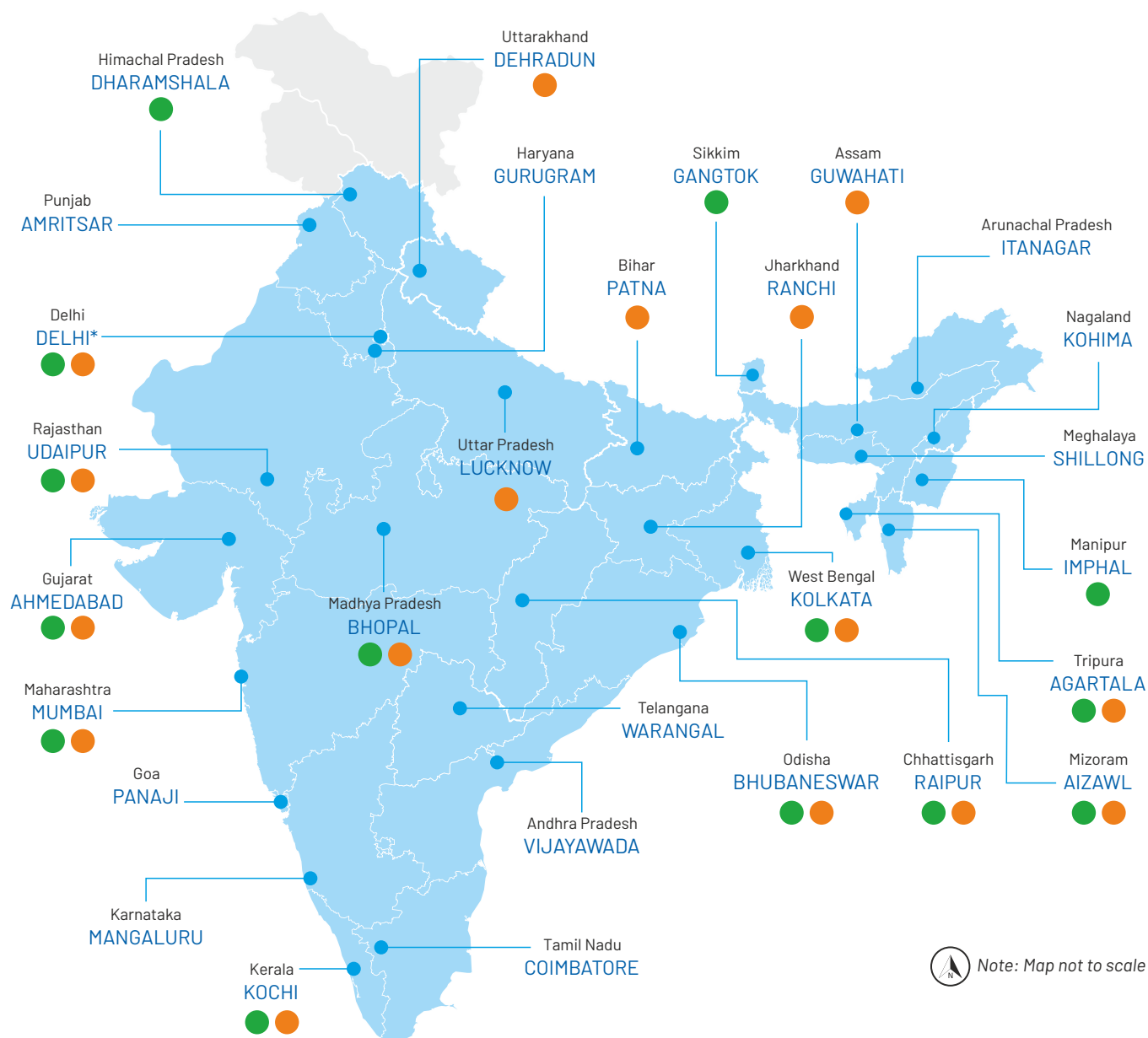
| Empowered Council | Yes |
|--|-----|
| City Government have Procedure for Conduct and Business Rules | ● |
| Councils have authority to pass no confidence motion against the Mayor | ● |

INSIGHTS:

- 16 out of 29 states do not have a Procedure for Conduct and Business Rules.
- Only in 11 States, council has authority to pass no confidence motion against Mayor.

Note - Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

3.3. KEY INSIGHTS - CONSTITUTION OF DELIBERATIVE COMMITTEES



*South Delhi Municipal Corporation

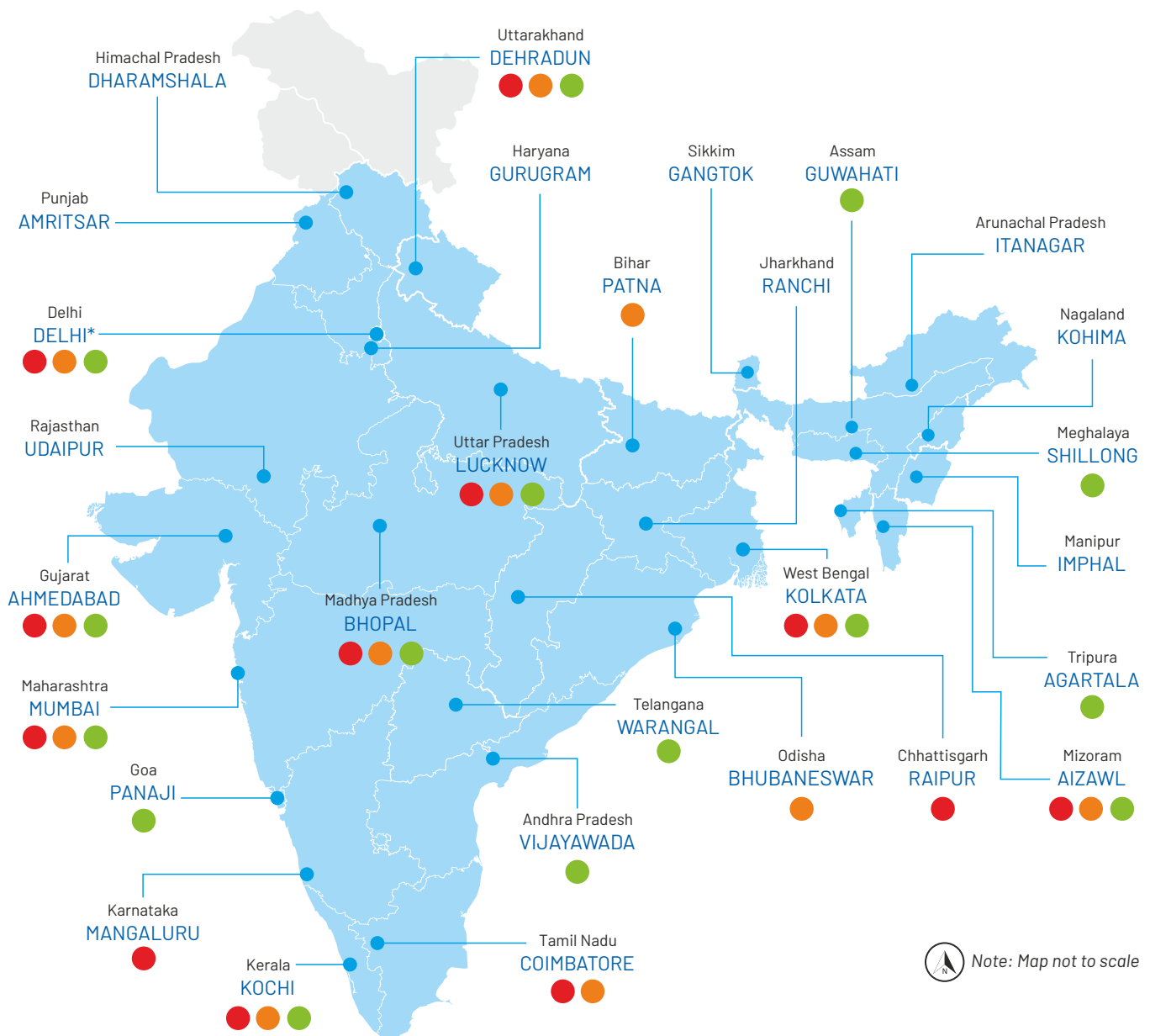
| Constitution of Deliberative Committees | | Yes |
|--|--|------------|
| Has the City Government constituted committees according to State Municipal Act? | | Green dot |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/Steering committee? | | Orange dot |

INSIGHTS:

- Cities in 15 states have not formed the committees mentioned in the State Municipal Act.
- 13 states do not have provision for constitution of an apex committee.

Note - Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

3.4. KEY INSIGHTS - DEVOLUTION OF FINANCIAL POWER



*South Delhi Municipal Corporation

| Devolution of Financial Power | Yes |
|--|--------|
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Red |
| Does the City Government hold independent authority to revise the tax rates/charges? | Orange |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Green |

INSIGHTS:

- 17 states do not have independent authority to introduce new taxes/charges
- 17 states do not have independent authority to revise the tax rates/charges
- 14 states do not have independent authority to approve budget

Note - Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

3.5. KEY INSIGHTS - DEVOLUTION OF 18 FUNCTIONS

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



Functions under city government



Functions under multiple agencies



Functions under State government

- 1 Urban planning including town planning.
- 2 Regulation of land-use and construction of buildings.
- 3 Planning for economic and social development
- 4 Roads and bridges
- 5 Water supply for domestic, industrial and commercial purposes
- 6a Public health, sanitation conservancy
- 6b Solid waste management
- 7 Fire services
- 8 Urban forestry, protection of the environment and promotion of ecological aspects
- 9 Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded
- 10 Slum improvement and upgradation

- 11 Urban poverty alleviation
- 12 Provision of urban amenities and facilities such as parks, gardens, playgrounds
- 13a Promotion of cultural and aesthetic aspects.
- 13b Promotion of Education
- 14 Burials and burial grounds; cremations, cremation grounds
- 15 Cattle pounds; prevention of cruelty to animals
- 16 Vital statistics including birth and death registration
- 17a Public amenities including street lighting, parking lots and public conveniences.
- 17b Bus stops
- 18 Regulation of slaughter houses and tanneries

3.6. ADDITIONAL INSIGHTS



Empowered City Elected Representatives and Legislative Structure

1. Only Kerala has provision for Mayor to write annual confidential report of the commissioner but does not have the authority to conduct appraisal, appoint, or terminate the commissioner. No other state has the executive authority of Mayor over commissioner.
2. Only in four states (Chhattisgarh, Kerala, Mizoram, Odisha), all Councillors are part of at least one deliberative committee.
3. No state has provisions for regular training of Councillors.
4. No state has independent authority to frame bye-laws
5. No state Councillors have privileges and immunity against all statements made/acts done in the course of their duty.
6. Assam, Karnataka and West Bengal do not have provision for conducting municipal elections before the Council is dissolved.
7. All states have provision for constitution of Subject/ Standing Committee.
8. Meghalaya and Nagaland do not have provisions for constitution of ward(s) committees.



Empowered City Administration

1. City administration of only four states (Goa, Tamil Nadu, Uttar Pradesh, Uttarakhand) have authority of sanctioning recruitments.
2. Mizoram and West Bengal have provisions for an autonomous body to conduct recruitments.
3. Jharkhand and Tripura has provisions for conducting trainings for some municipal officials.



Empowered Citizens

1. City Governments of only three cities (out of 29 cities) have established open data portal namely, Raipur, Chhattisgarh and Mumbai.
2. Five states have City Governments with directly elected Mayors, namely Chattisgarh, Haryana, Jharkhand, Uttar Pradesh and Uttarakhand.
3. No state has provision for right to recall Councillor.
4. City Governments of only four cities (out of 29 cities) namely Panaji, Ahmedabad, Mumbai and Bhubaneswar have Minutes of Meeting published on website.



Fiscal Empowerment

1. No state has provision for the City Government budget to include budget allocated by parastatal agencies in the city.
2. All city governments hold authority to access market borrowings.
3. Only two states, namely Manipur and Meghalaya do not have provision for conducting an external audit.
4. Three cities (out of 29 cities) do not have an active Grievance Redressal Mechanism – Gangtok, Guwahati, Imphal, Panaji, Ranchi, and Warangal.
5. Maharashtra and Karnataka have provisions for all committees to hold meeting once a month.
6. 11 States have elected area level representatives who are enrolled in the electoral list of the area (other than Councillor) as members of the ward/wards committee.
7. Only nine states (Andhra Pradesh, Jharkhand, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Punjab, Tamil Nadu and Telangana) have mandatory provision to publish the budget and accounts in public domain.

Note - Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

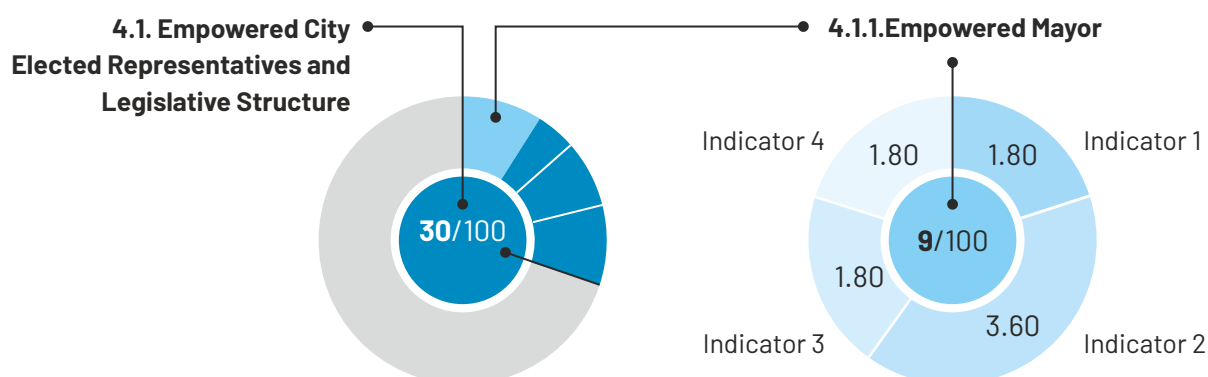
CHAPTER 4

INDICATOR – DIRECTIVE PRINCIPLES



As mentioned earlier, the themes of the Urban Governance Index (UGI) are divided into sub-themes, and these sub-themes are further broken down into set of indicators. The chapter focuses on explaining the directive principle behind each of these indicators included in the UGI. The principles will give brief explanation on 'what does the indicator mean exactly?' and conclude with the explanation on 'how is the Indicator Score calculated for the indicator?'. The weightage and final score of the indicators are also mentioned for each indicator. Each indicator holds a weightage under the respective sub-theme it falls under. The Indicator Score is the maximum score assigned for each indicator. Finally, the source of each indicator has also been mentioned.

4.1. Empowered City Elected Representatives and Legislative Structure



| 1 Indicator | | Is the post of Mayor coterminous with the term of City Government? | |
|--|---|---|--|
|  | Directive Principle The Office of the Mayor needs to be coterminous with the term of the City Government as this allows for experience gathering, execution of projects envisioned and ultimately fulfilment of citizens’ mandate. 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. When the term of the Mayor is co-terminus with the term of the City Government, it allows for synchronised planning, execution and decision making for the office of the Mayor. Therefore, as per the State Municipal Act, if the Mayor’s term is coterminous with the term of the City Government, it will result to maximum Indicator Score as mentioned. |  Indicator Score 1.80 <i>out of total UGI score (100)</i> | |
|  | Source: State Municipal Act |  Weightage 20% <i>out of total sub-thematic weightage</i> | |
| 2 Indicator | | Does the Mayor hold executive authority over Commissioner? | |
| Sub-Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | |  Indicator Score 3.60 <i>out of total UGI score (100)</i> | |
|  | Directive Principle As the head of the City Government, the Mayor needs to hold executive authority over the Commissioner who needs to be fully accountable to the Mayor, similar to the functioning of Central and State Governments. This can be effectively done if the Mayor has the authority to write the ACR of the Commissioner. | | |
| Sub-Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | |  Weightage 40% <i>out of total sub-thematic weightage</i> | |
|  | Directive Principle While Mayor holding the authority to write an ACR of the Commissioner is a key mechanism to ensure accountability of the administration, there is also need for authority to take actions based on the review of the ACR filed by the Mayor. If actions are not taken in accordance with the performance appraisal, then the mechanism holds no significance. | | |
| | | Indicator 2: Continued. | |

Sub-Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council?



Directive Principle

The control over appointment and termination of the Union Cabinet Secretary and State Chief Secretaries in the Central and State governments are exercised by the Prime Minister and Chief Ministers respectively. Likewise, there should be a mechanism which allows the Mayor to determine appointment and termination of the Commissioner, provided that the decision is ratified in the council (or house or board) of the City Government for approval.

Cities where the State Municipal Act has provisions for the Mayor to hold executive authority over the Commissioner i.e., (i) authority to write the ACR of the Commissioner; (ii) holding of independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR and (iii) authority to appoint and terminate the Commissioner, subject to ratification of council, are given maximum Indicator Score as mentioned.



Source: State Municipal Act



3
Indicator

Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees?



Directive Principle

Council of Ministers in the Central and State Governments are appointed by the President and Governor respectively. But, the Prime Minister and Chief Minister has authority to give their recommendations for the appointment. Likewise, the City Government being the third tier of Governance, the Mayor should have the authority to appoint the chairpersons of various committees (Standing/Subject committees).

Therefore, as per the State Municipal Act, the Mayor holds independent authority to appoint chairpersons of Standing/Subject committees, it will result to maximum Indicator Score as mentioned.




Indicator Score
1.80
out of total UGI
score (100)

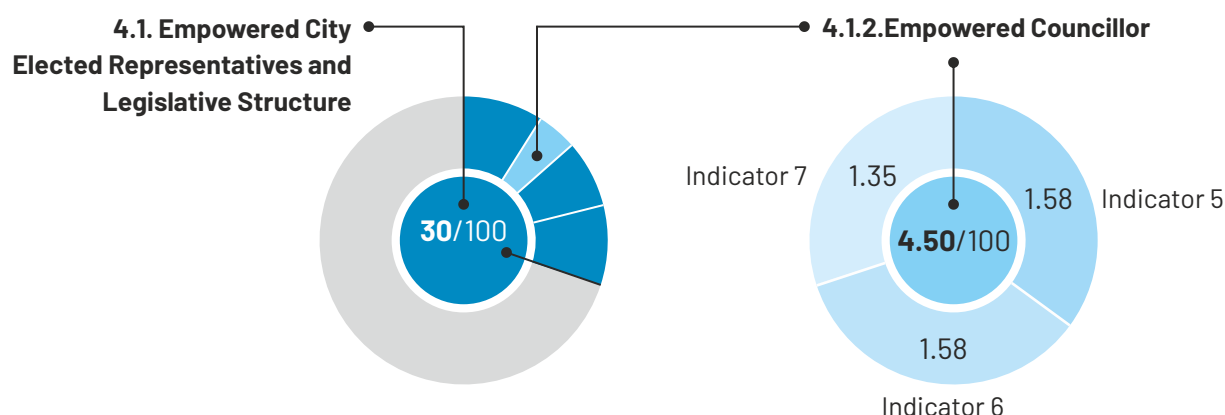




Weightage
20%
out of total sub-
thematic weightage






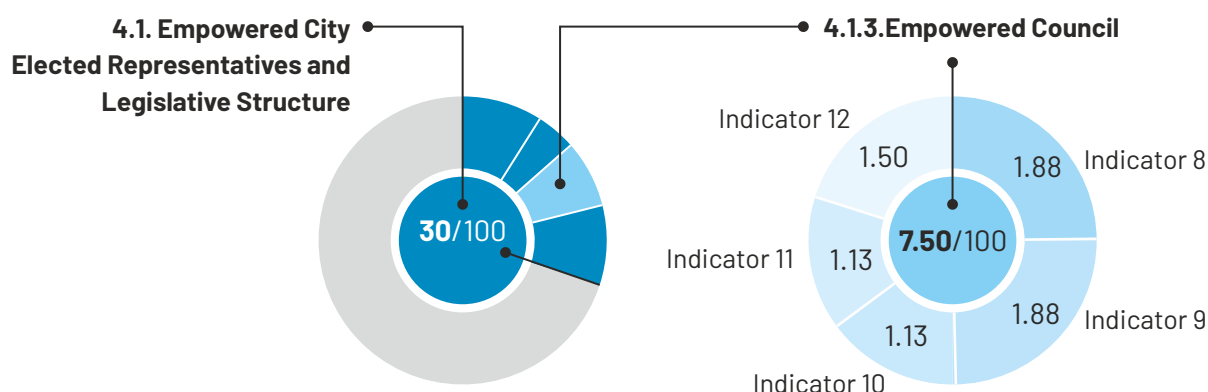
Source: State Municipal Act



|  4 Indicator | Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? |
|--|---|
| <div data-bbox="152 233 224 308"> </div> <p>Directive Principle</p> <p>The Central Government constitutes the Union Cabinet which is headed by the Prime Minister and Central Government Cabinet Rank Ministers. A similar system is followed in each State wherein the State Government constitutes the State Government Cabinet headed by the respective Chief Minister. Likewise, the City Government being the third tier of Governance, a cabinet system which functions as an apex committee with strong decision-making powers should be constituted. The committee should be headed by the Mayor and various Standing/Subject committee heads should be the members of the apex body.</p> <p>Hence, as per the State Municipal Act, if the Mayor is the chairperson of such apex committees like Mayor in Council (MIC)/Steering committee, it will result to maximum Indicator Score as mentioned.</p> | <div data-bbox="1333 258 1404 333"> </div> <p>Indicator Score 1.80 <i>out of total UGI score (100)</i></p> <div data-bbox="1333 587 1404 662"> </div> <p>Weightage 20% <i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="152 755 224 830"> </div> <p>Source: State Municipal Act</p> | |




|  5 Indicator | Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? |
|---|--|
| <div data-bbox="154 705 224 773"></div> <p>Directive Principle</p> <p>The role of Councillor primarily involves representing and addressing issues raised by citizens of the city, through various mechanisms. These mechanisms involve, the Councillor raising issues of their constituencies and participating in decision making through various deliberative committees. Hence, it is crucial that every Councillor be entitled to participate in at least one committee (Standing/Subject) that has been constituted by the Council.</p> <p>Therefore, as per the State Municipal Act, if every Councillor is a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee), it will result to maximum Indicator Score as mentioned.</p> <div data-bbox="154 1181 224 1249"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 721 1403 789"></div> <p>Indicator Score 1.58 out of total UGI score (100)</p> <div data-bbox="1333 1016 1403 1084"></div> <p>Weightage 35% out of total sub-thematic weightage</p> |
|  6 Indicator | Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? |
| <div data-bbox="154 1397 224 1465"></div> <p>Directive Principle</p> <p>For effective deliberation and decision making, Councillors need to understand their roles, duties and responsibilities. Regular capacity building trainings held for the Councillor during their term of office enables them to better fulfil their Constitutional responsibilities. This can also lead Councillors to make the best use of various schemes which are available for development and best practices in the functions that come under their responsibility.</p> <p>Hence, if the State Municipal Act has provisions for regular trainings to be conducted for Councillors, it will result to maximum Indicator Score as mentioned.</p> <div data-bbox="154 1880 224 1948"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 1412 1403 1481"></div> <p>Indicator Score 1.58 out of total UGI score (100)</p> <div data-bbox="1333 1707 1403 1775"></div> <p>Weightage 35% out of total sub-thematic weightage</p> |

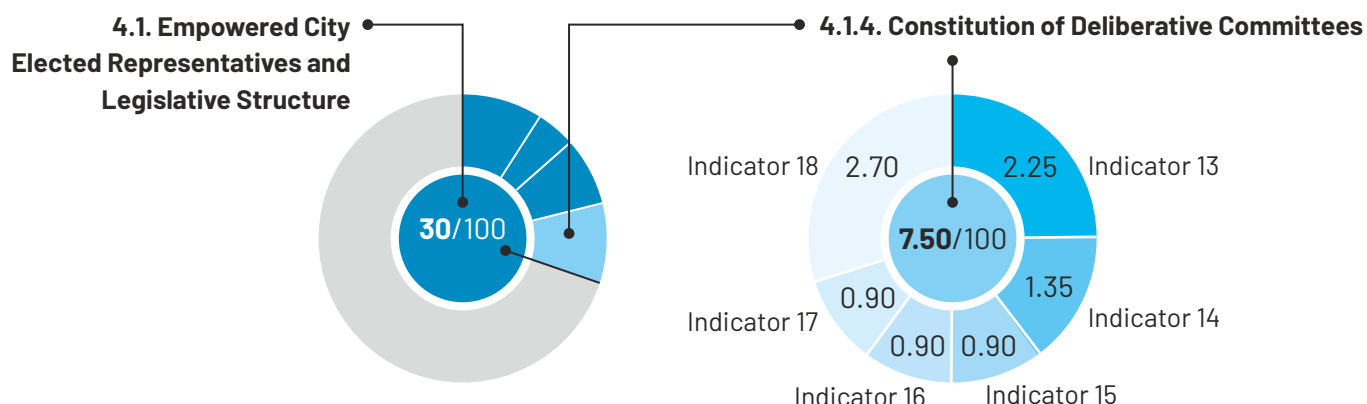
| 7 Indicator | | Do the Councillors receive commensurate salary and office allowances? | |
|---|---|---|---|
| Sub-Indicator 7.1: Do the councillors receive monthly fixed salary? | | | |
|  | Directive Principle As elected Councillors in the City Government, they are holding the highest office. Therefore, it is expected that the job they are performing is largely a '24X7 job'. To do this effectively, the basic needs of the Councillor needs to be taken care of. In account of this, it would be prudent to give them fixed monthly salaries. In line with the same, the Mayor, committee chairpersons and Councillors should receive salary and allowances commensurate to the post. In this indicator, we have considered remuneration and honorarium as a salary. | |  Indicator Score 1.35 <i>out of total UGI score (100)</i> |
| Sub-Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | | |
|  | Directive Principle The Commissioner should report to the Councillors as a whole. Therefore, the fixed salary that the Councillor receives should be at par or more than that of the Commissioner. | |  Weightage 30% <i>out of total sub-thematic weightage</i> |
| Sub-Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | | |
|  | Directive Principle For the Councillor to effectively perform their duties and responsibilities, they need a support staff and an office space. This will enable the Councillors to conduct research and hence, they should receive an allowance to support these requirements. For this indicator, we have looked whether Councillors receive any allowance to perform their duties and or get an office space; and designated staff support. In account of all of the above, if the State Municipal Act has provisions for Councillors to receive commensurate salary and office allowances i.e., (i) Councillors to receive monthly fixed salary; (ii) Councillors to receive fixed salary at par or more than that of the Commissioner; and (iii) Councillors to receive allowances for office expense and designated staff, it will result to maximum Indicator Score as mentioned. | | |
|  | Source: State Municipal Act | | |





|  8 Indicator | Does the council have independent authority to frame bye-laws and regulations for functions under the control of City Government? |
|--|--|
| <div data-bbox="154 705 224 773"></div> <p>Directive Principle</p> <p>The council is tasked with the responsibility to deliberate and make important resolutions. On the policy front, issues faced, vary from city to city. Hence, council should have independent authority to draft city level policies and action plans, which are vital for effectively resolving pressing issues.</p> <p>Therefore, as per State Municipal Act, the Council has independent authority to frame bye-laws and regulations for functions under the control of City Government, it will result to maximum Indicator Score as mentioned.</p> <div data-bbox="154 1118 224 1186"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 705 1403 773"></div> <p>Indicator Score 1.88 out of total UGI score (100)</p> <div data-bbox="1333 966 1403 1034"></div> <p>Weightage 25% out of total sub-thematic weightage</p> |
|  9 Indicator | Does the City Government have Procedure for Conduct and Business Rules? |
| <div data-bbox="154 1335 224 1403"></div> <p>Directive Principle</p> <p>The City Government council should function with prescribed set of rules similar to that of the functioning of the State Legislative Assemblies and the Parliament. The conduct of business in the City Government council meetings should adhere by the rules with regard to the functioning.</p> <p>Hence, cities where the City Government has Procedure for Conduct and Business Rules, are given maximum Indicator Score as mentioned.</p> <div data-bbox="154 1748 224 1816"></div> <p>Source: Procedure for Conduct and Business Rules</p> | <div data-bbox="1333 1335 1403 1403"></div> <p>Indicator Score 1.88 out of total UGI score (100)</p> <div data-bbox="1333 1596 1403 1664"></div> <p>Weightage 25% out of total sub-thematic weightage</p> |

|  10 Indicator | Does the council have privileges and immunity against all statements made/acts done in the course of their duty? |
|--|--|
| <div data-bbox="151 229 224 297"> </div> <p>Directive Principle</p> <p>Articles 105 and 194 of the Constitution mandate specific privileges and immunity for the Parliament and the State Legislatures respectively. This provides for freedom of speech and immunity against votes given and any publications that are made in the Parliament and the State Legislatures.</p> <p>In order to uphold the spirit of local governance, such privileges and immunity need to be applicable to City Governments as well. This will not only improve the quality of deliberations in the council but will also pave the way for improved city level policies, action plans and decision making.</p> <p>Therefore, as per the State Municipal Act, if the council is entitled to privileges and immunity against all statements made/acts done in the course of their duty, it will result to maximum Indicator Score as mentioned.</p> | <div data-bbox="1328 274 1401 342"> </div> <p>Indicator Score 1.13 <i>out of total UGI score (100)</i></p> <div data-bbox="1328 614 1401 682"> </div> <p>Weightage 15% <i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="151 796 224 864"> </div> <p>Source: State Municipal Act</p> | |
|  11 Indicator | Does the State Municipal Act have provisions for conducting municipal elections before the expiry of its duration? |
| <div data-bbox="151 1011 224 1079"> </div> <p>Directive Principle</p> <p>One of important aspects behind enacting the Constitution (Seventy-fourth Amendment) Act, 1992 was the 'irregular municipal elections' across the country. As per clause (3) of the Article 243U of the Act, "the election to constitute a Municipality shall be completed before the expiry of its duration of 5 years unless dissolved". Keeping this constitutional mandate as a base, conducting elections before the term of the corporation ends is essential to maintain a continuous functioning City Government council at all times.</p> <p>Hence, if the State Municipal Act has provisions for conducting municipal elections strictly before the expiry of its duration, it will result to maximum Indicator Score as mentioned.</p> | <div data-bbox="1328 1045 1401 1113"> </div> <p>Indicator Score 1.13 <i>out of total UGI score (100)</i></p> <div data-bbox="1328 1340 1401 1408"> </div> <p>Weightage 15% <i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="151 1510 224 1578"> </div> <p>Source: State Municipal Act</p> | |

|  12 Indicator | Does the council have authority to pass no confidence motion against the Mayor? | |
|---|--|---|
| <div data-bbox="152 235 224 310"> </div> <p>Directive Principle</p> <p>The Mayor is the chief functionary of the City Government and is accountable for all the actions taken. Hence, in order to account for checks and balances, the council should have the authority to pass a no confidence motion against the Mayor if they believe that the Mayor is not performing duties in accordance with the established provisions of law.</p> <p>Therefore, as per State Municipal Act, if the council has the authority to pass no confidence motion against the Mayor, it will result to maximum Indicator Score as mentioned.</p> | <div data-bbox="1333 235 1404 310"> </div> <p>Indicator Score</p> <p>1.50</p> <p><i>out of total UGI score (100)</i></p> | <div data-bbox="1333 492 1404 567"> </div> <p>Weightage</p> <p>20%</p> <p><i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="152 650 224 725"> </div> <p>Source: State Municipal Act</p> | | |

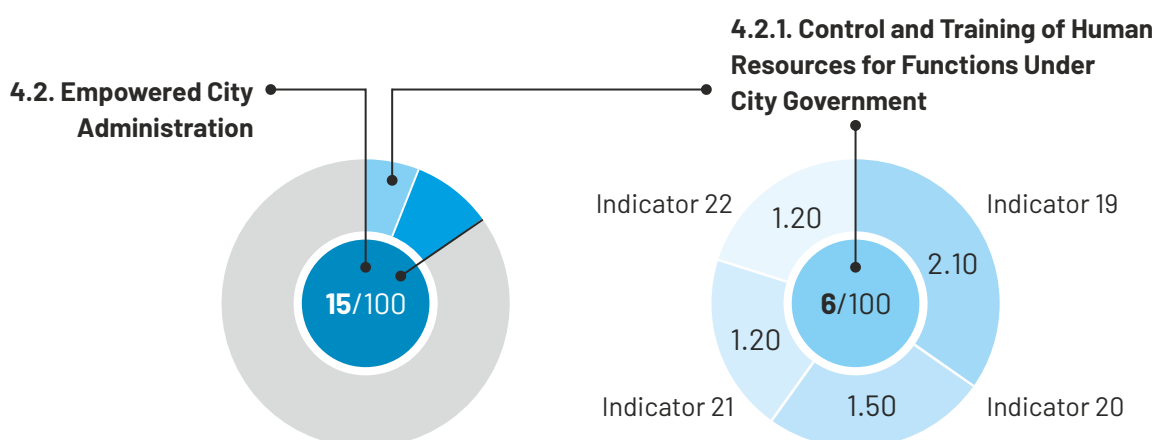


|  13 Indicator | Has the City Government constituted committees according to State Municipal Act? |
|--|--|
| <div data-bbox="154 705 224 773"></div> <p>Directive Principle</p> <p>The duty of the City Government council and committees is to meet and deliberate upon issues of concern and over respective subject matters. There are various committees constituted at different levels in the City Government. Each committee has its own importance and specific purposes and follows a hierarchical order. The State Municipal Act specifies provisions on constituting committees in the City Government. Hence, the City Government should adhere to the respective State Municipal Act and constitute the committees for which provisions have been made.</p> <p>Therefore, cities where City Government has constituted committees according to the State Municipal Act, are given maximum Indicator Score as mentioned.</p> <div data-bbox="154 1174 224 1242"></div> <p>Source: State Municipal Act; Interviews</p> | <div data-bbox="1333 721 1403 789"></div> <p>Indicator Score 2.25 out of total UGI score (100)</p> <div data-bbox="1333 1009 1403 1077"></div> <p>Weightage 25% out of total sub-thematic weightage</p> |
|  14 Indicator | Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? |
| <div data-bbox="154 1392 224 1460"></div> <p>Directive Principle</p> <p>The City Government is expected to provide most of the basic services which are of utmost importance in the day to day activities of citizens. Committees that deliberate upon policy making and implementation of basic services need to therefore be proactive in discharging their functions. Hence, it is prudent that the committees meet atleast once a month.</p> <p>Therefore, if the State Municipal Act has provision for all committees (including council) to hold meetings at least once a month, it will result to maximum Indicator Score as mentioned.</p> <div data-bbox="154 1832 224 1900"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 1392 1403 1460"></div> <p>Indicator Score 1.35 out of total UGI score (100)</p> <div data-bbox="1333 1680 1403 1748"></div> <p>Weightage 15% out of total sub-thematic weightage</p> |

|  15 Indicator | Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/Steering committee? |
|---|---|
| <div data-bbox="151 229 224 297"> </div> <div data-bbox="253 244 472 278"> Directive Principle </div> <div data-bbox="253 297 1234 546"> <p>The Central Government constitutes the Union Cabinet which is headed by the Prime Minister and the Cabinet Rank Ministers. A similar system is followed in each State wherein the State Government constitutes the State Cabinet headed by the respective Chief Minister. Likewise, a cabinet system which functions as an apex committee with strong decision-making powers should be constituted in the City Government. Therefore, the State municipal acts should mandate the constitution of a committee of a similar nature such as the Mayor-In-Council system.</p> <p>Hence, states where the State Municipal Acts have a provision for constituting an apex committee such as Mayor in Council (MIC)/Steering committee, are given maximum Indicator Score as mentioned.</p> </div> <div data-bbox="151 739 224 807"> </div> <div data-bbox="253 755 578 789"> Source: State Municipal Act </div> | <div data-bbox="1328 256 1401 324"> </div> <div data-bbox="1276 335 1463 483"> Indicator Score 0.90 <i>out of total UGI score (100)</i> </div> <div data-bbox="1328 569 1401 637"> </div> <div data-bbox="1300 648 1438 784"> Weightage 10% <i>out of total sub-thematic weightage</i> </div> |
|  16 Indicator | Does the State Municipal Act have provisions for constituting Subject/Standing committee? |
| <div data-bbox="151 954 224 1022"> </div> <div data-bbox="253 970 472 1004"> Directive Principle </div> <div data-bbox="253 1022 1234 1378"> <p>The Union cabinet ministers and the State cabinet ministers are heads of ministries and departments on specific subjects (such as Defence, Urban Development etc.). A similar structured system needs to be followed in the City Governments with regard to functions which are under its control and are of high importance at city level. In support to this, the Article 243W(b) of the Constitution (Seventy-fourth Amendment) Act, 1992 has made provisions to constitute committees with regard to various responsibilities of the City Government and the functions that are under its control with respect to the Twelfth Schedule. Therefore, the State Municipal Acts should mandate the constitution of Standing/Subject (the terminology varies from state to state) committees over different functions.</p> <p>Hence, states where the State Municipal Act has provisions for constituting subject/standing committee, are given maximum Indicator Score as mentioned.</p> </div> <div data-bbox="151 1537 224 1605"> </div> <div data-bbox="253 1553 578 1587"> Source: State Municipal Act </div> | <div data-bbox="1328 1004 1401 1072"> </div> <div data-bbox="1276 1084 1463 1231"> Indicator Score 0.90 <i>out of total UGI score (100)</i> </div> <div data-bbox="1328 1344 1401 1412"> </div> <div data-bbox="1300 1424 1438 1560"> Weightage 10% <i>out of total sub-thematic weightage</i> </div> |

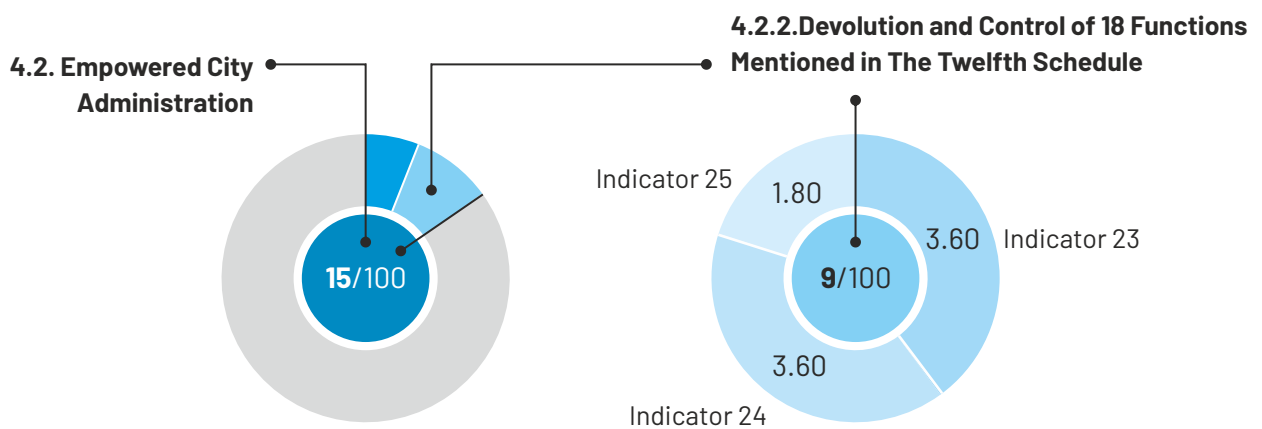
|  17 Indicator | Does the State Municipal Act have provisions for constituting Zonal/Ward committee? |
|--|--|
| <div data-bbox="151 229 224 297"></div> <p>Directive Principle</p> <p>The Article 243S of the Constitution (Seventy-fourth Amendment) Act, 1992 has provided a mandate on the 'Constitution and composition of Wards Committee'. These committees will act as platforms with designated functions and responsibilities and enact the same through the City Government allocated funds for the area. Consequently, this will ensure local level deliberations among Councillors along with local area representatives leading to decentralised development.</p> <p>Hence, states where the State Municipal Act has provisions for constituting Zonal/Ward committee, are given maximum Indicator Score as mentioned.</p> | <div data-bbox="1328 240 1401 308"></div> <p>Indicator Score 0.90 <i>out of total UGI score (100)</i></p> <div data-bbox="1328 505 1401 573"></div> <p>Weightage 10% <i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="151 653 224 721"></div> <p>Source: State Municipal Act</p> | |
|  18 Indicator | Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? |
| <p>Sub-Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC?</p> <p>Sub-Indicator 18.2: Is the Chairperson of the DPC/MPC an ER?</p> | |
| <div data-bbox="151 1027 224 1095"></div> <p>Directive Principle</p> <p>Article 243ZD and 243ZE of the Constitution (Seventy-fourth Amendment) Act, 1992 mandates the constitution of District Planning Committees (DPC) in all districts across states and Metropolitan Planning Committees (MPC) in all metropolitan areas across states respectively. The provisions were made to enable preparation of draft development plan by discussing subjects of common interest and resource planning between the municipalities and panchayats in the respective district or metropolitan area accordingly.</p> <p>The constitutional mandate specifies that the DPC should consist of four-fifth representation of elected representatives with respect to the proportion of municipalities and panchayats in the district. Likewise, the same should be followed in the case of the MPC.</p> <p>It is crucial that the head of this committee is an elected representative, who should be elected from amongst the members. It is also critical for ERs to participate and drive the planning process, thereby ensuring that citizen's interests are represented.</p> <p>Hence, states where the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of ERs and the Chairperson is an ER as per the State Town Planning Act/District Panchayat Act/Panchayati Raj Act, are given maximum Indicator Score as mentioned.</p> | <div data-bbox="1328 925 1401 993"></div> <p>Indicator Score 2.70 <i>out of total UGI score (100)</i></p> <div data-bbox="1328 1190 1401 1258"></div> <p>Weightage 30% <i>out of total sub-thematic weightage</i></p> |
| <div data-bbox="151 1900 224 1968"></div> <p>Source: State Town Planning Act/DPC Act/Panchayati Raj Act</p> | |

4.2. Empowered City Administration



| | | | |
|-----------------|---|---|--|
| 19 Indicator | | Does the city administration hold sanctioning authority for recruitments? | |
| | Directive Principle City Governments require adequate number of functionaries with the required capacity to perform the functions and deliver the services effectively. With respect to this, the authority to sanction should be under the purview of the city administration to recruit as per the plans of the City Government. This will also ensure accountability towards city elected representatives. Therefore, as per the State Municipal Act, if the city administration holds sanctioning authority for recruitments, it will result to maximum Indicator Score as mentioned. | | Indicator Score 2.10 <i>out of total UGI score (100)</i> |
| | Source: State Municipal Act | | Weightage 35% <i>out of total sub-thematic weightage</i> |
| 20 Indicator | | Is there an autonomous body to recruit municipal officials for City Government? | |
| | Directive Principle For envisioning concepts such as sustainable cities and implementing city services with updated technology and to increase efficiency, specialised and skilled officials/employees are of utmost importance. Hence, it is suggested that a dedicated system of recruiting municipal cadre officials be adopted. These officials will need to be tested on the required skills and relevant knowledge to enter the cadre for municipal services. In line with this, it is necessary that an independent recruitment body is set up to monitor all matters with regard to municipal service recruitment in the state. Hence, states where the State Municipal Act has provisions for an autonomous body to recruit municipal officials for City Government, are given maximum Indicator Score under this as mentioned. | | Indicator Score 1.50 <i>out of total UGI score (100)</i> |
| | Source: State Municipal Act | | Weightage 25% <i>out of total sub-thematic weightage</i> |

|  21 Indicator | Percentage of vacant posts in the city administration |
|--|---|
| <div data-bbox="152 233 224 306"> </div> <div data-bbox="253 244 472 278"> Directive Principle </div> <div data-bbox="253 297 1234 437"> <p>City Governments require human resources of various capacities in order to provide service delivery efficiently. It is necessary for City Governments to have sufficient number of employees or adequate strength of workforce to operate effectively. Hence, it is important to have all sanctioned permanent posts filled with employees.</p> </div> <div data-bbox="253 478 1234 580"> <p>Therefore, the scoring is calculated on the number of permanent posts that are vacant as per the official City Government records/interview responses quoted from records as follows:</p> </div> <div data-bbox="253 587 1234 800"> <ol style="list-style-type: none"> 1. No. of Vacant Posts is less than 10% of the total sanctioned permanent post = Maximum Indicator Score as mentioned. 2. No. of Vacant Posts is more than 10% and less than 25% of the total sanctioned permanent post = 50% of the maximum Indicator Score shown below. 3. No. of Vacant Posts is more than 25% of the total sanctioned permanent post = zero(0) score </div> <div data-bbox="152 834 224 907"> </div> <div data-bbox="253 850 698 882"> Source: Official Document; Interviews </div> | <div data-bbox="1333 283 1404 356"> </div> <div data-bbox="1279 362 1463 394"> Indicator Score </div> <div data-bbox="1325 396 1412 439"> 1.20 </div> <div data-bbox="1300 453 1443 508"> <small>out of total UGI score (100)</small> </div> <div data-bbox="1333 637 1404 709"> </div> <div data-bbox="1304 716 1435 750"> Weightage </div> <div data-bbox="1336 757 1396 789"> 20% </div> <div data-bbox="1279 798 1463 852"> <small>out of total sub-thematic weightage</small> </div> |
|  22 Indicator | Is there a provision of providing training to the administration in the State Municipal Act? |
| <div data-bbox="152 1050 224 1122"> </div> <div data-bbox="253 1068 472 1099"> Directive Principle </div> <div data-bbox="253 1118 1234 1292"> <p>City Government requires skilled officials who have the necessary and regular training and capacity support to function efficiently. This will need to be done through training institutions and by assigning budget provisions and planning. This can be prioritised and regularly implemented only if it is mandated through provisions in the State Municipal Acts.</p> </div> <div data-bbox="253 1333 1234 1401"> <p>Therefore, if the State Municipal Act has provisions on providing regular training to the administration, it will result to maximum Indicator Score as mentioned.</p> </div> <div data-bbox="152 1460 224 1533"> </div> <div data-bbox="253 1476 579 1508"> Source: State Municipal Act </div> | <div data-bbox="1333 1050 1404 1122"> </div> <div data-bbox="1279 1129 1463 1161"> Indicator Score </div> <div data-bbox="1325 1163 1412 1206"> 1.20 </div> <div data-bbox="1300 1220 1443 1274"> <small>out of total UGI score (100)</small> </div> <div data-bbox="1333 1313 1404 1385"> </div> <div data-bbox="1304 1392 1435 1426"> Weightage </div> <div data-bbox="1336 1433 1396 1465"> 20% </div> <div data-bbox="1279 1474 1463 1528"> <small>out of total sub-thematic weightage</small> </div> |



23 Indicator

Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration?



Directive Principle

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. However, it has been more than 25 years since the Constitutional amendment came into force, the 18 functions have not been completely transferred to the City Governments. The listed functions are of high importance and should be delivered through performing decentralised delivery of services. Therefore, the State Governments need to ensure that devolution of the listed functions to City Governments is done.

Similarly, any parastatal body or an Special Purpose Vehicle (SPVs) such as the Smart City, which operates within the jurisdiction of the City Government which delivers services and projects, needs to function under the control of City Government for better coordination and execution of projects in the spirit of local self-governance. Hence, it is prudent to have the Smart City SPV which currently executes smart city projects in many of the cities to be brought under the control of the City Government. Cities that are not part of the Smart City Mission have not been assessed under the Indicator for 'Independent control of Smart City SPV under city administration'.

Hence, in cities where all the 18 functions mentioned in Twelfth Schedule and smart city SPV are under independent control of city administration, it will result to maximum Indicator Score as mentioned.



Indicator Score
3.60
out of total UGI
score (100)



Weightage

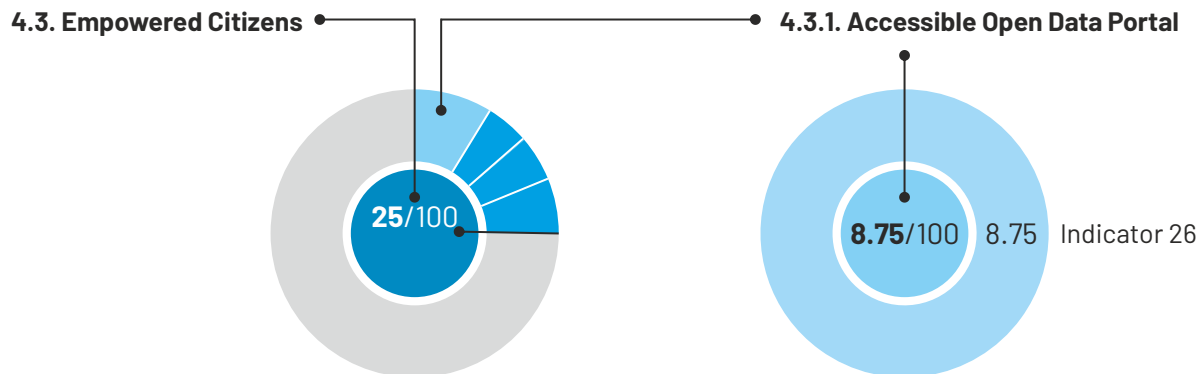
40%
out of total sub-
thematic weightage



Source: State Municipal Act; Interviews

|  24 Indicator | How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? |
|--|---|
| <div data-bbox="152 233 224 301"> </div> <div data-bbox="253 244 472 278"> Directive Principle </div> <div data-bbox="253 294 1234 580"> <p>Article 243W of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended the State Governments to devolve the 18 functions listed in the Twelfth Schedule to the City Governments. The listed functions need to be devolved with utmost priority as this will not only ensure decentralisation of service delivery at the local level, but, will also remove multiplicity of agencies operating on delivering services in the city. Therefore, this indicator looks at the number of listed functions that have been devolved to the City Government and encourages states to devolve more functions.</p> </div> <div data-bbox="253 621 1234 723"> <p>Hence, the City Governments with independent control over highest number of functions out of the 18 functions relatively (higher the better), are given maximum Indicator Score as mentioned.</p> </div> <div data-bbox="152 739 224 807"> </div> <div data-bbox="253 755 714 789"> Source: State Municipal Act; Interviews </div> | <div data-bbox="1333 233 1404 301"> </div> <div data-bbox="1279 312 1463 455"> Indicator Score 3.60 <i>out of total UGI score (100)</i> </div> <div data-bbox="1333 494 1404 562"> </div> <div data-bbox="1305 573 1463 709"> Weightage 40% <i>out of total sub-thematic weightage</i> </div> |
|  25 Indicator | How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? |
| <div data-bbox="152 959 224 1027"> </div> <div data-bbox="253 970 472 1004"> Directive Principle </div> <div data-bbox="253 1020 1234 1344"> <p>Another aspect of the devolution of the 18 functions, some of the states have allowed City Governments to also parallelly participate in delivering some of the functions along with parastatal bodies which operate in the city. More the City Governments participate in delivering the services in the city, more will be the growth in the capacity towards independent control of services and this can eventually encourage State Government to devolve the function completely under the control of the City Government. Here, we are looking at the number of listed functions mentioned in Twelfth Schedule which involve both partial role of City Government and functions that are completely under the independent control of the City Government.</p> </div> <div data-bbox="253 1385 1234 1487"> <p>Hence, the City Governments participating in the highest number of functions out of the 18 functions relatively (higher the better), are given maximum Indicator Score as mentioned.</p> </div> <div data-bbox="152 1526 224 1594"> </div> <div data-bbox="253 1542 719 1576"> Source: State Municipal Act; Interviews </div> | <div data-bbox="1333 1004 1404 1072"> </div> <div data-bbox="1279 1084 1463 1226"> Indicator Score 1.80 <i>out of total UGI score (100)</i> </div> <div data-bbox="1333 1333 1404 1401"> </div> <div data-bbox="1279 1412 1463 1555"> Weightage 20% <i>out of total sub-thematic weightage</i> </div> |

4.3. Empowered Citizens



26
Indicator

Is there a freely accessible open data portal/tab on City Government website?



Directive Principle

Data has gained enormous importance in today's world. It can be considered to be the 'Oil of the Century'. In the same line, transparency of data is a crucial aspect of Governance. The City Governments serve the urban citizens and hence, citizens have the right to know how their City Government is performing. This disclosure of information will help civil society and academia to identify gaps and provide feedback.

With regard to this, open data portals need to be set up by every City Government that functions as a platform to access datasets, documents, services, tools and applications. The platform should be easily accessible through a portal/tab on the City Government's website.

Hence, the City Government's websites which have a freely accessible open data portal/tab, are given maximum Indicator Score as mentioned.



Indicator Score

8.75

out of total UGI
score (100)



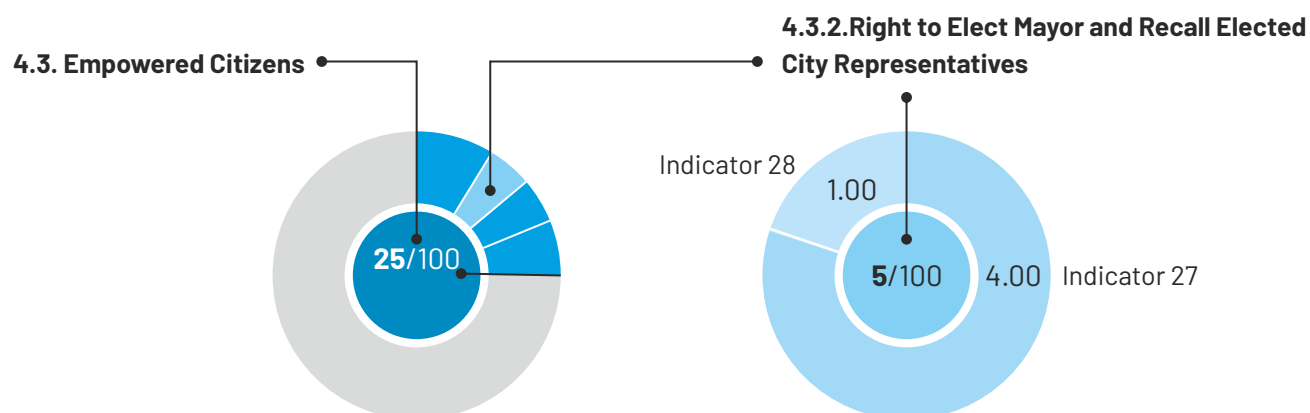
Weightage



100%

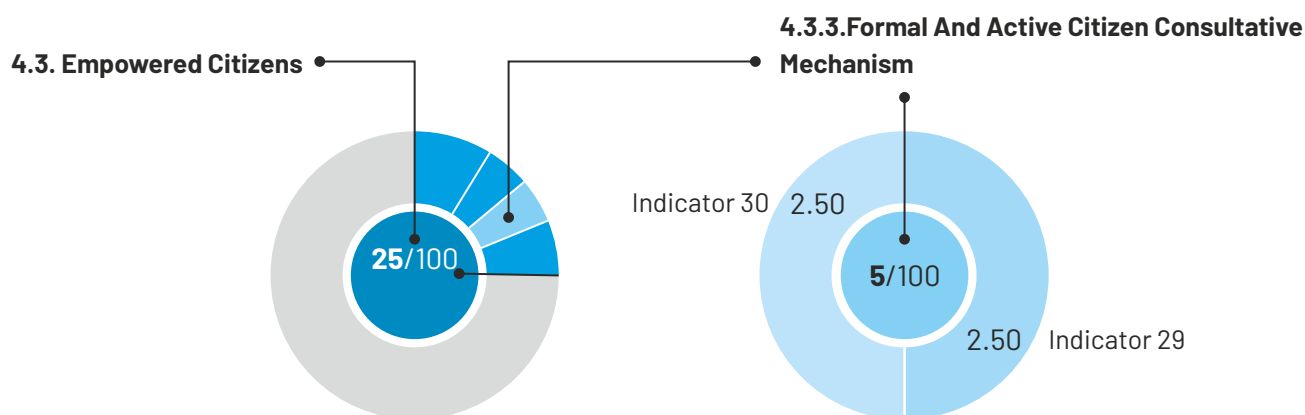
out of total sub-
thematic weightage



Source: City Government Website

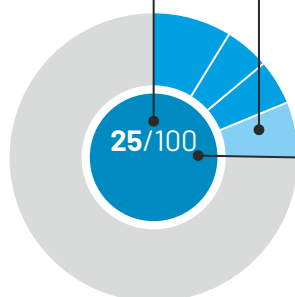


|  27 Indicator | Do citizens have the right to elect the Mayor? |
|--|--|
| <div data-bbox="152 766 224 834"></div> <p>Directive Principle</p> <p>In a democracy, citizens will feel more empowered, if they are able to directly influence the election of the head of the City Government i.e., Mayor. Hence, it would be desirable to have a directly elected Mayor.</p> <p>Therefore, as per the State Municipal Act, if it is a direct election - Mayoral system, it will result to maximum Indicator Score as mentioned. However, in the case of the indirect election- Mayoral system, it will result to 50% of the Indicator Score shown.</p> <div data-bbox="152 1181 224 1249"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 766 1404 834"></div> <p>Indicator Score 4.00 out of total UGI score (100)</p> <div data-bbox="1333 1029 1404 1097"></div> <p>Weightage 80% out of total sub-thematic weightage</p> |
|  28 Indicator | Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? |
| <div data-bbox="152 1394 224 1462"></div> <p>Directive Principle</p> <p>Empowerment of citizens is a core component towards strengthening city governance. Citizens directly elect the Councillors from their respective constituency. The duty of the ER is to act as public servants, and in doing so, they are accountable for their actions towards the citizens. Therefore, in case of any malpractices or poor performance by the ERs i.e., Councillors, the citizens should hold final authority in removing them from office.</p> <p>Hence, for states where the State Municipal Act has provisions for the electoral college i.e. citizens to hold final authority of 'right to recall' a Councillor, maximum Indicator Score is given as mentioned.</p> <div data-bbox="152 1877 224 1945"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 1394 1404 1462"></div> <p>Indicator Score 1.00 out of total UGI score (100)</p> <div data-bbox="1333 1710 1404 1778"></div> <p>Weightage 20% out of total sub-thematic weightage</p> |

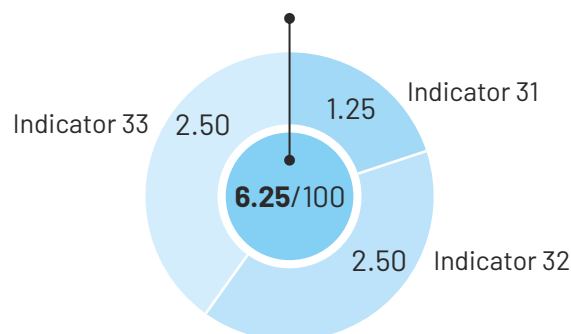


|  29 Indicator | Are minutes of meetings of committee (including council) published on the website? |
|--|--|
| <div data-bbox="152 762 224 830"></div> <p>Directive Principle</p> <p>The City Governments serve the citizens and hence, citizens have the right to know how the City Government is performing and what measures the elected representatives are taking in resolving issues in the city. With regard to this, to establish a transparency in governance towards citizens, all the minutes of meetings of the council and committees need to be published online periodically on the City Government website.</p> <p>Therefore, if the minutes of the meetings of the committees including council have been published on the City Government's website, maximum Indicator Score is given as mentioned.</p> <div data-bbox="152 1186 224 1254"></div> <p>Source: City Government Website</p> | <div data-bbox="1333 762 1404 830"></div> <p>Indicator Score 2.50 out of total UGI score (100)</p> <div data-bbox="1333 1022 1404 1090"></div> <p>Weightage 50% out of total sub-thematic weightage</p> |
|  30 Indicator | Are elected area level representatives who are enrolled in the electoral list of the area (other than councillor), members of the ward/wards committee? |
| <div data-bbox="152 1401 224 1469"></div> <p>Directive Principle</p> <p>Area level representatives who are elected from the respective areas would help in better functioning of the grass root democratic processes, as it will enable scope for bringing local information, knowledge and community initiatives in the area. Taking this further along with the constitutional mandate i.e., Article 243S on constituting Wards Committee, these area level representatives from respective areas from a ward(s), need to be members of the committee. This will form a linkage between the Councillor, who is the chairperson of the Ward(s) committee and the local citizens from different areas of the ward(s), through the respective area level representatives.</p> <p>Therefore, as per the State Municipal Act, if the elected area level representatives who are enrolled in the electoral list of the area (other than councillor), are members of the ward/wards committee, it will result to maximum Indicator Score as mentioned.</p> <div data-bbox="152 1945 224 2013"></div> <p>Source: State Municipal Act</p> | <div data-bbox="1333 1401 1404 1469"></div> <p>Indicator Score 2.50 out of total UGI score (100)</p> <div data-bbox="1333 1775 1404 1843"></div> <p>Weightage 50% out of total sub-thematic weightage</p> |


4.3. Empowered Citizens



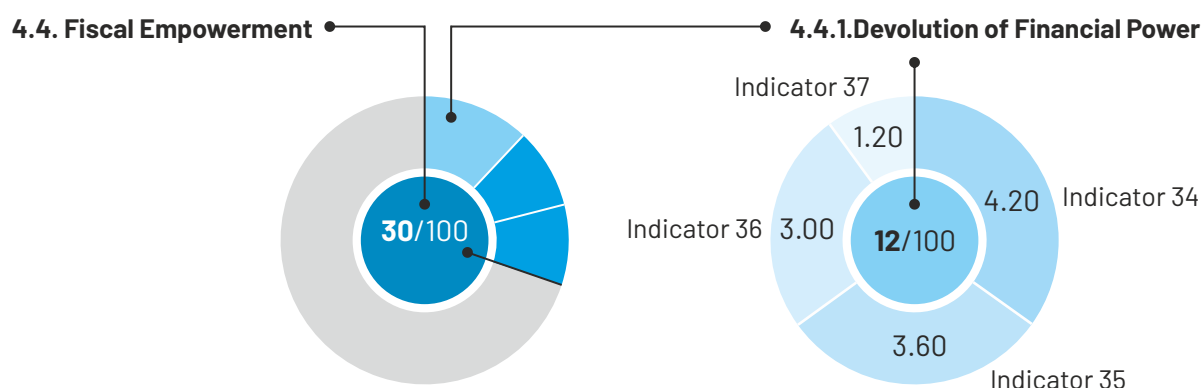
4.3.4. Active Grievance Redressal Mechanism








|  31 Indicator | Does City Government website have digital Grievance Redressal Mechanism (GRM)? |
|---|--|
| <div data-bbox="154 766 224 834"></div> <p>Directive Principle</p> <p>As a service provider, it is important that the City Government has a robust system to solve grievances and take feedback from citizens. In today's age and day, the system needs to be digital, so that efficient tracking and management of the grievances can be done. Such a system can be owned and operated by the City Government or it could be a shared resource made available by the State Government [If it is a shared resource, there needs to be a provision (tab/link) in the City Government's website for accessing the concerned resource]. However, the City Government should have an effective role in tuning the system as per requirements.</p> <p>Therefore, if the City Government's website has a digital Grievance Redressal Mechanism (GRM), maximum Indicator Score is given as mentioned.</p> <div data-bbox="154 1276 224 1344"></div> <p>Source: City Government Website</p> | <div data-bbox="1333 766 1403 834"></div> <p>Indicator Score 1.25 out of total UGI score (100)</p> <div data-bbox="1333 1027 1403 1095"></div> <p>Weightage 20% out of total sub-thematic weightage</p> |
|  32 Indicator | Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? |
| <div data-bbox="154 1537 224 1605"></div> <p>Directive Principle</p> <p>The digitalised Grievance Redressal Mechanism (GRM) needs to be a centralised system with an ability to take in grievances registered through multiple modes. The modes can be a telephone number, mobile application, in-person office/kiosks/ward/zonal office visit by citizens, online system such as through website/portal etc. It should be ensured that there is only a single input system (for eg., single phone number, single mobile application, single website page etc.).</p> <p>Hence, cities where the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app), are given maximum Indicator Score as mentioned.</p> <div data-bbox="154 2045 224 2113"></div> <p>Source: City Government Website; Interviews</p> | <div data-bbox="1333 1560 1403 1628"></div> <p>Indicator Score 2.50 out of total UGI score (100)</p> <div data-bbox="1333 1855 1403 1923"></div> <p>Weightage 40% out of total sub-thematic weightage</p> |

|  33 Indicator | Are the registered complaints/grievances closed by the respective citizen? | |
|--|--|--|
| <div data-bbox="152 233 224 306"></div> Directive Principle <p>For a robust Grievance Redressal Mechanism (GRM), it is important that the complainant's final satisfaction should be taken into account. The complaint should not be auto closed by an official independently.</p> <p>Hence, cities where the GRM has a provision for the registered complaints to be closed by the respective citizen, are given maximum Indicator Score as mentioned.</p> | <div data-bbox="1333 233 1404 306"></div> Indicator Score 2.50 <i>out of total UGI score (100)</i> | <div data-bbox="1333 487 1404 560"></div> Weightage 40% <i>out of total sub-thematic weightage</i> |
| <div data-bbox="152 632 224 705"></div> Source: City Government Website; Interviews | | |

4.4. Fiscal Empowerment

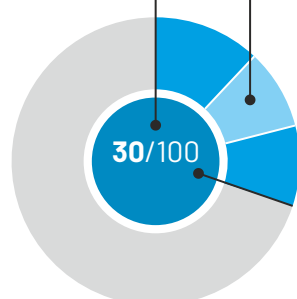


| | |
|---|--|
|  34 Indicator | <p>Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act?</p> <p>Does the City Government hold independent authority to revise the tax rates/charges?</p> |
| <p>Sub-Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Acts?</p> <p>Sub-Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges?</p> <p> Directive Principle</p> <p>Article 243X of the Constitution (Seventy-fourth Amendment) Act, 1992 has recommended State Governments to transfer powers to City Governments to assign and levy taxes and charges. City Governments should aim to be self-sustainable and independent in their functioning. Furthermore, State Governments should ensure that the constitutional principles are upheld in terms of financial empowerment of the City Government. For this to take place in its true spirit, the City Government should be empowered with independent authority to perform the following:</p> <p>(i) Introduce new taxes and charges and (ii) Revise existing rates of taxes and charges being levied.</p> <p>Hence, as per the State Municipal Act, if the City Government holds independent authority to (i) introduce new taxes/charges; and (ii) revise the tax rates/charges, it will result to maximum Indicator Score as mentioned.</p> | <p> Indicator Score 4.20 out of total UGI score (100)</p> <p> Weightage 35% out of total sub-thematic weightage</p> |
| <p> Source: State Municipal Act</p> | |

|  35 Indicator | Does the council have independent authority to approve the budget according to the State Municipal Act? |
|---|--|
| <div data-bbox="152 229 224 297"> </div> <div data-bbox="253 244 472 274"> Directive Principle </div> <div data-bbox="253 297 1234 542"> <p>The City Governments should be empowered to prepare and approve its own budgets. It is the City Government which can best represent the mandate of its citizens. This can be done through city level planning and prioritising projects and schemes, with the financial resources available. Hence, City Governments should be allowed to hold independent authority to allocate its financial resources accordingly, and also be able to independently approve budgets (which should be under the prerogative of the council of the City Government).</p> </div> <div data-bbox="253 585 1234 650"> <p>Hence, as per the State Municipal Act, if the council has independent authority to approve the budget, it will result to maximum Indicator Score as mentioned.</p> </div> <div data-bbox="152 694 224 762"> </div> <div data-bbox="253 712 578 741"> Source: State Municipal Act </div> | <div data-bbox="1333 244 1404 312"> </div> <div data-bbox="1279 328 1463 469"> Indicator Score 3.60 <i>out of total UGI score (100)</i> </div> <div data-bbox="1333 530 1404 598"> </div> <div data-bbox="1305 614 1435 746"> Weightage 30% <i>out of total sub-thematic weightage</i> </div> |
|  36 Indicator | Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? |
| <div data-bbox="152 909 224 977"> </div> <div data-bbox="253 925 472 954"> Directive Principle </div> <div data-bbox="253 977 1234 1188"> <p>Most of the Indian cities have various parastatal agencies, that are involved in functions/delivering services that were recommended by the Constitution (Seventy-fourth Amendment) Act, 1992 to be devolved to the City Government. On this note, to monitor the service delivery in the city by the multiple parastatal agencies, it is important that the budgets of the parastatal agency are reflected in the City Government budget.</p> </div> <div data-bbox="253 1231 1234 1333"> <p>Hence, if the State Municipal Act has provisions that mandate the City Government's budget to include budget allocated by parastatal agencies in the city, maximum Indicator Score is given under this as mentioned.</p> </div> <div data-bbox="152 1376 224 1444"> </div> <div data-bbox="253 1394 578 1424"> Source: State Municipal Act </div> | <div data-bbox="1333 925 1404 993"> </div> <div data-bbox="1279 1009 1463 1149"> Indicator Score 3.00 <i>out of total UGI score (100)</i> </div> <div data-bbox="1333 1211 1404 1279"> </div> <div data-bbox="1305 1295 1435 1426"> Weightage 25% <i>out of total sub-thematic weightage</i> </div> |
|  37 Indicator | Does the City Government hold authority to access market borrowings? |
| <div data-bbox="152 1589 224 1657"> </div> <div data-bbox="253 1605 472 1635"> Directive Principle </div> <div data-bbox="253 1657 1234 1868"> <p>City Governments should aim to be self-sustainable and independent in its functioning. One of the mechanisms to funding can be through the system of borrowing, but on the prescribed limits that are set and through proactive planning of repayment. This should be in line with the system of borrowings followed at the Central Government and State Government level. Hence, City Government should be authorised to borrow, subject to conditions.</p> </div> <div data-bbox="253 1911 1234 1977"> <p>Therefore, as per the State Municipal Act, if the City Government hold authority to access market borrowings, it will result to maximum Indicator Score as mentioned.</p> </div> <div data-bbox="152 2020 224 2088"> </div> <div data-bbox="253 2041 578 2070"> Source: State Municipal Act </div> | <div data-bbox="1333 1605 1404 1673"> </div> <div data-bbox="1279 1689 1463 1830"> Indicator Score 1.20 <i>out of total UGI score (100)</i> </div> <div data-bbox="1333 1891 1404 1959"> </div> <div data-bbox="1305 1975 1435 2106"> Weightage 10% <i>out of total sub-thematic weightage</i> </div> |

4.4. Fiscal Empowerment

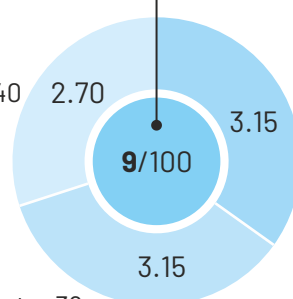
4.4.2. Systemic Fiscal Transfers



Indicator 40

2.70


Indicator 39




Indicator 38

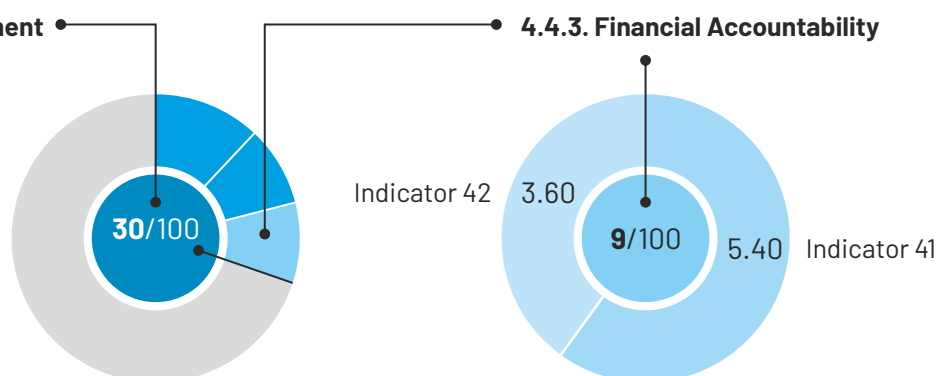
3.15






3.15





|  38 Indicator | Does the State Finance Commission (SFC) have 5th SFC report published on official website? |
|---|--|
| <div data-bbox="151 762 224 836"> </div> <p>Directive Principle</p> <p>As per Article 243Y of the Constitution (Seventy-fourth Amendment) Act, 1992, States should constitute State Finance Commission (SFC) every five years in order to conduct the review of financial status of Local Governments in the state and furnish a SFC report with recommendations. Hence, in this context, since the Constitution (Seventy-fourth Amendment) Act, 1992 came into force, the latest SFC to be constituted in each state is supposed to be the 5th SFC. Therefore, through this indicator, we have looked at whether the 5th SFC reports have been published by the States on the respective State Finance Commission website.</p> <p>Here, we have made exceptions to States that were formed post the year 1992. The calculations for constitution and publishing of the SFC report for the states have been taken from the respective date of formation of those states.</p> <p>Therefore, states where the SFC has published the 5th SFC report on an official website, are given maximum Indicator Score as mentioned.</p> | <div data-bbox="1328 789 1401 864"> </div> <p>Indicator Score 3.15 out of total UGI score (100)</p> <div data-bbox="1328 1097 1401 1172"> </div> <p>Weightage 35% out of total sub-thematic weightage</p> |
| <div data-bbox="151 1399 224 1474"> </div> <p>Source: City Government/State Government Website/SFC Website</p> | |
|  39 Indicator | Is the Action Taken Report of latest SFC published on the official website by State Government? |
| <div data-bbox="151 1621 224 1696"> </div> <p>Directive Principle</p> <p>The constitutional provision of Article 243Y Clause (2) states that SFC should also file an Action Taken Report (ATR) with details on the actions taken with respect to the recommendations made in the SFC report to the State Legislature. Hence, from the perspective of transparency of the recommendations and the actions being taken, the ATR file of the latest SFC should be published on an official website by the State Government.</p> <p>Therefore, states where the ATR of latest SFC is published on the official website by State Government, maximum Indicator Score is given as mentioned.</p> | <div data-bbox="1328 1621 1401 1696"> </div> <p>Indicator Score 3.15 out of total UGI score (100)</p> <div data-bbox="1328 1893 1401 1968"> </div> <p>Weightage 35% out of total sub-thematic weightage</p> |
| <div data-bbox="151 2050 224 2125"> </div> <p>Source: City Government/State Government Website/SFC Website</p> | |

|  40 Indicator | Does the City Government receive a direct percentage share of GST (through mechanisms such as escrow accounts etc.) ? |
|--|--|
| <div data-bbox="152 233 224 308"> </div> <p>Directive Principle</p> <p>The GST has subsumed taxes levied by the State, but it has made a provision of sharing of taxes between the Centre and the State. The subsumed list of taxes also includes local taxes, however, there is no 'direct sharing' of taxes allotted for the City Governments. There are only indirect funds coming through schemes and programmes. City Government should also be entitled to receive a direct regular share of the GST revenue collection by the Central Government similar to that of State Government receiving a direct share (State GST and Integrated GST). This direct share to City Governments must be done via mechanisms such as escrow account system. This can be mandated by both the Centre and the State for allocation of direct share of GST to City Governments.</p> <p>Hence, as per the State Municipal Act/GST Act, if there is a provision for City Government to receive a direct percentage share of GST, it will result to maximum Indicator Score as mentioned.</p> | <div data-bbox="1333 285 1404 360"> </div> <p>Indicator Score 2.70 out of total UGI score (100)</p> <div data-bbox="1333 641 1404 716"> </div> <p>Weightage 30% out of total sub-thematic weightage</p> |
| <div data-bbox="152 834 224 909"> </div> <p>Source: Central and State Goods and Services Tax Acts</p> | |

4.4. Fiscal Empowerment



|  41 Indicator | Does the State Municipal Act make it mandatory to publish the budget and accounts? Has the City Government published its budgets and accounts on the website in the last three years? |
|---|--|
| <p>Sub-Indicator 41.1: Do the State Municipal Act make it mandatory to publish the budget and accounts?</p> <p>Sub-Indicator 41.2: Has the city government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)?</p> <p>Sub-Indicator 41.3: Has the city government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)?</p> |  Indicator Score 5.40 <i>out of total UGI score (100)</i> |
|  Directive Principle <p>Citizens should know how the public money is being used and operationalised for the development of the city. Hence, City Government should ensure financial transparency through publishing of annual budget and accounts.</p> <p>The scoring for the above indicators is as follows:</p> <ol style="list-style-type: none"> 1. If the State Municipal Act has made it mandatory to publish the budget and accounts and if the City Government has published its budgets and accounts on the website in the last three years, then maximum Indicator Score is given as mentioned. 2. In case the City Government has published the budget only of the last two or one year, then partial scoring is given accordingly. The same is applicable for publishing of accounts. |  Weightage 60% <i>out of total sub-thematic weightage</i> |
|  Source: State Municipal Act, City Government website | |

| 42 Indicator | | Does the State Municipal Act have provision for conducting external audit? | |
|---|---|---|--|
|  | Directive Principle As a part of the federal structure of the democratic system followed in the country, it is critical that checks and balances be established within the structure through a higher level of authority. In the context of public finance, the accounts of the Centre and the State are subjected to scrutiny by an independent agency. On similar lines, as the City Government also runs on public money, there should be accountability through established checks and balances. Therefore, the accounts of the City Governments should also be audited either by the State Government or by an independent agency of the City Government. Hence, if the State Municipal Act has the provision for conducting external audit, maximum Indicator Score is given as mentioned. |  Indicator Score 3.60 <i>out of total UGI score (100)</i> | |
|  | Source: State Municipal Act |  Weightage 40% <i>out of total sub-thematic weightage</i> | |

CHAPTER 5

STATE FACTSHEET



This chapter mentions the performance of all the 28 States and National Capital Territory of Delhi on all the 42 indicators across all themes. Since most states have more than one Municipal Act for the constitution of City Governments, the Act relevant for the selected city is referred to, for the Urban Governance Index. The chapter details responses of the States to each indicator, the score received and source. Relevant sections of the State Municipal Act are also mentioned wherever applicable. The indicator data is based on status up to March 2020.

Andhra Pradesh

Andhra Pradesh has four Acts for constitution of City Governments namely Andhra Pradesh Municipal Corporations Act, 1994; Vijayawada Municipal Corporation Act, 1981; Vishakhapatnam Municipal Corporation Act, 1979 and Andhra Pradesh Municipalities Act, 1965. Vijayawada Municipal Corporation has been considered for the purpose of Urban Governance Index. Vijayawada Municipal Corporation Act, 1981, Section 7 states that 'all provisions of the Greater Hyderabad Municipal Corporation, 1955 (GHMCA, 1955) shall apply mutatis mutandis to the Corporation. Therefore, GHMCA, 1955 will be referred for the sections.

★ SCORE RANK



UGI

★ 33.27/100 15/29



★ 12.60/30 9

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.28/15 13

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 11.64/30 18

Fiscal
Empowerment



Key Observations

- Andhra Pradesh has secured 15th rank with score of 33.27 overall. In the third theme it features in top 10. However, the score is quite low which is 5.75/25.
- To improve its urban governance structure, the State needs to give Mayor the executive authority over Commissioner, ensure commensurate salary and office allowances to Councillors, give council the authority to pass no confidence motion against the Mayor, establish a freely accessible open data portal for the citizens along with an active grievance redressal mechanism.
- The state needs to empower the City Governments financially by devolving financial power and ensuring systemic fiscal transfers.

Indicator – Data Response

Andhra Pradesh
Vijayawada Municipal Corporation

| Indicator 1 | Score: 1.80/1.80 |
|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Greater Hyderabad Municipal Corporation Act (GHMCA), 1955, Section 90(2), 6 | |
| Indicator 2 | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| <ul style="list-style-type: none"> Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: GHMCA 1955, Section 104(1,3) | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: GHMCA 1955, Section 98(4) | |
| Indicator 4 | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Yes |
| Source: GHMCA, 1955 - Section 93(2) | |
| Indicator 5 | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | No |
| Source: GHMCA, 1955 - No provisions in the Municipal Act | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | |
| Indicator 7 | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| <ul style="list-style-type: none"> Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | No |
| Source: GHMCA, 1955, Section 174(h) | |
| <ul style="list-style-type: none"> Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: GHMCA, 1955, Section 174(h) | |
| <ul style="list-style-type: none"> Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: GHMCA, 1955 - No provisions in the Municipal Act | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: GHMCA 1955, Section 585 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: GHMCA, 1955, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: GHMCA 1955, Section 7 | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: GHMCA 1955, Section 91(a) | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: GHMCA, 1955, Section 93, 98, 99, 8A, Interviews <i>Ward committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: GHMCA, 1955 - 88(a) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: GHMCA, 1955 - section 93 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: GHMCA 1955, Section 98, 99 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: GHMCA 1955, Section 8 a | |

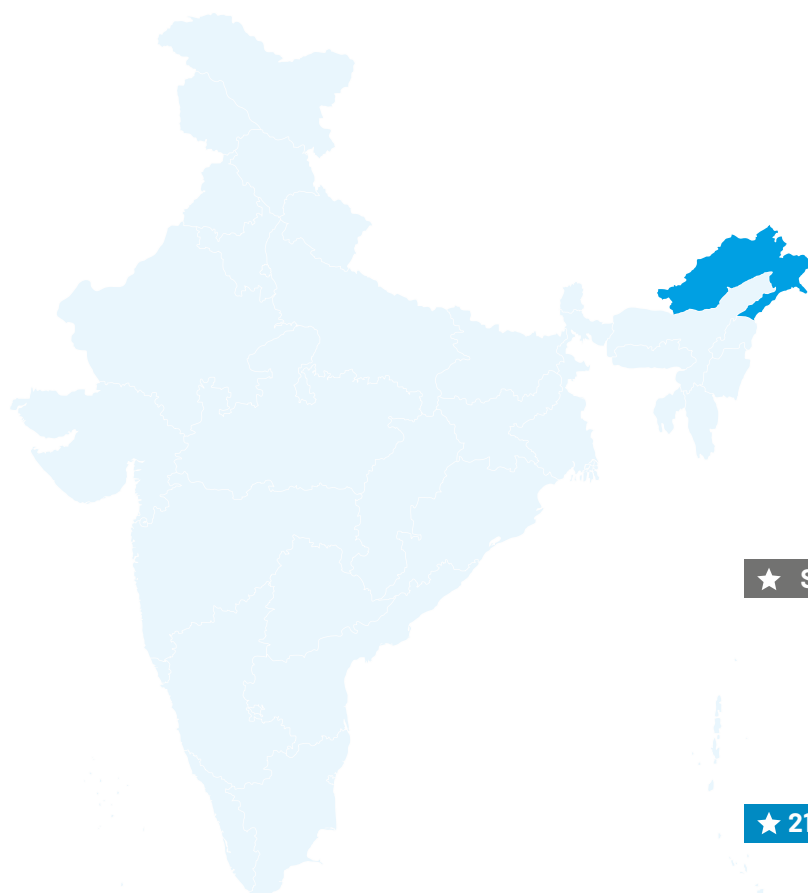
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Andhra Pradesh District Planning Committees Act, 2005, Section 4 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Andhra Pradesh District Planning Committees Act, 2005, Section 4 | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: GHMCA 1955, Section 132 A | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: GHMCA 1955, Section 132 A | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 46.3% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 5 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.48/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 17 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website, https://egovernments.org/html/apmpi/ | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: GHMCA, 1955, Section 90 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: GHMCA 1955, Section 8A(2ii) | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: GHMCA, 1955 - Section 197(1), (2) and (3) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: GHMCA, 1955 - Section 198 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: GHMCA, 1955, Section 187 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: GHMCA, 1955, No provision in the State Municipal Act | |

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|---|---------|------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: GHMCA 1955, Section 149 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | No | |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | No | |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No | |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes | |
| Source: GHMCA, 1955, Section 686-A | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes Yes | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: GHMCA, 1955 - Section 193 | | |

Arunachal Pradesh

Arunachal Pradesh has two Acts for constitution of City Governments namely The Arunachal Pradesh Municipal Corporation Act, 2019 and The Arunachal Pradesh Municipal Act, 2007. Itanagar Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 21.32/100 26/29



★ 5.78/30 26

Empowered City
Elected
Representatives
and Legislative
Structure



★ 4.99/15 4

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 4.80/30 27

Fiscal
Empowerment



Key Observations

- Arunachal Pradesh has secured 26th rank with score of 21.32 overall. The state has scored well in the themes of *Empowered City Administration* and *Empowered Citizens* but due to a relatively low score in *Empowered City Elected Representatives and Legislative Structure* and *Fiscal Empowerment*, the state has received one of the lowest ranks.
- The state has scored lowest in the following sub-themes; *Empowered Mayor*, *Empowered Councillor* and *financial accountability*.
- The state needs to empower its Mayor with a term co-terminus with that of the City Government and executive authority over commissioner. There should be provision for each Councillor to be a part of at least one deliberative committee and training of Councillors, commensurate salary and office allowances should be given as well.
- The State Municipal Act should make it mandatory for the City Government to publish its budget and accounts.
- The City Governments should update the website periodically with budget and account documents.

Indicator – Data Response

Arunachal Pradesh
Itanagar Municipal Corporation

| Indicator 1 | | Score: 0/1.80 |
|--|--|---------------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Arunachal Pradesh Municipal Corporation Act (APMCA), 2019, Section 53(2) | | Term of Mayor - 2.5 years |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| <ul style="list-style-type: none"> Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| <ul style="list-style-type: none"> Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| <ul style="list-style-type: none"> Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: APMCA, 2019, Section 72 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: APMCA, 2019, Section 57(6) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| <ul style="list-style-type: none"> Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: APMCA, 2019, Section 52 | | |
| <ul style="list-style-type: none"> Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: APMCA, 2019, Section 52 | | |
| <ul style="list-style-type: none"> Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: APMCA, 2019, Section 52 | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: APMCA, 2019, Section 446, 448 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: APMCA, 2019, Section 5(2) | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: APMCA, 2019, Section 54 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: APMCA, 2019, Section 57, 64, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: APMCA, 2019, Section 57 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: APMCA, 2019, Section 64 | |

| Indicator 18 | | Score: 1.35/2.70 |
|---|---|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● Sub Indicator 18.1: | Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Arunachal Pradesh District Planning Committees (Constitution, Powers and Functions) Act, 2011, Section 3 | | |
| ● Sub Indicator 18.2: | Is the Chairperson of the DPC/MPC an ER? | No |
| Source: Arunachal Pradesh District Planning Committees (Constitution, Powers and Functions) Act, 2011, Section 3 | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: APMCA, 2019, Section 94 | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| Indicator 21 | | Score: 1.20/1.20 |
| Percentage of vacant posts in the city administration | | 1% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 3.34/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 8 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.45/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 12 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: APMCA, 2019, Section 53 | | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: APMCA, 2019, Section 51 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: APMCA, 2019, Section 64(2) | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: APMCA, 2019 - Section 111(1-4) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: APMCA, 2019 - Section 111(1-3) | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: APMCA, 2019, Section 107(3) | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: APMCA, 2019, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|----|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: APMCA, 2019, Section 159 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 2nd SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 0/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| <div></div> Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: APMCA, 2019, No provision in the State Municipal Act | | |
| <div></div> Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No | |
| Source: City Government's Website | | |
| <div></div> Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: APMCA, 2019, Section 176(3), 177 | | |

Assam

Assam has two Acts for constitution of city governments namely The Guwahati Municipal Corporation Act, 1971 and Assam Municipal Act, 1956. Guwahati Municipal Corporation has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 31.52/100 16/29



★ 10.50/30 15

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.28/15 27

Empowered City
Administration



★ 4.50/25 22

Empowered
Citizens



★ 15.24/30 10

Fiscal
Empowerment



Key Observations

- Assam has ranked 16th on the Index with 31.52 marks.
- To improve the urban governance structure in Assam, the State needs to ensure that more focus is provided in the theme of *Empowered City Administration* by devolving the sanctioning authority, ensuring regular training for the officials and devolving functions to the City Government.
- The State Act does not have provision for conducting elections before the council is dissolved, which is very crucial for an empowered council.
- The City Government in Assam also need to establish open data portal and an active grievance redressal mechanism with centralised system where complainants can close the complaints.

Indicator – Data Response

Assam
Guwahati Municipal Corporation

| | |
|--|-------------------------|
| Indicator 1 | Score: 1.80/1.80 |
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Guwahati Municipal Corporation Act (GMCA), 1971- Section 15 | |
| Indicator 2 | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | No |
| Source: GMCA, 1971, No provision in the State Municipal Act | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: GMCA, 1971, No provision in the State Municipal Act | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: GMCA, 1971- Section 17, 29 | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: GMCA, 1971- Section 15(2) | |
| Indicator 4 | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Yes |
| Source: GMCA, 1971- Section 15A | |
| Indicator 5 | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | No |
| Source: GMCA, 1971- No provision in the State Municipal Act | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: GMCA, 1971- No provisions in the Municipal Act | |
| Indicator 7 | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | No |
| Source: GMCA, 1971, Section 14 | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: GMCA, 1971, Section 14 | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: GMCA, 1971, Section 14 | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: GMCA, 1971 – Section 415 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | |
| Indicator 11 | Score: 0/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: GMCA, 1971, Section 15B(3) | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: GMCA, 1971, Municipal Elections have not taken place in Guwahati since 2017, Interviews <i>Municipal Elections not held since 2017</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: GMCA, 1971 – Section 15A | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: GMCA, 1971 – Section 20 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: Assam Nagara Raj Act, 2007 – PART III | |

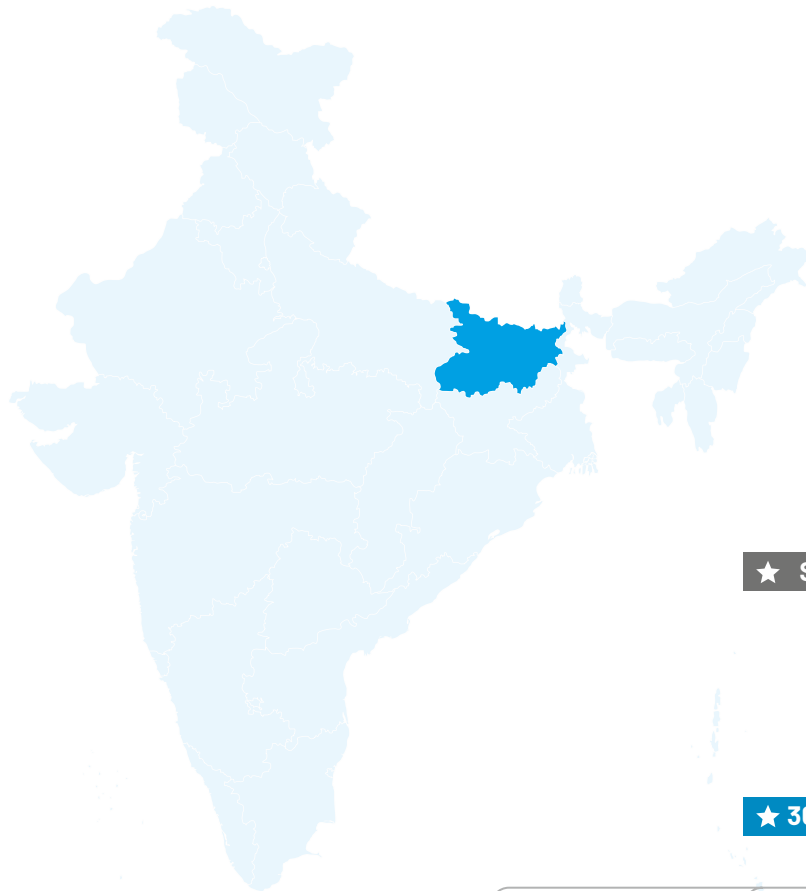
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Assam Panchayat Act, 1994 - Section 3(2)e | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Assam Panchayat Act, 1994 - Section 3(2)e, (5) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: GMCA, 1971 - Section 67 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: GMCA, 1971 - No provisions in the Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | Data not available |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.64/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 3 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.64/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 14 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: GMCA, 1971, Section 15 | |

| Indicator 28 | | Score: 0/1 |
|---|----|------------------|
| Does the electoral college i.e. citizens hold final authority of ‘right to recall’ a Councillor? | | No |
| Source: GMCA, 1971– No provisions in the Municipal Act | | |
| Indicator 29 | | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | | No |
| Source: City Government's Website | | |
| Indicator 30 | | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | | Yes |
| Source: Assam Nagara Raj Act, 2007 – Section 6,7 and 11 | | |
| Indicator 31 | | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | | No |
| Source: City Government's Website | | |
| Indicator 32 | | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 33 | | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 34 | | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | |
| Does the City Government hold independent authority to revise the tax rates/charges? | | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No | |
| Source: GMCA, 1971– Section 145 | | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No | |
| Source: GMCA, 1971– Section 145 and 146 | | |
| Indicator 35 | | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | | Yes |
| Source: GMCA, 1971– Section 120 | | |
| Indicator 36 | | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | | |

| | |
|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: GMCA, 1971 – Section 124 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 0.54/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: GMCA, 1971, No provisions in the Municipal Act | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: GMCA, 1971 – Section 23 | |

Bihar

Bihar has The Bihar Municipal Act, 2007 for constitution of city governments. Patna Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 36.19/100 10/29



★ 13.91/30 7

Empowered City
Elected
Representatives
and Legislative
Structure



★ 4.33/15 7

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 12.21/30 17

Fiscal
Empowerment



Key Observations

- The state of Bihar ranked 10th with total of 36.19 marks in the Urban Governance Index.
- The Bihar State Municipal Act has provision for a robust deliberative committee structure; however, the committees have not been formed in practice and the Act does not make it mandatory for committees to meet at least once a month.
- The council also should be given authority to frame rules, regulations and bye-laws independently and citizens of Bihar should have right to recall of the local elected representative i.e. the Councillor.
- The city administration of Bihar should be empowered by giving sanctioning authority for recruitment and ensuring regular training of the employees.

Indicator – Data Response

Bihar
Patna Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Bihar Municipalities Act (BMA), 2007 - Section 16 and 27 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: BMA, 2007, No provision in the State Municipal Act | | |
| Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: BMA, 2007, No provision in the State Municipal Act | | |
| Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: BMA, 2007- Section 36(7) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: BMA, 2007- Section 32(6) | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: BMA, 2007- Section 21(5) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: BMA, 2007- No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: BMA, 2007- No provisions in the Municipal Act. | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: BMA, 2007, Section 19 | | |
| Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: BMA, 2007, Section 19 | | |
| Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: BMA, 2007- Section 19 | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: BMA, 2007 - Section 421, 424 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: BMA, 2007, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: BMA, 2007 - Section 12(6-9) | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: BMA, 2007- Section 25(4) | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: BMA, 2007, Interviews <i>Ward Committee and Subject Committee not constituted.</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: BMA, 2007- Section 21, 30, 31, 32, 48 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: BMA, 2007- Section 21(1) | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: BMA, 2007- Section 32(1) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: BMA, 2007- Section 30 and 31 | |

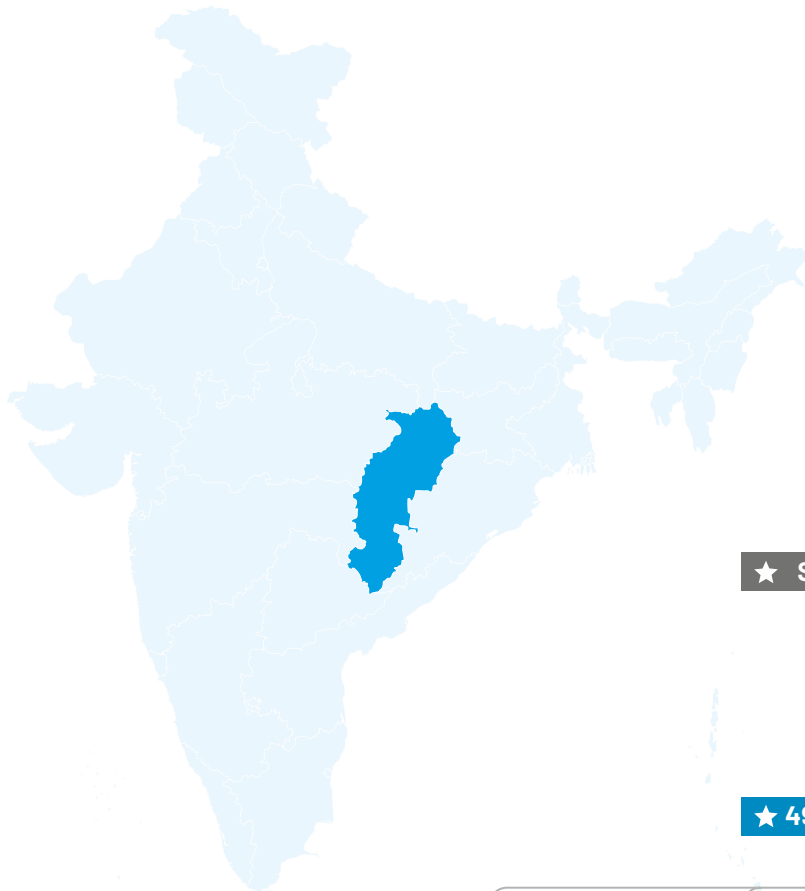
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The Bihar Panchayat Raj Act, 2006, Section 167(2) | |
| Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Bihar Panchayat Raj Act, 2006- Section 167(5) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: BMA, 2007, Section 37 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: BMA, 2007- No provisions in the Municipal Act | |
| Indicator 21 | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | 13% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: BMA, 2007- No provisions in the Municipal Act. | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 2.57/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 6 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.16/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 16 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: BMA, 2007, Section 23 | |

| | | |
|--|--|-------------------------|
| Indicator 28 | | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | | No |
| Source: BMA, 2007- Section 17 | | |
| Indicator 29 | | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | | No |
| Source: City Government's Website | | |
| Indicator 30 | | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | | Yes |
| Source: Bihar Urban Local Body (Community Participation) Rules, 2013 - Section 4, 15 | | |
| Indicator 31 | | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | | Yes |
| Source: City Government's Website, https://www.pmc.bihar.gov.in/form-pmc.aspx | | |
| Indicator 32 | | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 33 | | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 34 | | Score: 2.10/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | |
| Does the City Government hold independent authority to revise the tax rates/charges? | | |
| Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | No |
| Source: BMA, 2007 - Section 127(1), (2), 128 | | |
| Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | | Yes |
| Source: BMA 2007 - Section 127(1), (2) | | |
| Indicator 35 | | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | | No |
| Source: BMA, 2007- Section 84 | | |
| Indicator 36 | | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | | No |
| Source: BMA, 2007, No provision in the State Municipal Act | | |

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|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: BMA, 2007- Section 107(1), 113, 114 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | No |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the | |
| Indicator 41 | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: BMA, 2007, No provision in the State Municipal Act | |
| Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes Yes Yes |
| Source: City Government's Website | |
| Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: BMA, 2007- Section 97 | |

Chhattisgarh

Chhattisgarh has two Municipal Acts for constitution of City Governments namely Chhattisgarh Municipal Corporation Act, 1956 and Chhattisgarh Municipalities Act, 1961. Raipur Municipal Corporation is the city considered for the purpose of Urban Governance Index for the State.



★ SCORE RANK



UGI

★ 49.68/100 3/29



★ 18.03/30 2

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.41/15 26

Empowered City
Administration



★ 16.50/25 3

Empowered
Citizens



★ 13.74/30 12

Fiscal
Empowerment



Key Observations

- Chhattisgarh ranked 3rd in the Urban Governance Index with 49.68 marks.
- The state ranked in the top 5 of *Empowered City Elected Representatives and Legislative Structure* and *Empowered Citizens* but ranked in the bottom for *Empowered City Administration*.
- Chhattisgarh has scored the most in the *Empowered Mayor* and *Empowered Councillors* sub-themes with a robust Deliberative Committee.
- To improve the urban governance structure further, the city administration should have sanctioning authority for recruitments, less vacancy rate in the city administration, provision for training of officials and all 18 functions devolved to the city.
- The council also should be given authority to frame rules, regulations and bye-laws independently and citizens of Bihar should have right to recall of the local elected representatives i.e. the Councillors.
- The city administrations in Chhattisgarh should be empowered by giving sanctioning authority for recruitment and ensuring regular trainings of the employees.

Indicator – Data Response

Chhattisgarh
Raipur Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Chhattisgarh Municipal Corporation Act (CMCA), 1956- Section 20(4) | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | | |
| Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | | |
| Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: CMCA, 1956- Section 54 | | |
| Indicator 3 | | Score: 1.80/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | Yes |
| Source: CMCA, 1956- Section 37(2), 46 | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: CMCA, 1956- Section 37(5) | | |
| Indicator 5 | | Score: 1.58/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | Yes |
| Source: CMCA, 1956- Section 46 | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: CMCA, 1956, No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: CMCA, 1956, Section 25B | | |
| Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: CMCA, 1956, Section 25B | | |
| Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: CMCA, 1956- Section 25B | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: CMCA, 1956 - No provision in the State Municipal Act | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: CMCA, 1956 - Section 20(2) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: CMCA, 1956; Section 48, 48A, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: CMCA, 1956- Section 27 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: CMCA, 1956- Section 37(1) | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: CMCA, 1956- Section 46(1) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: CMCA, 1956- Section 48A | |

| | |
|--|-------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The Chhattisgarh Zila Yojana Samiti Adhiniyam, 1995, Section 4 | |
| Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Chhattisgarh Zila Yojana Samiti Adhiniyam, 1995- Section (3)(a) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: CMCA, 1956 - Section 58 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: CMCA, 1956- No provisions in the Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 46.44% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: CMCA, 1956, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.26/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 2 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.16/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 16 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 8.75/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | Yes |
| Source: City Government's Website, http://nagarnigamraipur.nic.in/RaipurDataSet.aspx | |
| Indicator 27 | Score: 4/4 |
| Do the citizens have right to elect the Mayor? | Yes |
| Source: CMCA, 1956, Section 9 | |
| | <i>Directly Elected</i> |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: CMCA, 1956, Section 19 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: CMCA, 1956, Section 48 A(5) | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://cggrivance.cgg.gov.in/ | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 2.10/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: CMCA, 1956- Section 132 | |
| Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: CMCA, 1956- Section 133B | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: CMCA, 1956- Section 98 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | |

| | |
|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: CMCA, 1956- Section 102(1), 93, 116 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 0.54/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: CMCA, 1956, No provision in the State Municipal Act | |
| Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes |
| Source: City Government's Website | |
| Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: CMCA, 1956- No specific mention in the Municipal Act | |

Delhi

Delhi has The Delhi Municipal Corporation Act, 1957 for constitution of city governments. South Delhi Municipal Corporation has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 33.80/100 13/29



★ 9.30/30 21

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.46/15 21

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 16.29/30 7

Fiscal
Empowerment



Key Observations

- Delhi ranked 13th in the Urban Governance Index with 33.80 marks.
- To improve the urban governance structure, Empowered City Elected Representatives and Legislative Structure and Empowered City Administration themes will require attention.
- The Mayor of Delhi is one of the least empowered since the Mayor does not have a term that is co-terminus with that of the City Government, no executive authority over commissioner, no authority to appoint chairperson of Standing/Subject Committee and the Mayor is also not the chairperson of the apex committee.
- Delhi does not have provision for training of Councillors or commensurate salary and office allowances. City Administration is also less empowered as the recruitment and training of officials is not with the City Government. The City Government should also be devolved with all 18 functions in order to empower the city administration.

Indicator – Data Response

Delhi
South Delhi Municipal Corporation

| Indicator 1 | | Score: 0/1.80 |
|--|--|---------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Delhi Municipal Corporation Act (DMCA), 1957, Section 36(1) | | Term - 1 year |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: DMCA, 1957, Section 54 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: DMCA, 1957, Section 40 | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: DMCA, 1957, Section 40(6) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: DMCA, 1957, Section 34 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: DMCA, 1957, Section 34 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: DMCA, 1957, Section 34 | | |

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| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: DMCA, 1957, Section 481A | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: DMCA, 1957, Section 4(2i) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: DMCA, 1957, Section 39, 40, 45, 50, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: DMCA, 1957, Section 72 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: DMCA, 1957, Section 45 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: DMCA, 1957, Section 40 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: DMCA, 1957, Section 50 | |

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| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: The National Capital Region Capital Region Planning Boars Act, 1985, No specific mention as per the Act | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The National Capital Region Capital Region Planning Boars Act, 1985, Section 3(3) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: DMCA, 1957, Section 89, 92A | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | 23% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 4 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.84/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 15 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: DMCA, 1957, Section 35 | |

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| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: DMCA, 1957, Section 50 | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: DMCA, 1957 - Section 113 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: DMCA, 1957 - Section 113 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: DMCA, 1957, Section 109(1) | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |

| | |
|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: DMCA, 1957, Section 185 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | No |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 0.54/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: DMCA, 1957, No provision in the State Municipal Act | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: DMCA, 1957, Section 205 | |

Goa

Goa has two Acts for constitution of city governments namely City of Panaji Corporation Act 2002 and The Goa Municipalities Act, 1968. Corporation of the city of Panaji has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 26.93/100 21/29



★ 5.63/30 27

Empowered City
Elected
Representatives
and Legislative
Structure



★ 4.82/15 5

Empowered City
Administration



★ 7.00/25 7

Empowered
Citizens



★ 9.48/30 23

Fiscal
Empowerment



Key Observations

- Goa ranked 21st in the Urban Governance Index with 26.93 marks.
- To improve the urban governance structure, Goa needs to ensure that the Mayoral term is co-terminus with that of the City Government, Mayor holds executive authority over commissioner, along with authority to appoint chairperson of subject/standing committee and that the Mayor is the chairperson of the apex committee.
- There is no provision for a fixed salary for the Councillors or office allowance nor there is provision for conducting training of Councillors.
- To improve the urban governance structure, Goa needs to have empowered council with authority to pass no confidence motion against the Mayor.
- The City Government should be given independent authority to introduce new taxes/charges as per the State Act and revise the tax rates.

Indicator – Data Response

Goa
Corporation of the city of Panaji

| Indicator 1 | | Score: 0/1.80 |
|--|--|---------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: City of Panaji Corporation Act (CPCA), 2002 - Section 17, 22 | | Term - 1 Year |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: CPCA, 2002, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: CPCA, 2002, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: CPCA, 2002- Section 48 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: CPCA, 2002- Section 42 | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: CPCA, 2002- Section 37 | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: CPCA, 2002 - Section 389 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: CPCA, 2002, No provisions in the Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: CPCA, 2002 - Section 17 | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: CPCA, 2002, No provision in the State Municipal Act | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: CPCA, 2002, Ward Committees have not been formed, Interviews <i>Ward Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: CPCA, 2002- Section 25, 41(9) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: CPCA, 2202- Section 35 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: CPCA, 2002- Section 42 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: CPCA, 2002- Section 41(1) | |

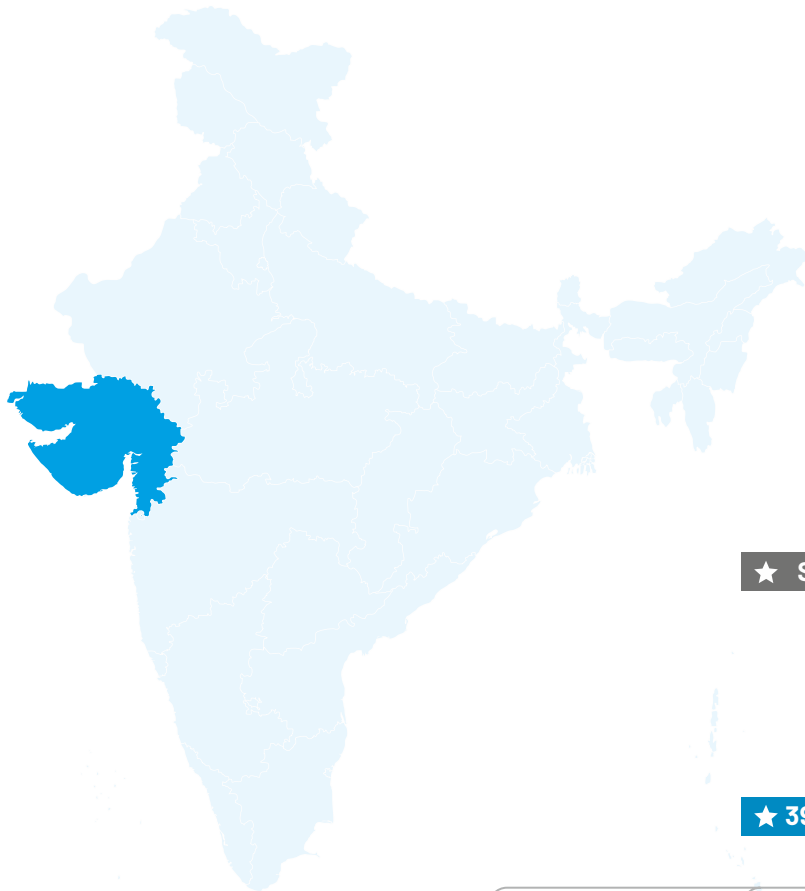
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The Goa Panchayat Raj Act, 1994 and Rules, Section 239(e) | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The Goa Panchayat Raj Act, 1994 and Rules, Section 239(5) | |
| Indicator 19 | Score: 2.10/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | Yes |
| Source: CPCA, 2002- Section 48, 51 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | |
| Indicator 21 | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | 17.5% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: CPCA, 2002, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 5 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.32/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 11 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: CPCA, 2002, Section 22 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: CPCA, 2002- No provisions in the Municipal Act | |
| Indicator 29 | Score: 2.50/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | Yes |
| Source: City Government's Website, http://www.ccpgoa.com/ulb-resolution-pd22 (ULB resolution till 2018) | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: CPCA, 2002- Section 41(2) | |
| Indicator 31 | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | No |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: CPCA, 2002- Section 104(1),(2) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: CPCA, 2002- Section 104(3) | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: CPCA, 2002- Section 87(4) | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: CPCA, 2002, No provisions in the Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|---------|---------------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: CPCA, 2002- Section 91(1) | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission(SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC Report- Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 1.08/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: CPCA, 2002 - Section 102 | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: CPCA, 2002 - Section 102 | | |

Gujarat

Gujarat has two Acts for constitution of city governments namely Gujarat Provincial Municipal Corporations Act, 1949 and Gujarat Municipalities Act, 1963. Ahmedabad Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 39.52/100 7/29



★ 9.71/30 19

Empowered City
Elected
Representatives
and Legislative
Structure



★ 4.65/15 6

Empowered City
Administration



★ 8.25/25 4

Empowered
Citizens



★ 16.92/30 5

Fiscal
Empowerment



Key Observations

- Gujarat ranked 7th in the Urban Governance Index with 39.52 marks.
- To improve the urban governance structure, Gujarat needs to ensure that the term of Mayor is co-terminus with that of the City Government, Mayor holds executive authority over commissioner along with authority to appoint chairperson of subject/standing committee and Mayor becomes the chairperson of apex committee.
- The council should have independent authority to frame bye-laws and regulations for functions under the City Government.
- The City Governments should have an accessible open data portal for the citizens.
- The City Government has a robust digital grievance redressal mechanism with multiple modes of complaint registration.

Indicator – Data Response

Gujarat
Ahmedabad Municipal Corporation

| Indicator 1 | | Score: 0/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Gujarat Provincial Municipal Corporations Act (GPMCA), 1949, Section 19(1) | | Term – 2.5 Years |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: GPMCA, 1949, Section 36 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: GPMCA, 1949, Section 30(3) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: GPMCA, 1949, Section 21(1) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: GPMCA, 1949, Section 19-A | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: GPMCA, 1949, Section 19-A | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: GPMCA, 1949, Section 19-A | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: GPMCA, 1949, Section 455 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: GPMCA, 1949, Section 6B | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: GPMCA, 1949, Section 20, 25, 29A, 30, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: GPMCA, 1949, Chapter 2, Section 3 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: GPMCA, 1949, Section 20 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: GPMCA, 1949, Section 25, 30 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: GPMCA, 1949, Section 29A | |

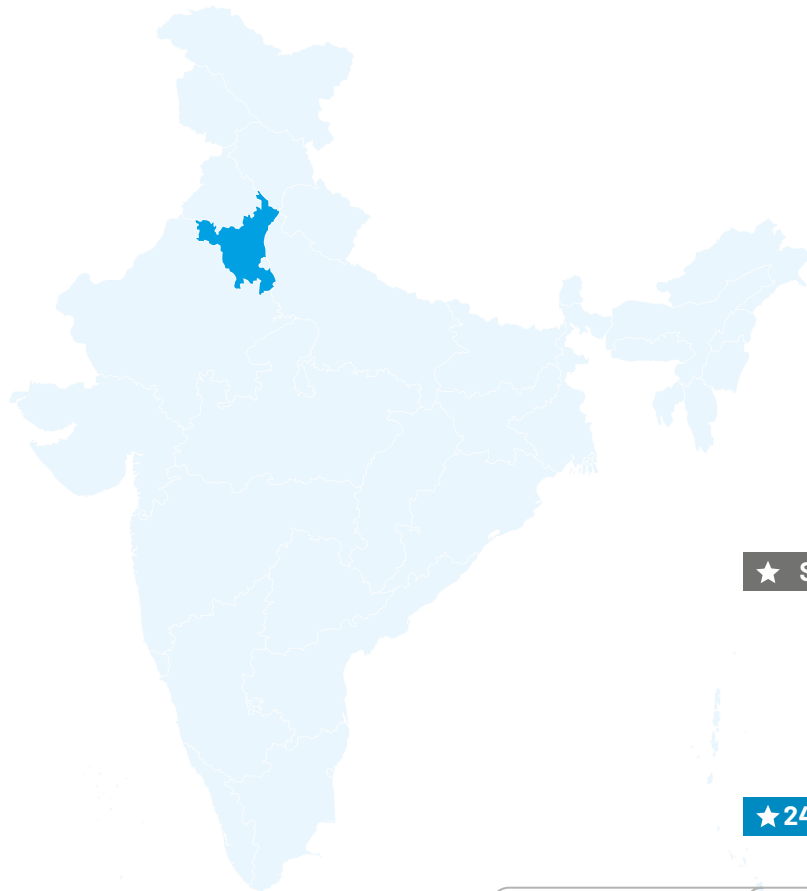
| | |
|--|---------------------------|
| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Gujarat District Planning Committees Act, 2008, Section 2 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: Gujarat District Planning Committee Act, 2008, Section 3(2i) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: GPMCA, 1949, Section 45 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | 16.3% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 2.57/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 6 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.48/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 17 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: GPMCA, 1949, Section 19 | |

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|---|-----|------------------|
| Indicator 28 | | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |
| Indicator 29 | | Score: 2.50/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | | Yes |
| Source: City Government's Website, https://ahmedabadcity.gov.in | | |
| Indicator 30 | | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | | No |
| Source: GPMCA, 1949, Section 29 A(2) | | |
| Indicator 31 | | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | | Yes |
| Source: City Government's Website, http://www.amccrs.com/AMCPortal/View/AMCDetail.aspx | | |
| Indicator 32 | | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | | Yes |
| Source: City Government's Website, Interviews | | |
| Indicator 33 | | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 34 | | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | |
| Does the City Government hold independent authority to revise the tax rates/charges? | | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes | |
| Source: GPMCA, 1949 - Section 127 | | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes | |
| Source: GPMCA, 1949 - Section 127 | | |
| Indicator 35 | | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | | Yes |
| Source: GPMCA, 1949, Section 100 | | |
| Indicator 36 | | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | | No |
| Source: GPMCA, 1949, No provision in the State Municipal Act | | |

| | | |
|--|-------------|------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: GPMCA, 1949, Section 109 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | No | |
| Source: State Finance Commission/State Government Website | | 3rd SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | No | |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No | |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 4.32/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| <div>● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts?</div> | No | |
| Source: GPMCA, 1949, - No provisions in the Municipal Act | | |
| <div>● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)?</div> | Yes Yes Yes | |
| Source: City Government's Website | | |
| <div>● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)?</div> | Yes Yes Yes | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: GPMCA, 1949, Section 106 | | |

Haryana

Haryana has two Acts for constitution of city governments namely Haryana Municipal Act 1973 and Haryana Municipal Corporations Act, 1994. Municipal Corporation of Gurugram has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 24.84/100 23/29



★ 6.08/30 25

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.41/15 11

Empowered City
Administration



★ 5.25/25 19

Empowered
Citizens



★ 10.11/30 22

Fiscal
Empowerment



Key Observations

- Haryana ranked 23rd in the Urban Governance Index with 24.84 marks.
- Haryana needs to empower the Mayor, Councillor and the council; devolve control and training of human resources to the City Government to improve the urban governance structure.
- The City Government also need to establish an open data portal accessible to the citizens.
- The State should empower the City Government with authority to introduce new taxes/charges and change tax rates, and have independent authority to approve the budget according to the State Municipal Act.
- The City Governments also should regularly publish the accounts on their website.

Indicator – Data Response

Haryana
Municipal Corporation of Gurugram

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Haryana Municipal Corporation Act (HMCA), 1994, Section 36 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: HMCA, 1994, Section 45(1) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: HMCA, 1994, Section 40 | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: HMCA, 1994, Section 35 | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: HMCA, 1994, Section 9(3, 4) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: HMCA, 1994, Section 34 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: HMCA, 1994, Section 10, 40, Interviews <i>Ward Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: HMCA, 1994, Section 40 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: HMCA, 1994, Section 10 | |

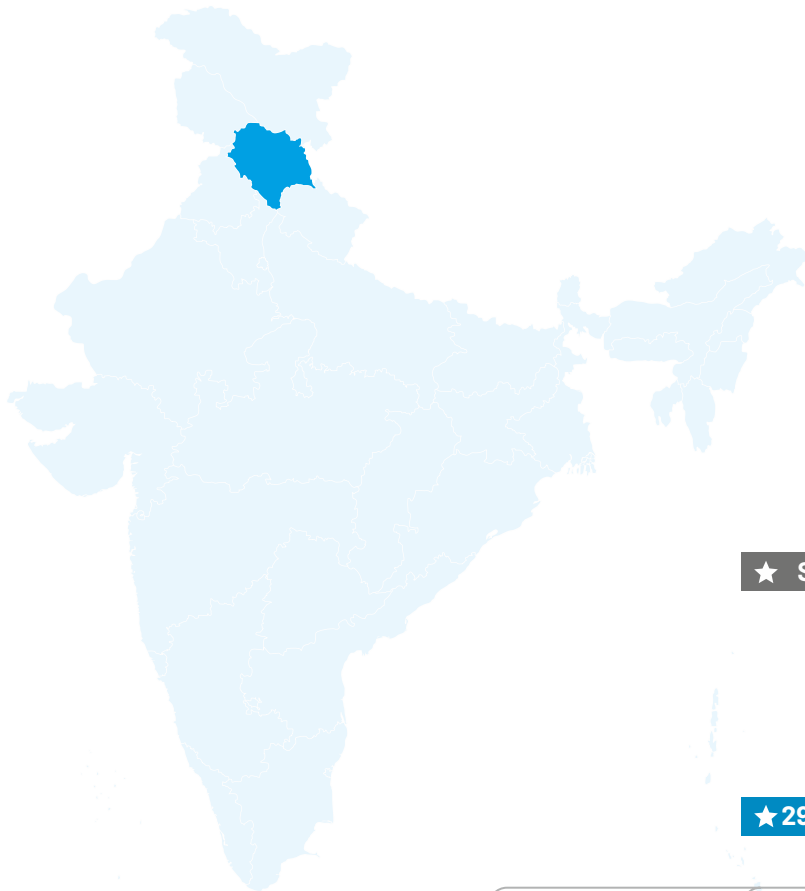
| Indicator 18 | | Score: 1.35/2.70 |
|---|---|------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● Sub Indicator 18.1: | Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Haryana Constitution of District Planning Committee Rules, 1997, Section 3. (2) | | |
| ● Sub Indicator 18.2: | Is the Chairperson of the DPC/MPC an ER? | No |
| Source: Haryana Constitution of District Planning Committee Rules, 1997, Section 6 | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: HMCA, 1994, Section 67(2) | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 81% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 2.57/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 6 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.84/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 15 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 4/4 |
| Do the citizens have right to elect the Mayor? | | Yes |
| Source: HMCA, 1994, Section 4(2) | | Directly Elected |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: HMCA, 1994, Section 34 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: HMCA, 1994, Section 10 | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://services.gmda.gov.in/helpdesk/ | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: HMCA, 1994 - Section 87 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: HMCA, 1994 - Section 87 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: HMCA, 1994, Section 83(2) | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: HMCA, 1994, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|-------------|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: HMCA, 1994, Section 150 | | |
| Indicator 38 | | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: HMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes Yes Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: HMCA, 1994, Section 169 | | |

Himachal Pradesh

Himachal Pradesh has two Acts for constitution of city governments namely The Himachal Pradesh Municipal Act, 1994 and Himachal Pradesh Municipal Corporation Act, 1994. Dharamshala Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 29.24/100 18/29



★ 9.38/30 20

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.66/15 10

Empowered City
Administration



★ 8.25/25 4

Empowered
Citizens



★ 7.95/30 24

Fiscal
Empowerment



Key Observations

- Himachal Pradesh ranked 18th in the Urban Governance Index with 29.24 marks.
- To improve the urban governance structure, Himachal Pradesh needs to ensure that the term of Mayor is co-terminus with that of the City Government, Mayor holds executive authority over commissioner, along with authority to appoint chairperson of subject/standing committee and that the Mayor becomes the chairperson of the apex committee.
- There is no provision for a fixed salary for the Councillors or office allowance nor is there a provision for conducting training of Councillors.
- The City government should have independent authority to frame rules, regulation and bye-laws and have a procedure for conduct and business rules for the City Government.
- The ward committees in Himachal Pradesh have provision for including of members nominated by the ward sabha ensuring empowerment of citizens.

Indicator – Data Response

Himachal Pradesh
Dharamshala Municipal Corporation

| Indicator 1 | | Score: 0/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Himachal Pradesh Municipal Corporation Act (HPMCA), 1994, Section 32 | | Term - 2.5 Years |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: HPMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: HPMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: HPMCA, 1994- Section 45(1) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: HPMCA, 1994- Section 40(6) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: HPMCA 1994, Section 40(6) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: HPMCA 1994 - No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: HPMCA 1994 - No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: HPMCA, 1994, Section 35 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: HPMCA, 1994, Section 35 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: HPMCA 1994 - Section 35 | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: HPMCA, 1994 - No provision in the State Municipal Act | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: HPMCA, 1994, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: HPMCA, 1994- Section 5 | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: HPMCA, 1994- Section 37 | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: HPMCA, 1994, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: HPMCA, 1994- Section 44B(1); 44D; 53 | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: HPMCA, 1994, No provisions in the Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: HPMCA, 1994- Section 40 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: HPMCA, 1994- Section 44C | |

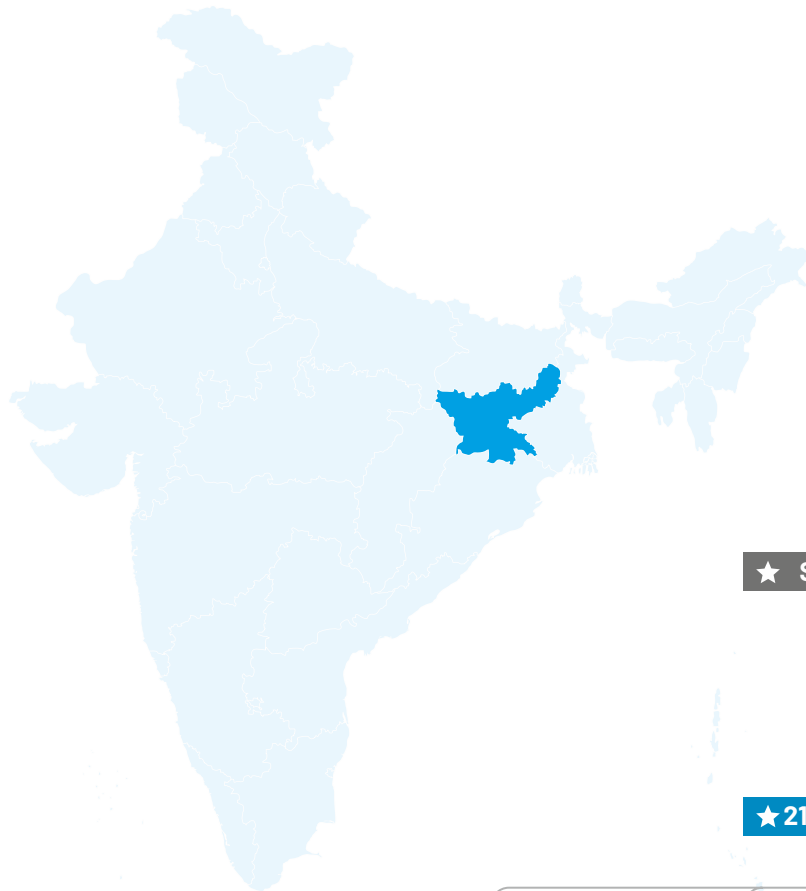
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The Himachal Pradesh Panchayati Raj Act, 1994, Section 185(2)(d) | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The Himachal Pradesh Panchayati Raj Act, 1994, Section 185(2)(a) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: HPMCA, 1994 - Section 67 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: HPMCA, 1994 - No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 35% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: HPMCA, 1994, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 3.09/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 7 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.58/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 13 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: HPMCA, 1994, Section 36 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: HPMCA, 1994 - No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: HPMCA, 1994, Section 44C | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://edharamshala.in/Content/AddGrievances | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: HPMCA, 1994- Section 84 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: HPMCA, 1994- Section 84 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: HPMCA, 1994- Section 80 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: HPMCA, 1994, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|----|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: HPMCA, 1994- Section 144 and 77 | | |
| Indicator 38 | | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 0/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: HPMCA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: HPMCA, 1994 - Section 161 | | |

Jharkhand

Jharkhand has Jharkhand Municipal Act, 2011 for constitution of city governments. Ranchi Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 21.72/100 25/29



★ 7.83/30 22

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.93/15 17

Empowered City
Administration



★ 4.00/25 24

Empowered
Citizens



★ 6.96/30 25

Fiscal
Empowerment



Key Observations

- Jharkhand ranked 25th in the Urban Governance Index with 21.72 marks.
- To improve the urban governance structure, Jharkhand will have to work across the themes to empower City Governments.
- The Mayor should be empowered with executive authority over commissioner and authority to appoint chairperson of Subject/Standing committee should be entrusted with the Mayor. The Act should have provision for council to independently frame rules, regulation and bye-laws and have a procedure for conduct and business rules for the City Government.
- The city administration should be given authority to sanction for recruitments and all 18 functions should be devolved to the City Governments. The City Governments also need to fill sanctioned employee positions in the Administration.
- The City Government should have an open data portal on the website, publish minutes of meeting regularly and have an active grievance redressal mechanism.

Indicator – Data Response

Jharkhand
Ranchi Municipal Corporation

| | |
|--|-------------------------|
| Indicator 1 | Score: 1.80/1.80 |
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Jharkhand Municipal Act (JMA), 2011, Section 26(5) | |
| Indicator 2 | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| <ul style="list-style-type: none"> Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | No |
| Source: JMA, 2011, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: JMA, 2011, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: JMA, 2011- Section 55(2), (8) | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: JMA, 2011- Section 46(6) | |
| Indicator 4 | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Yes |
| Source: JMA, 2011- Section 24(3) | |
| Indicator 5 | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | No |
| Source: JMA, 2011- No provisions in the Municipal Act | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: JMA, 2011- No provisions in the Municipal Act | |
| Indicator 7 | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| <ul style="list-style-type: none"> Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | Yes |
| Source: JMA, 2011, Section 265 | |
| <ul style="list-style-type: none"> Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: JMA, 2011, Section 265 | |
| <ul style="list-style-type: none"> Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: JMA, 2011- Section 265 | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: JMA, 2011- Section 594 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: JMA, 2011, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: JMA, 2011- Section 16(5) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: JMA, 2011- Section 30(5) | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: JMA, 2011; Section 24, 34, 46, Interviews <i>Subject Committee and Ward Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: JMA, 2011- Section 74(1), 49(10), 45(3) | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: JMA, 2011- Section 24(2) | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: JMA, 2011- Section 46 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: JMA, 2011- sections 34(1), 49(1) | |

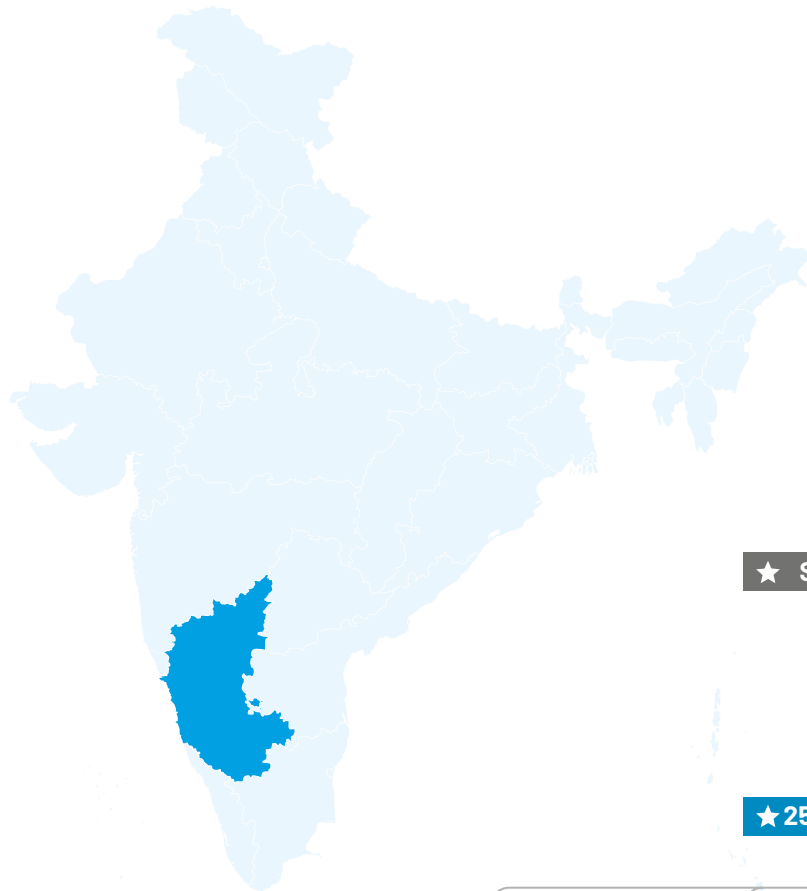
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|--|-------------------------|
| Indicator 18 | Score: 0/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: Jharkhand Municipalities Act, 2011, Section 383 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: Jharkhand Municipalities Act, 2011, Section 383 | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: JMA, 2011– Section 55 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: JMA, 2011– No provisions in the Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 68% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 1.20/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | Yes |
| Source: JMA, 2011– Section 55(7) | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.26/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 2 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.48/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 17 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 4/4 |
| Do the citizens have right to elect the Mayor? | Yes |
| Source: JMA, 2011– Section 26 | <i>Directly Elected</i> |

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|--|----------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: JMA, 2011- Section 21 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: JMA, 2011- Section 34, 41 | |
| Indicator 31 | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | No |
| Source: City Government's Website, https://pgms.dmajharkhand.in/ | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: JMA, 2011- Section 152(2), (8) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: JMA, 2011- Section 152(2), (8) | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: JMA, 2011- Section 110 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: JMA, 2011, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|---------|---------------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: JMA, 2011, Section 133 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission(SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC Report- Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes | |
| Source: JMA, 2011, Section 52 | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: JMA, 2011, Section 123 | | |

Karnataka

Karnataka has two Acts for constitution of city governments namely Karnataka Municipal Corporations Act, 1976 and Karnataka Municipalities Act, 1964. Mangaluru City Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 25.73/100 22/29



★ 6.26/30 23

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.50/15 20

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 11.22/30 19

Fiscal
Empowerment



Key Observations

- Karnataka ranked 22nd in the Urban Governance Index with 25.73 marks.
- Karnataka needs to improve on the themes of Empowered City Elected Representatives and Legislative Structure, Empowered City Administration and Fiscal Empowerment.
- The Mayor should be empowered with executive authority over Commissioner and authority to appoint chairperson of Subject/Standing committee should be given. The Act should have provision for council to independently frame rules, regulation and bye-laws and have a procedure for conduct and business rules for the City Government.
- There is no provision for council to pass no confidence motion against the Mayor and no provision to hold municipal election before the expiry of the term of the corporation.

Indicator – Data Response

Karnataka
Mangaluru City Corporation

| Indicator 1 | | Score: 0/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Karnataka Municipal Corporation Act(KMCA), 1976, Section 10(2) | | Term 1 Year |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report(ACR)of the Commissioner? | | No |
| Source: KMCA, 1976, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion)of Commissioner based on ACR? | | No |
| Source: KMCA, 1976, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: KMCA, 1976- Section 14(1),(2) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: KMCA, 1976- Section 12(1) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: KMCA, 1976 - No provisions in the Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: KMCA, 1976 - No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: KMCA, 1976, No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: KMCA, 1976, Section 17 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: KMCA, 1976, Section 17 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: KMCA, 1976 - Section 17 | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: KMCA, 1976 - Section 422, 425 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: KMCA, 1976, No provision in the State Municipal Act | |
| Indicator 11 | Score: 0/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | No |
| Source: KMCA, 1976, No provisions in Municipal Act | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: KMCA, 1976, No provisions in the Municipal Act | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: KMCA, 1976, Interviews <i>Ward committee not constituted</i> | |
| Indicator 14 | Score: 1.35/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | Yes |
| Source: KMCA, 1976 - Section 13H(6) and 71(2) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: KMCA, 1976, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: KMCA, 1976- Section 11(1) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: KMCA, 1976- Section 13H(1) | |

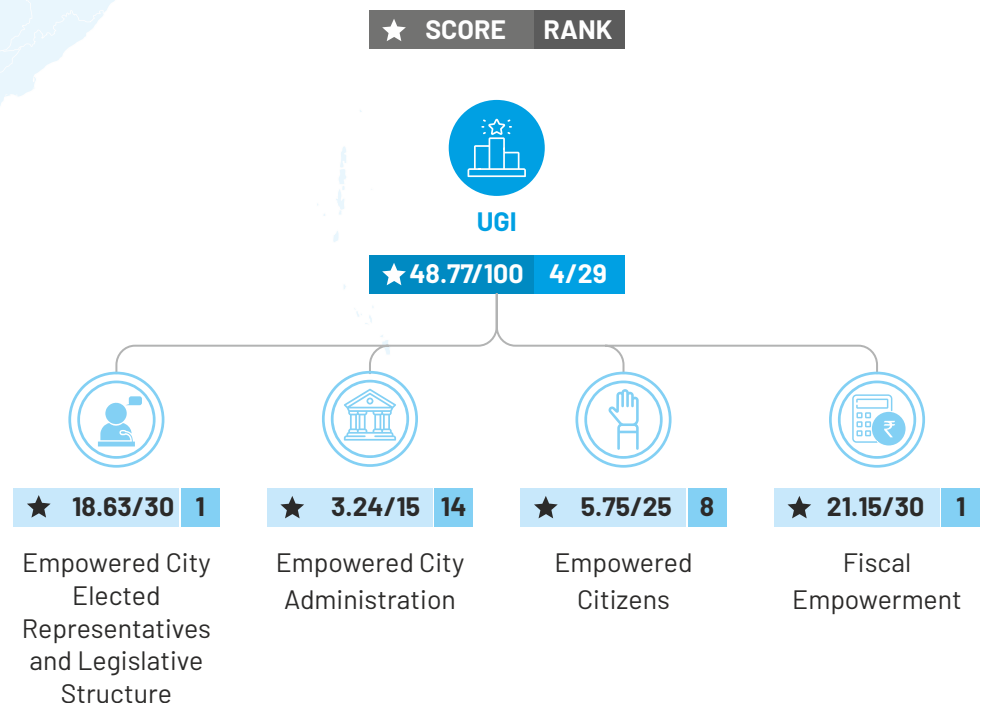
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|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The Karnataka Panchayat Raj Act, 1993, Section 310(2)e | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The Karnataka Panchayat Raj Act, 1993, Section 310(5) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: KMCA, 1976 - Section 82, 83 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: KMCA, 1976- No provisions in the Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 32% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: KMCA, 1976, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 4 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.48/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 17 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: KMCA, 1976, Section 10 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: KMCA, 1976- No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: KMCA, 1976- Section 13H | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, http://www.mangalorecity.mrc.gov.in/ | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 2.10/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: KMCA, 1976 - Section 103 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: KMCA, 1976 - Section 103 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: KMCA, 1976- Section 170 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: KMCA, 1976, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---------------|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: KMCA, 1976- Section 154, 160 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 4.32/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: KMCA, 1976 - No provisions in the Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: KMCA, 1976 - Section 150 | | |

Kerala

Kerala has Kerala Municipality Act, 1994 for constitution of city governments. Kochi Municipal Corporation has been considered for the purpose of Urban Governance Index.



Key Observations

- Kerala ranked 4th in the Urban Governance Index with 48.77 marks.
- Kerala ranked highest in Empowered City Elected Representatives and Legislative Structure and Fiscal Empowerment. The Mayors in Kerala have the authority to write Annual Confidential Report (ACR) of the commissioner (named as secretary). The Act also has a provision to ensure all the Councillors are a part of at least one Subject/Standing committee.
- However, Kerala needs to empower City Administration by devolving sanctioning authority for recruitment, ensure provision for training of city administration and devolve all 18 functions to the City Government.
- To ensure citizen empowerment, City Governments in Kerala should establish an open data portal, give citizens the right to recall their Councillor and should regularly publish minutes of meetings of the committees on the website.

Indicator – Data Response

Kerala
Kochi Municipal Corporation

| | |
|--|-------------------------|
| Indicator 1 | Score: 1.80/1.80 |
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Kerala Municipality Act (KMA), 1994, Section 10 (8) | |
| Indicator 2 | Score: 0.90/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| <ul style="list-style-type: none"> Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | Yes |
| Source: KMA, 1994, Section 15(3b) | |
| <ul style="list-style-type: none"> Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: KMA, 1994, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: KMA, 1994, Section 48 | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: KMA, 1994, Section 21 | |
| Indicator 4 | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Yes |
| Source: KMA, 1994, Section 23 | |
| Indicator 5 | Score: 1.58/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | Yes |
| Source: KMA, 1994, Section 21 | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: KMA, 1994, No provision in the State Municipal Act | |
| Indicator 7 | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| <ul style="list-style-type: none"> Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | Yes |
| Source: KMA, 1994, Section 13 | |
| <ul style="list-style-type: none"> Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: KMA, 1994, Section 13 | |
| <ul style="list-style-type: none"> Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: KMA, 1994, Section 13 | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: KMA, 1994, Section 572 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: KMA, 1994, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: KMA, 1994, Section 94 | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: KMA, 1994 - Section 19 | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: KMA, 1994, Section 20 C, 23, 42, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: KMA, 1994, Section 44 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: KMA, 1994, Section 23 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: KMA, 1994, Section 20 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: KMA, 1994, Section 42 | |

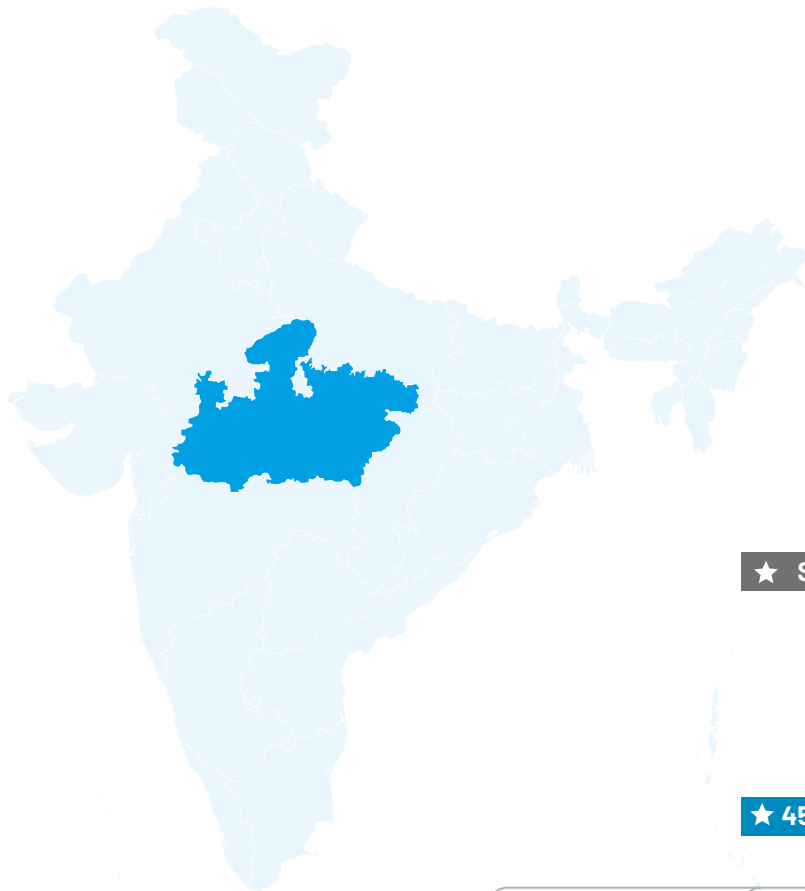
| Indicator 18 | | Score: 2.70/2.70 |
|---|---|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● | Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: KMA, 1994, Section 53(2) | | |
| ● | Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: KMA, 1994, Section 53(ii) | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: KMA, 1994, Section 222, (1b) | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: KMA, 1994, No provision in the State Municipal Act | | |
| Indicator 21 | | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | | 15% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: KMA, 1994, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 5 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.84/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 15 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: KMA, 1994, Section 10 | | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: KMA, 1994, No provision in the State Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: KMA, 1994, Section 43 | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://cochinmunicipalcorporation.kerala.gov.in/web/guest/home | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: KMA, 1994 - Section 230 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: KMA, 1994 - Section 230 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: KMA, 1994, Section 293 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: KMA, 1994, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: KMA, 1994, Section 297 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 5.40/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: KMA, 1994 - Section 294-295, 522-523 | | |
| ● | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| ● | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: KMA, 1994, Section 295 | | |

Madhya Pradesh

Madhya Pradesh has two Acts for constitution of city governments namely The Madhya Pradesh Municipal Corporation Act, 1956 and Madhya Pradesh Municipalities Act, 1961. Bhopal Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 45.94/100 5/29



★ 14.66/30 5

Empowered City
Elected
Representatives
and Legislative
Structure



★ 4.05/15 8

Empowered City
Administration



★ 8.25/25 4

Empowered
Citizens



★ 18.99/30 3

Fiscal
Empowerment



Key Observations

- Madhya Pradesh ranked 5th in the Urban Governance Index with 45.94 marks.
- Madhya Pradesh has a very robust deliberative committee and only requires provision for all committees to meet at least once a month.
- The City administration should hold sanctioning authority for recruitment, have provision for providing training to the employees and devolve all 18 functions to the City Government.
- The City Government also needs to establish an open data portal for citizens, regularly publish minutes of meeting of committees and make provisions for elected area level representatives to be members of the ward committees.

Indicator – Data Response

Madhya Pradesh
Bhopal Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Madhya Pradesh Municipal Corporation Act (MPMCA), 1956, Section 20(4) | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: MPMCA, 1956, Section 37(5) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: MPMCA, 1956, Section 25-B | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: MPMCA, 1956, Section 25-B | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: MPMCA, 1956, Section 25-B | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: MPMCA, 1956, Section 430 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: MPMCA, 1956, Section 20(2) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: MPMCA, 1956, Section 19B | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: MPMCA, 1956, Section 46, 48, 48A; Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: MPMCA, 1956, Section 27 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: MPMCA, 1956, Section 37 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: MPMCA, 1956, Section 45, 46 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: MPMCA, 1956, Section 48 A | |

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|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: The M.P. Zila Yojana Samiti Adhiniyam, 1995, Section 4 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The M.P. Zila Yojana Samiti Adhiniyam, 1995, Section 4(2)(i) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: MPMCA, 1956, Section 58 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 42% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 2.57/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 6 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.48/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 17 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: MPMCA, 1956, Section 9 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: MPMCA, 1956, Section 24, 19. | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website: www.bmconline.gov.in | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 2.50/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: MPMCA, 1956 - Section 132(6) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: MPMCA, 1956 - Section 133, 135 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: MPMCA, 1956, Section 98 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: MPMCA, 1956, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: MPMCA, 1956, Section 102 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: MPMCA, 1956, Section 130, 130A, 130B | | |
| ● | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No |
| Source: City Government's Website | | |
| ● | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: MPMCA, 1956, Section 129 | | |

Maharashtra

Maharashtra has three Acts for constitution of city governments namely The Maharashtra Municipal Corporations Act, 1949, The Mumbai Municipal Corporation Act, 1888 and Maharashtra Municipal Councils, Nagar Panchayats and Industrial Townships Act, 1965. Municipal Corporation of Greater Mumbai has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 55.15/100 2/29



★ 11.60/30 10

Empowered City
Elected
Representatives
and Legislative
Structure



★ 5.40/15 2

Empowered City
Administration



★ 17.00/25 2

Empowered
Citizens



★ 21.15/30 1

Fiscal
Empowerment



Key Observations

- Maharashtra ranked 2nd in the Urban Governance Index with 55.15 marks.
- To improve the urban governance structure, Maharashtra needs to ensure that the term of Mayor is co-terminus with that of the City Government, Mayor holds executive authority over commissioner along with authority to appoint chairperson of subject/standing committee and also ensure that the Mayor is the chairperson of the apex committee.
- Maharashtra is the only State where Councillors are given allowance for office and provision for dedicated staff for office. The City Government has constituted all the committees mentioned in the Municipal Corporation Act and the committee also meet at least once a month.
- City government in Maharashtra has adequate fiscal empowerment since the City Government has independent authority to introduce new taxes, change tax rates and approve the budget.

Indicator – Data Response

Maharashtra
Municipal Corporation of Greater Mumbai

| Indicator 1 | | Score: 0/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | No |
| Source: Mumbai Municipal Corporation Act (MMCA), 1888, Chapter 2, Section 37 | | Term – 2.5 Years |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: MMCA, 1888, Section 44 | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0.95/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: MMCA, 1888, Section 37-A | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: MMCA, 1888, Section 37-A | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | Yes |
| Source: MMCA, 1888, Section 37-A | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: MMCA, 1888, Section 463 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: MMCA, 1888, Section 6B | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: MMCA, 1888, Section 41, 42, 49B, 50, 50G, 50TT, Interviews | |
| Indicator 14 | Score: 1.35/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | Yes |
| Source: MMCA, 1888, Section 36, 49a, 49 Ia, 50D 2a, 50 Pa, 50 TT9 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: MMCA, 1888, Section 42 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: MMCA, 1888, Section 38 A | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: MMCA, 1888, Section 50TT | |

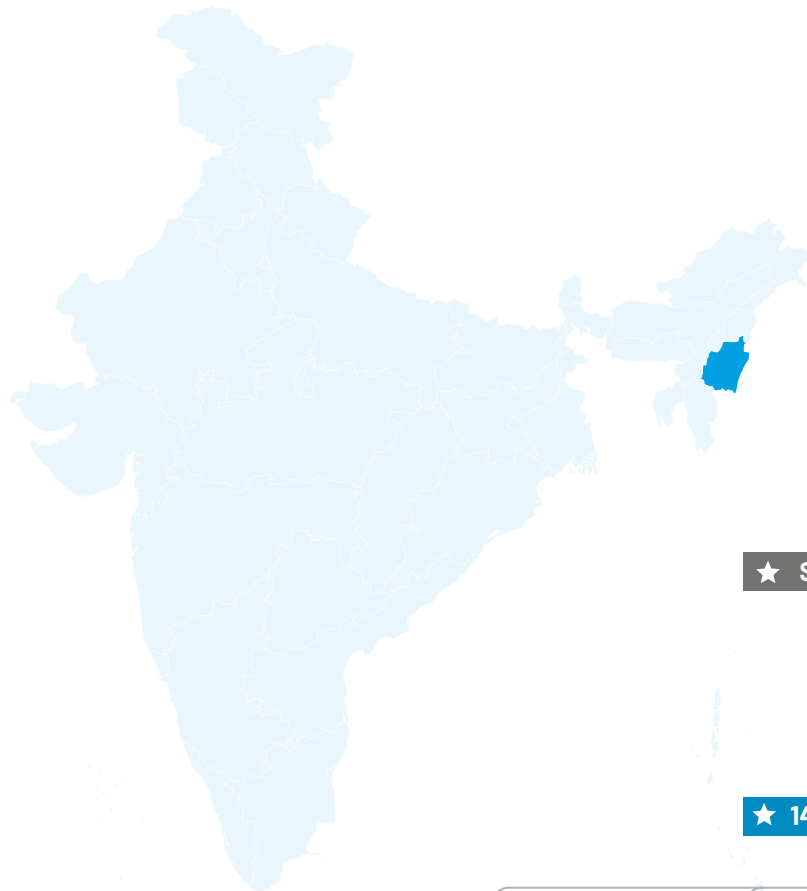
| | |
|---|---------------------------|
| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: Mumbai Metropolitan Region Development Authority Act, 1957, Not specified in the Act | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Mumbai Metropolitan Region Development Authority Act, 1957(2) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: MMCA, 1888, Section 74(3g) | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 33% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 3.60/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 9 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.80/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 18 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 8.75/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | Yes |
| Source: City Government's Website, https://portal.mcgm.gov.in/irj/portal/anonymous?NavigationTarget=navurl://f012ac28db120c9038bcd529e7d6cd3 | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: MMCA, 1888, Section 37 | |

| | |
|---|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: MMCA, 1888, Section 181A | |
| Indicator 29 | Score: 2.50/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | Yes |
| Source: City Government's Website, https://portal.mcgm.gov.in/irj/portal/anonymous/qlmsanonymous | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://portal.mcgm.gov.in/irj/portal/anonymous/qlmsanonymous | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews, https://portal.mcgm.gov.in/irj/portal/anonymous/qlmsanonymous | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: MMCA, 1888, Section 139 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: MMCA, 1888 - Section 139 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: MMCA, 1888 - Section 129 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: MMCA, 1888, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: MMCA, 1888, Section 106 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 5.40/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: MMCA, 1888 - Section 123-A, 129, 86-B | | |
| ● | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| ● | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: MMCA, 1888, Section 137 B | | |

Manipur

Manipur has The Manipur Municipalities Act, 1994 for constitution of city governments. Imphal Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 14.63/100 28/29



★ 10.53/30 14

Empowered City
Elected
Representatives
and Legislative
Structure



★ 0.90/15 29

Empowered City
Administration



★ 2.00/25 28

Empowered
Citizens



★ 1.20/30 29

Fiscal
Empowerment



Key Observations

- Manipur ranked 28th in the Urban Governance Index with 14.63 marks.
- Elected City Representatives of Manipur are empowered to an extent but the state lacks in the themes of Empowered City Administration, Empowered Citizens and Fiscal Empowerment of the City Government.
- To improve urban governance structure, the City administration should hold sanctioning authority for recruitment, have provision for providing training to the employees and devolve all 18 functions to the City Government.
- The City Governments should have an accessible open data portal for the citizens.

Indicator – Data Response

Manipur
Imphal Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Manipur Municipalities Act (MMA), 1994, Section 12E | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: MMA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: MMA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: MMA, 1994 - Section 12P(2) | | |
| Indicator 3 | | Score: 1.80/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | Yes |
| Source: MMA, 1994 - Section 57(3) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: MMA, 1994 - Section 57(3) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: MMA, 1994 - No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: MMA, 1994 - No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: MMA, 1994, Section 12 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: MMA, 1994, Section 12 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: MMA, 1994 - Section 12-O | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: MMA, 1994, Section 211 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: MMA, 1994, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: MMA, 1994 - Section 22(2) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: MMA, 1994 - Section 31(1) | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: MMA, 1994, Section 16, 56, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: MMA, 1994, section 49(1) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: MMA, 1994, No provisions in the Municipal Act. | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: MMA, 1994 - Section 56(1) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: MMA, 1994 - Section 16(1) | |

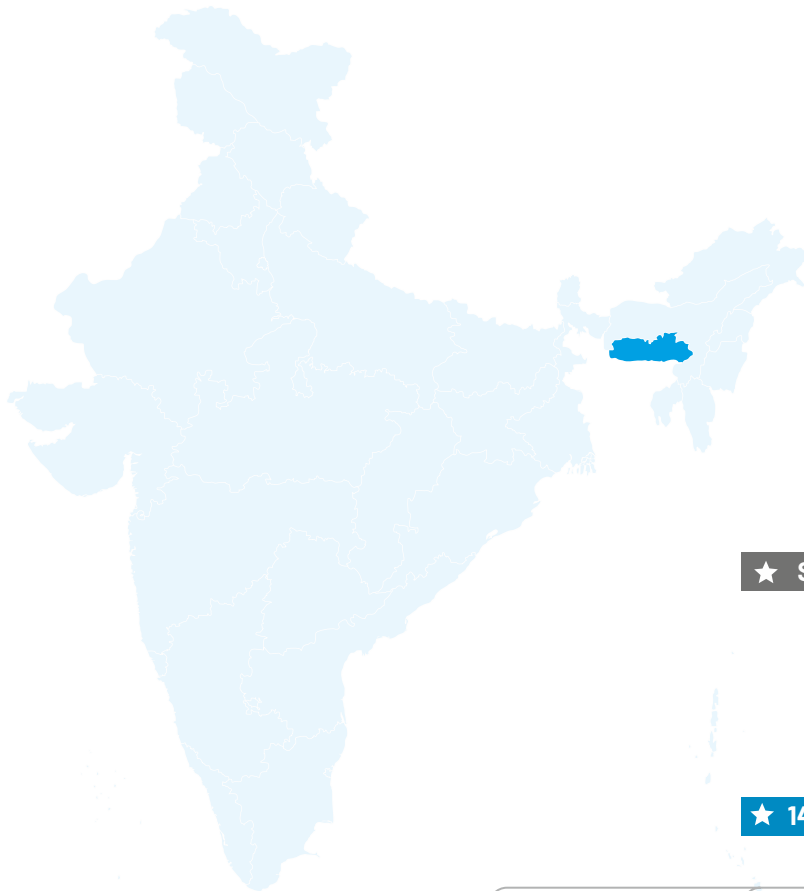
| | |
|--|---------------------------|
| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Manipur Panchayati Raj Act, 1994 - Section 96(2) | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: Manipur Panchayati Raj Act, 1994 - Section 96(5) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: MMA, 1994 - Section 41 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: MMA, 1994 - No provisions in the Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 46% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: MMA, 1994, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.64/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 3 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.26/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 10 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: MMA, 1994, Section 12E | |

| | |
|--|----------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: MMA, 1994 - No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website, http://imc.mn.gov.in/houserresolution.html (House resolution for 2017) | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: MMA, 1994 - Section 16 | |
| Indicator 31 | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | No |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: MMA, 1994 - Section 75 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: MMA, 1994 - Section 75 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: MMA, 1994 - Section 71(1) | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: MMA, 1994, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: MMA, 1994 - Section 69(1) | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 2nd SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 0/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| <div></div> | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: MMA, 1994, No provision in the State Municipal Act | | |
| <div></div> | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No |
| Source: City Government's Website | | |
| <div></div> | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 0/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | |
| Source: MMA, 1994 - No provisions in the Municipal Act | | No |

Meghalaya

Meghalaya has The Meghalaya Municipal Act, 1973 for constitution of city governments. Shillong Municipal Board has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 14.82/100 27/29



★ 3.83/30 29

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.86/15 23

Empowered City
Administration



★ 3.25/25 25

Empowered
Citizens



★ 5.88/30 26

Fiscal
Empowerment



Key Observations

- Meghalaya ranked 27th in the Urban Governance Index with 14.82 marks.
- To improve the urban governance structure, Meghalaya needs to ensure that the Mayor has executive authority over commissioner along with authority to appoint chairperson of subject/standing committee and also ensure that the Mayor is the chairperson of apex committee.
- The City administration should hold sanctioning authority for recruitment, have provision for providing training to the employees and devolve all 18 functions to the City Government.
- The City Governments should have an accessible open data portal for the citizens along with a robust digital grievance redressal mechanism with multiple modes of complaint registration.

Indicator – Data Response

Meghalaya
Shillong Municipal Board

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Meghalaya Municipal Act (MMA), 1973, Section 34 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: MMA, 1973, Section 42 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: MMA, 1973, Section 42 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: MMA, 1973, No provision in the State Municipal Act | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: MMA, 1973, Section 304 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: MMA, 1973, Section 26(1) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: MMA, 1973, Section 28 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: MMA, 1973, Section 48, Interviews <i>Council is not active</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: MMA, 1973, Section 48 | |
| Indicator 17 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |

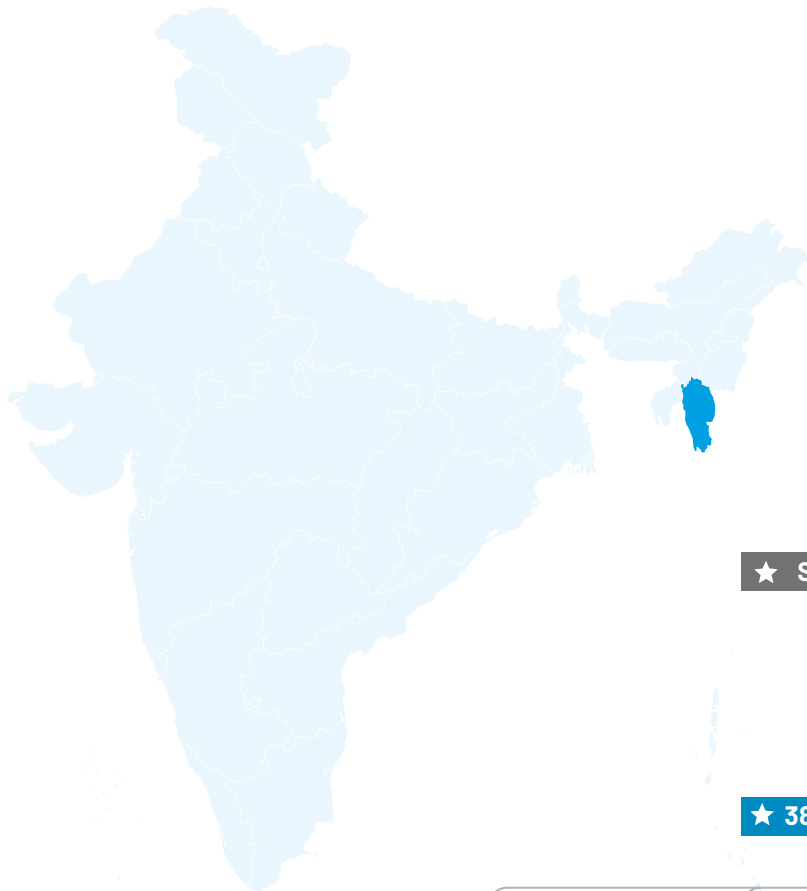
| | |
|--|---------------------------|
| Indicator 18 | Score: 0/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: The District Planning and Development Council (DPDC) | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: The District Planning and Development Council (DPDC) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | Not Available |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 5 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.06/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 9 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: MMA, 1973, Section 24 | |

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| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: MMA, 1973, Section 29 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, http://megpgrams.gov.in/index.htm | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: MMA, 1973 - Section 68 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: MMA, 1973 - Section 68 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: MMA, 1973, Section 43A | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: MMA, 1973, No provision in the State Municipal Act | |

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|---|----------|---------------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: MMA, 1973 - Section 59 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC Report- Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 1.08/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: MMA, 1973, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 0/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | No |
| Source: MMA, 1973 - No provision in the State Municipal Act | | |

Mizoram

Mizoram has The Mizoram Municipalities Act, 2007 for constitution of city governments. Aizawl Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 38.85/100 8/29



★ 13.53/30 8

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.73/15 9

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 15.84/30 8

Fiscal
Empowerment



Key Observations

- Mizoram ranked 8th in the Urban Governance Index with 38.85 marks.
- To improve the urban governance structure, the Mayor of Mizoram should have the authority to appoint chairperson of Subject/Standing Committee. There should be a provision for regular and mandatory training of councillors in the Municipal Act
- The council should be given authority to independently frame rules, regulations and bye-laws and have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.
- Mizoram has an autonomous body to look into the matters concerning recruitment of municipal officials for the city governments.

Indicator – Data Response

Mizoram
Aizawl Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|-----|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Mizoram Municipalities Act(MMA), 2007, Section 17(1), 22 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| <div><div></div><div>Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report(ACR) of the Commissioner?</div></div> | No | |
| Source: MMA, 2007, No provision in the State Municipal Act | | |
| <div><div></div><div>Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion)of Commissioner based on ACR?</div></div> | No | |
| Source: MMA, 2007- No provisions in the Municipal Act | | |
| <div><div></div><div>Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council?</div></div> | No | |
| Source: MMA, 2007- Section 62 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: MMA, 2007- Section 24 | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: MMA, 2007- Section 14(1),(2) | | |
| Indicator 5 | | Score: 1.58/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | Yes |
| Source: MMA, 2007- No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: MMA, 2007, No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| <div><div></div><div>Sub Indicator 7.1: Do the Councillors receive monthly fixed salary?</div></div> | Yes | |
| Source: MMA, 2007, Section 55 | | |
| <div><div></div><div>Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner?</div></div> | No | |
| Source: MMA, 2007, Section 55 | | |
| <div><div></div><div>Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff?</div></div> | No | |
| Source: MMA, 2007, Section 55 | | |

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| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: MMA, 2007, Section 372 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: The Mizoram Municipalities(Procedure and Conduct of Business)Rules, 2007 | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: MMA, 2007, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: MMA, 2007 - Section 13(3) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: The Mizoram Municipalities(Procedure and Conduct of Business)Rules, 2007 - Section 30 | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: MMA, 2007, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: The Mizoram Municipalities (Procedure and Conduct of Business) Rules, 2007 - Section 12(1), The Mizoram Municipalities(Ward Committee and Local Council)Rules, 2010 - section 7, 14 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: MMA, 2007 - Section 14 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: MMA, 2007 - Section 24 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: MMA, 2007 - Section 23 | |

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| Indicator 18 | Score: 0/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: MMA, 2007 - No relevant provisions mentioned in the Municipal Act | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: MMA, 2007 - No relevant provisions mentioned in the Municipal Act | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: MMA, 2007 - Section 62 | |
| Indicator 20 | Score: 1.50/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | Yes |
| Source: Mizoram Municipal Common Cadre Service Rules, 2019 - Section 9 | |
| Indicator 21 | Score: 1.20/1.20 |
| Percentage of vacant posts in the city administration | 8% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: MMA, 2007, No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 4 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 8 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: MMA, 2007, Section 16 | |

| Indicator 28 | | Score: 0/1 |
|---|-----|------------------|
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | | No |
| Source: MMA, 2007 - No provisions in the Municipal Act | | |
| Indicator 29 | | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | | No |
| Source: City Government's Website | | |
| Indicator 30 | | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | | Yes |
| Source: MMA, 2007 - Section 23, The Mizoram Municipalities (Ward Committee and Local Council) Rules, 2010 - section 15 | | |
| Indicator 31 | | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | | Yes |
| Source: City Government's Website, http://mipuiaw.nic.in/citizen/grievance.php?TabID=L | | |
| Indicator 32 | | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 33 | | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 34 | | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | |
| Does the City Government hold independent authority to revise the tax rates/charges? | | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes | |
| Source: MMA, 2007 - Section 210 | | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes | |
| Source: MMA, 2007 - Section 210 | | |
| Indicator 35 | | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | | Yes |
| Source: MMA, 2007 - Section 86 | | |
| Indicator 36 | | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | | No |
| Source: MMA, 2007, No provision in the State Municipal Act | | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|--|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: MMA, 2007 – Section 77 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: MMA, 2007, Section 369 | | |
| ● | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | No |
| Source: City Government's Website | | |
| ● | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: MMA 2007 – Section 90 | | |

Nagaland

Nagaland has The Nagaland Municipal Act, 2001 for constitution of city governments. Kohima Municipal Council has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 13.37/100 29/29



★ 4.23/30 28

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.09/15 28

Empowered City
Administration



★ 3.25/25 25

Empowered
Citizens



★ 4.80/30 27

Fiscal
Empowerment



Key Observations

- Nagaland ranked the last in the Urban Governance Index with 13.37 marks.
- To improve the urban governance structure, the Mayor of Nagaland should have the authority to appoint chairperson of Subject/Standing Committee. The State Municipal Act should provide for regular training of Councillors. The Councillors should also get a fixed remuneration.
- The council should be given authority to independently frame rules, regulations and bye-laws and have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.
- The State should empower the City Government with authority to introduce new taxes/charges and change tax rates, and have independent authority to approve the budget according to the State Municipal Act.
- The City Governments also should regularly publish the accounts on their website.

Indicator – Data Response

Nagaland
Kohima Municipal Council

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Nagaland Municipal Act (NMA), 2001, Section 13 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: NMA, 2001, Section 57L | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: NMA, 2001, Section 57L | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: NMA, 2001, Section 57L | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: NMA, 2001, Section 24 | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: NMA, 2001, Section 28 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: NMA, 2001, Section 83 B, 131, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: NMA, 2001, Section 83B, 131, 294, 341 | |
| Indicator 17 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |

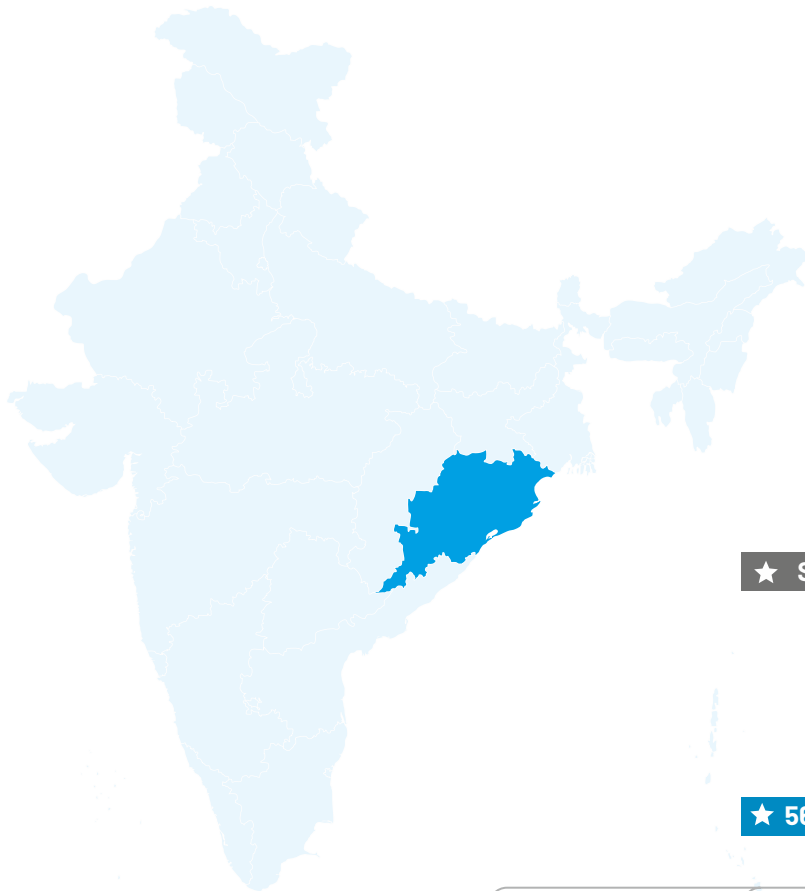
| | |
|--|---------------------------|
| Indicator 18 | Score: 0/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: NMA, 2001, Section 407 A | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | No |
| Source: NMA, 2001, Section 407 A | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | Not Available |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 4 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.06/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 9 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: NMA, 2001, Section 12 | |

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|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: NMA, 2001, Section 28 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, https://kmc.nagaland.gov.in/grievancies.html | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: NMA, 2001 - Section 120(2) | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: NMA, 2001 - Section 120(3) | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: NMA, 2001, Section 102 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: NMA, 2001, No provision in the State Municipal Act | |

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|---|----|-----------------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: NMA, 2001, Section 99 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC reports - Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 0/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: NMA, 2001, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: NMA, 2001, Section 109 | | |

Odisha

Odisha has two Acts for constitution of city governments namely The Orissa Municipal Act, 1950 and The Orissa Municipal Corporation Act, 2003. Bhubaneswar Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 56.86/100 1/29



★ 15.83/30 3

Empowered City
Elected
Representatives
and Legislative
Structure



★ 5.10/15 3

Empowered City
Administration



★ 19.50/25 1

Empowered
Citizens



★ 16.44/30 6

Fiscal
Empowerment



Key Observations

- Odisha ranked 1st in the Urban Governance Index with 56.86 marks. However, there is a lot of scope for improvement of the urban governance structure.
- The Mayor in Odisha should have executive authority over Commissioner and authority to appoint chairperson of Standing/Subject committee should also be entrusted. The Councillors should be given a fixed monthly salary. The council should have independent authority to frame bye-laws. All the committees should meet at least once a month.
- The council should have authority to sanction recruitments and provide training for administration.
- The citizens should have the right to recall a Councillor.

Indicator – Data Response

Odisha
Bhubaneswar Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Odisha Municipal Corporation Act (OMCA), 2003, Section 14 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: OMCA, 2003, Section 10 | | |
| Indicator 5 | | Score: 1.58/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | Yes |
| Source: OMCA, 2003, Section 9, 10(3) | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: OMCA, 2003, Section 57 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: OMCA, 2003, Section 57 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: OMCA, 2003, Section 659 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: OMCA, 2003, Section 58 | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: OMCA, 2003, Section 53, Interview | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: OMCA, 2003, Section 9, 21, 215, 470, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: OMCA, 2003, Section 113 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: OMCA, 2003, Section 10 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: OMCA, 2003, Section 9 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: OMCA, 2003, Section 21 | |

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| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Orissa District Planning Committees Rules, 2000, Section 3 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Orissa District Planning Committees Rules, 2000, Section 3 | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0.60/1.20 |
| Percentage of vacant posts in the city administration | 12% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 3.34/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 8 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.16/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 16 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 8.75/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | Yes |
| Source: City Government's Website, https://www.bmc.gov.in/public-disclosure | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: OMCA, 2003, Section 14 | |

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|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: OMCA, 2003, Section 53 | |
| Indicator 29 | Score: 2.50/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | Yes |
| Source: City Government's Website, https://www.bmc.gov.in/public-disclosure/475 | |
| Indicator 30 | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | Yes |
| Source: OMCA, 2003, Section 21 | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, www.citizenservices.bhubaneswar.me/grievance/complaint-registration/grievance | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 2.10/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: OMCA, 2003 - Section 192 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: OMCA, 2003 - Section 192 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: OMCA, 2003, Section 139, 140 and 141 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: OMCA, 2003, No provision in the State Municipal Act | |

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|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: OMCA, 2003, Section 164, 165 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: OMCA, 2003, No provisions in the State Municipal Act | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: OMCA, 2003, Section 163 | |

Punjab

Punjab has two Acts for constitution of city governments namely Punjab Municipal Corporation Act, 1976 and the Punjab Municipal Act, 1911. Municipal Corporation Amritsar has been considered for the purpose of Urban Governance Index.

★ SCORE RANK



UGI

★ 24.81/100 24/29



★ 6.23/30 24

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.64/15 18

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 10.20/30 21

Fiscal
Empowerment



Key Observations

- Punjab ranked 24th in the Urban Governance Index with 24.81 marks.
- To improve the urban governance structure, Punjab needs to ensure that the Mayor holds executive authority over commissioner along with authority to appoint chairperson of subject/standing committee and also ensure that the Mayor is the chairperson of apex committee.
- There should be provision in the Act for all the Councillors to be a part of at least one deliberative committee and provision for regular training of Councillors. The Councillors should get commensurate salary and office allowance.
- The state should empower the City Government with authority to introduce new taxes/charges and change tax rates, and have independent authority to approve the budget according to the State Municipal Act.

Indicator – Data Response

Punjab
Municipal Corporation Amritsar

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Punjab Municipal Corporation Act (PMCA), 1976, Section 38(2A) | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: PMCA, 1976- Section 47(3) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: PCMA, 1976- Section 42(5) | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: PMCA, 1976- No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: PMCA, 1976, No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: PMCA, 1976, Section 37 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: PMCA, 1976, Section 37 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: PMCA, 1976- Section 37 | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: PMCA, 1976, Section 401 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: PMCA, 1976- Section 7(3) | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: PMCA, 1976- Section 39 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: PMCA, 1976, Interview <i>Ward Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: PMCA, 1976- Section 55(1) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: PMCA, 1976, No provisions in the Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: PMCA, 1976- Section 42(3),(4) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: PMCA, 1976- Section 42A(1) | |

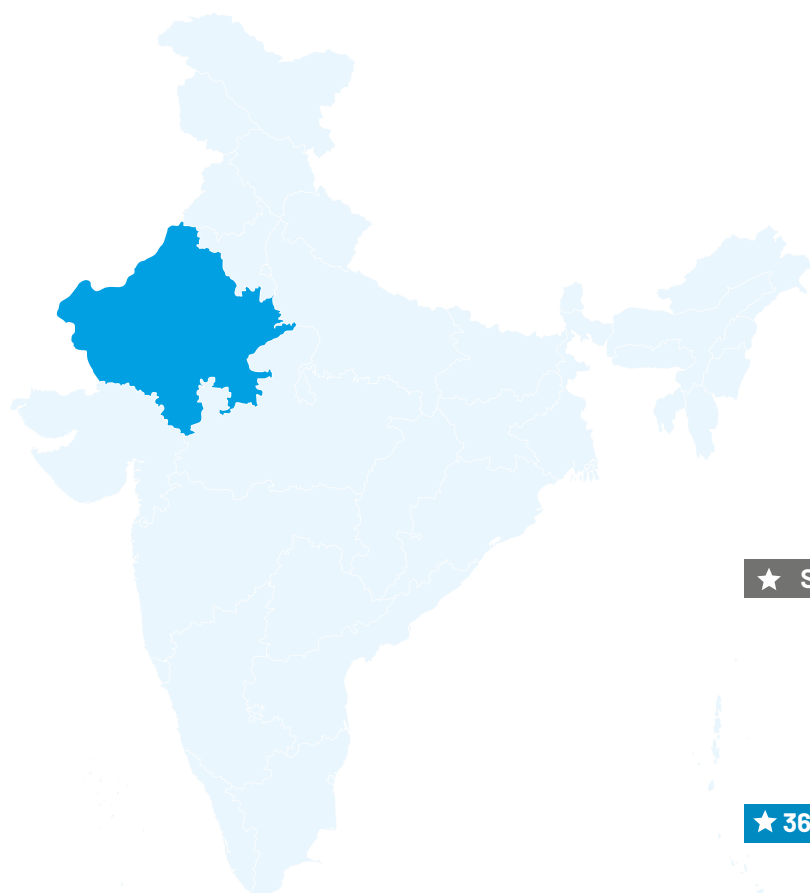
| Indicator 18 | | Score: 0/2.70 |
|---|---|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● Sub Indicator 18.1: | Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: The Punjab Panchayati Raj Act, 1994 - Section 214 | | |
| ● Sub Indicator 18.2: | Is the Chairperson of the DPC/MPC an ER? | No |
| Source: The Punjab Panchayati Raj Act, 1994 - Section 214 | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: PMCA, 1976- Section 71(5) | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 36.2% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: PMCA, 1976, No provisions in the Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 5 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.84/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 15 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: PMCA, 1976, Section 38 | | |

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|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: PMCA, 1976 - No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: PMCA, 1976 - Section 42A | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, http://complaint.amritsarcorp.com/lodge-complaint.php | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews, http://complaint.amritsarcorp.com/lodge-complaint.php | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews, http://complaint.amritsarcorp.com/lodge-complaint.php | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: PMCA, 1976- Section 90 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: PMCA, 1976- Section 90 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: PMCA, 1976 - Section 86 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: PMCA, 1976, No provision in the State Municipal Act | |

| | | |
|--|---|----------------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: PMCA, 1976- Section 158 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission(SFC)have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC report - Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 5.40/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● | Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: PMCA, 1976, Section 176(2), 398 | | |
| ● | Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| ● | Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: PMCA, 1976 - Section 176(2), (3) | | |

Rajasthan

Rajasthan has Rajasthan Municipalities Act, 2009 for constitution of city governments. Udaipur Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 36.22/100 9/29



★ 14.25/30 6

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.96/15 16

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 13.26/30 13

Fiscal
Empowerment



Key Observations

- Rajasthan ranked 9th in the Urban Governance Index with 36.22 marks.
- To improve the urban governance structure, City administration of Rajasthan should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The City Government should establish an open data portal on the website.
- The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.

Indicator – Data Response

Rajasthan
Udaipur Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Rajasthan Municipalities Act (RMA), 2009, Section 43(11) | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: RMA, 2009 - Section 55, 57 | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: RMA, 2009, Section 43(15) | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: RMA, 2009, Section 339 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: RMA, 2009, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: RMA, 2009, Section 11 | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: RMA, 2009, Section 39 | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: RMA, 2009, Section 54, 55, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: RMA, 2009, Section 55 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: RMA, 2009, Section 55 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: RMA, 2009, Section 55(1, 3) | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: RMA, 2009, Section 54 | |

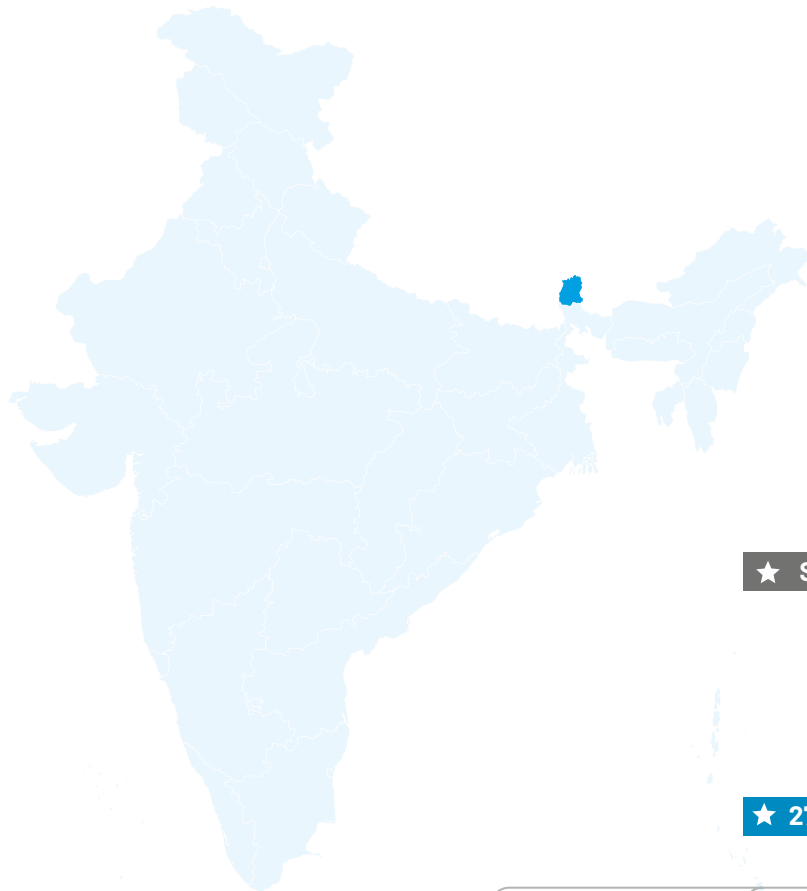
| Indicator 18 | | Score: 2.70/2.70 |
|---|---|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● Sub Indicator 18.1: | Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Rajasthan Panchayati Raj Act, 1994, Section 121(2) | | |
| ● Sub Indicator 18.2: | Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Rajasthan Panchayati Raj Act, 1994, Section 121(6) | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 33% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: RMA, 2009, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 1.80/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 5 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 1.16/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 16 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: RMA, 2009, Section 43 | | |

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|---|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: RMA, 2009, Section 39 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: RMA, 2009, No provision in the State Municipal Act | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, http://www.udaipurmc.org/Presentation/CitizenServices/Ohters/postcomplaint.aspx?lang=1&title= | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: RMA, 2009 - Section 102 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: RMA, 2009 - Section 102 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: RMA, 2009, Section 88 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: RMA, 2009, No provision in the State Municipal Act | |

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|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: RMA, 2009, Section 142 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: RMA, 2009, No provision in the State Municipal Act | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: RMA, 2009, Section 95 | |

Sikkim

Sikkim has Sikkim Municipalities Act 2007 for constitution of city governments. Gangtok Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 27.27/100 20/29



★ 10.23/30 16

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.78/15 24

Empowered City
Administration



★ 2.00/25 28

Empowered
Citizens



★ 13.26/30 13

Fiscal
Empowerment



Key Observations

- Sikkim ranked 20th in the Urban Governance Index with 27.27 marks.
- To improve its urban governance structure, the Council should be given authority to independently frame rules, regulations and bye-laws and there should be procedure for conduct and business rules published.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.
- The city should establish an open data portal and have an active grievance redressal mechanism.

Indicator – Data Response

Sikkim
Gangtok Municipal Corporation

| Indicator 1 | Score: 1.80/1.80 |
|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Sikkim Municipalities Act (SMA), 2007, Section 23(4) | |
| Indicator 2 | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | No |
| Source: SMA, 2007, No provision in the State Municipal Act | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: SMA, 2007 – Section 29(3) | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: SMA, 2007 – Section 29(2) | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: SMA, 2007 – Section 67(1) | |
| Indicator 4 | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | No |
| Source: SMA, 2007, No provision in the State Municipal Act | |
| Indicator 5 | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | No |
| Source: SMA, 2007 – No provisions in the Municipal Act | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: SMA, 2007 – No provisions in the Municipal Act | |
| Indicator 7 | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | Yes |
| Source: SMA, 2007, Section 19 | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: SMA, 2007, Section 19 | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: SMA, 2007 – Section 19 | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: SMA, 2007, Section 368 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: SMA, 2007, No provisions in the Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: SMA, 2007 - Section 12 | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: SMA, 2007 - Section 24(3) | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: SMA, 2007, Section 27, 67, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: SMA, 2007, No provisions in the Municipal Act | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: SMA, 2007, No provisions in the Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: SMA, 2007 - Section 27 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: SMA, 2007, - Section 26 | |

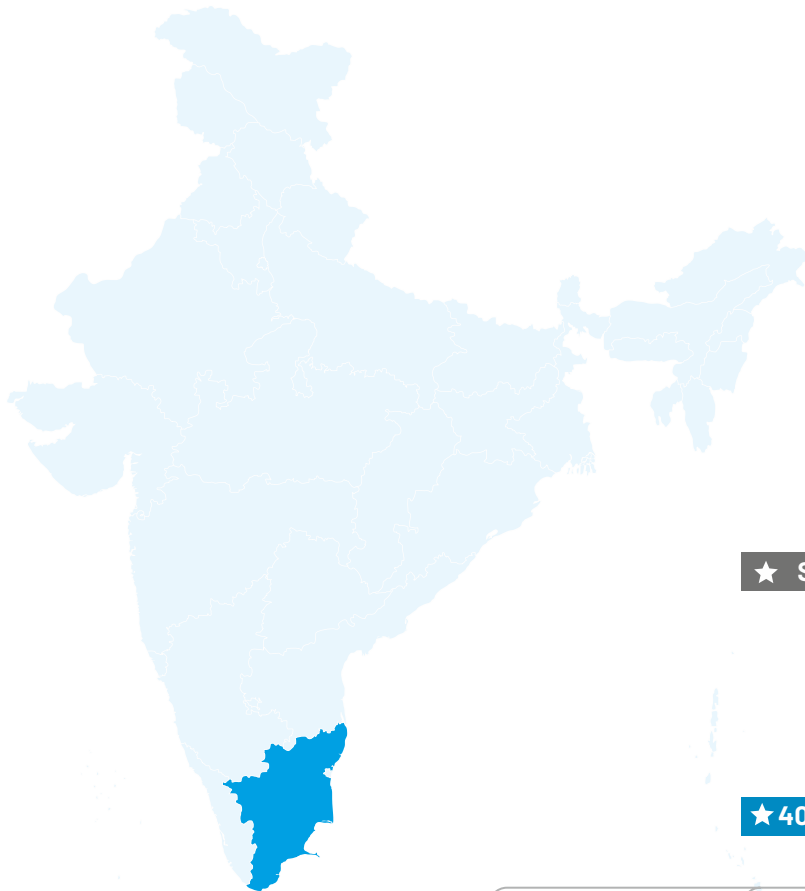
| | |
|--|---------------------------|
| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: Sikkim Panchyat Act, 1993, Section 127 | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Sikkim Panchyat Act, 1993, Section 127(3) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: SMA, 2007 - Section 29 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: SMA, 2007 - Section 29 | |
| Indicator 21 | Score: 1.20/1.20 |
| Percentage of vacant posts in the city administration | 0% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: SMA, 2007 - No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.26/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 2 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.32/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 11 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: SMA, 2007, Section 23 | |

| | |
|--|----------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: SMA, 2007 - No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: SMA, 2007 - No provisions in the Municipal Act | |
| Indicator 31 | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | No |
| Source: City Government's Website | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: SMA, 2007 - Section 90 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: SMA, 2007 - No specific provision in the Municipal Act | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: SMA, 2007 - Section 53 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: SMA, 2007, No provisions in the Municipal Act | |

| | |
|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: SMA, 2007 - Section 68 | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No |
| Source: SMA, 2007, No provisions in the State Municipal Act | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: SMA, 2007 - Section 66 | |

Tamil Nadu

Tamil Nadu has seventeen Acts for constitution of city governments. Coimbatore City Municipal Corporation and the corresponding Municipal Act i.e., The Coimbatore City Municipal Corporation Act, 1981 has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 40.92/100 6/29



★ 10.80/30 12

Empowered City
Elected
Representatives
and Legislative
Structure



★ 5.83/15 1

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 18.54/30 4

Fiscal
Empowerment



Key Observations

- Tamil Nadu ranked 6th in the Urban Governance Index with 40.92 marks.
- The Coimbatore City Municipal Corporation Act has provision for the City Government to hold independent authority to introduce new tax/charges and revise tax rates which ensures financial empowerment of the City Government.
- To improve the urban governance structure, Tamil Nadu needs to ensure that the Mayor should hold executive authority over commissioner, along with authority to appoint chairperson of subject/standing committee and Mayor should be the chairperson of apex committee.
- There should be provision in the Act for all the Councillors to be a part of at least one deliberative committee and a provision for regular training of Councillors. The Councillors should get commensurate salary and office allowance.

Indicator – Data Response

Tamil Nadu
Coimbatore City Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Coimbatore City Municipal Corporation Act (CCMCA), 1981, Section 30 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: CCMCA, 1981, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: CCMCA, 1981, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: CCMCA, 1981- Section 11, 12 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: CCMCA, 1981- Section 6 | | |
| Indicator 4 | | Score: 0/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | No |
| Source: CCMCA, 1981- Section 40(1) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: CCMCA, 1981, Section 25 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: CCMCA, 1981, Section 25 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | | |

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| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: CCMCA, 1981, Section 435 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: CCMCA, 1981- Schedule 1- Rules regarding proceedings of the Council and Committees | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: CCMCA, 1981, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: CCMCA, 1981- Section 5B | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: CCMCA, 1981- Section 50C | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: CCMCA, 1981, Interviews <i>Ward Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: CCMCA, 1981- Schedule 1- Rules regarding proceedings of the Council and Committees | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: CCMCA, 1981, No provision in the State Municipal Act | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: CCMCA, 1981- Section 6 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: CCMCA, 1981- Section 5A, 5C | |

| Indicator 18 | | Score: 2.70/2.70 |
|---|--|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● | Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Tamil Nadu Panchayats Act, 1994- Section 241(1) | | |
| ● | Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Tamil Nadu Panchayats Act, 1994- Section 241(1) | | |
| Indicator 19 | | Score: 2.10/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | Yes |
| Source: CCMCA, 1981- Section 106(2c) | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 34% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 3.09/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 7 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.64/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 14 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: CCMCA, 1981, Section 29 | | |

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| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: CCMCA, 1981- No provisions in the Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: CCMCA, 1981- Section 5C | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website: http://icts.smartccmc.com/Public/Newgrievance.aspx | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: CCMCA, 1981- Section 118 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: CCMCA, 1981- Section 118 | |
| Indicator 35 | Score: 0/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | No |
| Source: CCMCA, 1981- Section 189 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: CCMCA, 1981, No provision in the State Municipal Act | |

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|---|-------------------------|
| Indicator 37 | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | Yes |
| Source: CCMCA, 1981- Section 174(1) | |
| Indicator 38 | Score: 3.15/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 39 | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | Yes |
| Source: State Finance Commission/State Government Website | |
| Indicator 40 | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No |
| Source: The Central Goods and Services Tax Act, 2017 – No relevant provisions mentioned in the Act | |
| Indicator 41 | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | |
| Has the City Government published its budgets and accounts on the website in the last three years? | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes |
| Source: CCMCA, 1981, 497-A | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes |
| Source: City Government's Website | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No |
| Source: City Government's Website | |
| Indicator 42 | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | Yes |
| Source: CCMCA, 1981- Section 171 | |

Telangana

Telangana has two Acts for constitution of city governments namely The Greater Hyderabad Municipal Corporation Act, 1955, The Telangana Municipalities Act, 2019 and Telangana Municipal Corporation Act, 1994. Greater Warangal Municipal Corporation has been considered for the purpose of Urban Governance Index. Telangana Municipal Corporations Act, 1994, i.e., the corresponding Municipal Act, in section 14, states - all the provisions of the Greater Hyderabad Municipal Corporation Act, 1955 (Act II of 1956) thereof are hereby extended to and shall apply mutatis mutandis to a Corporation constituted under this Act.

Therefore, GHMCA, 1955 will be referred for the sections.

★ SCORE RANK



UGI

★ 27.99/100 19/29



★ 10.73/30 13

Empowered City
Elected
Representatives
and Legislative
Structure



★ 1.67/15 25

Empowered City
Administration



★ 4.50/25 22

Empowered
Citizens



★ 11.10/30 20

Fiscal
Empowerment



Key Observations

- Telangana ranked 19th in the Urban Governance Index with 27.99 marks.
- To improve the urban governance structure, there should be provision in the Greater Hyderabad Municipal Corporation Act for all the Councillors to be a part of at least one deliberative committee and a provision for regular training of Councillors. The Councillors should get commensurate salary and office allowance.
- The City administration should hold sanctioning authority for recruitment and have provision for providing training to the employees.
- The citizens should have the right to recall the Councillor and regularly publish minutes of meeting of committees.
- The City Government should establish an open data portal and have an active grievance redressal mechanism.

Indicator – Data Response

Telangana
Greater Warangal Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Greater Hyderabad Municipal Corporation Act (GHMCA), 1955, Section 90(2), 6 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: GHMCA, 1955, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: GHMCA, 1955, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: GHMCA 1955, Section 104(1,3) | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: GHMCA 1955, Section 98(4) | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: GHMCA, 1955 - Section 93(2) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: GHMCA, 1955 - No provisions in the Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: GHMCA 1955, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: GHMCA 1955, Section 174(h) | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: GHMCA 1955, Section 174(h) | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: GHMCA, 1955 - No provisions in the Municipal Act | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: GHMCA 1955, Section 585 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: GHMCA, 1955, No provisions in the Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: GHMCA 1955, Section 7 | |
| Indicator 12 | Score: 1.50/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | Yes |
| Source: GHMCA 1955, Section 91(a) | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: GHMCA, 1955, Interviews <i>Standing Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: GHMCA, 1955 - Section 88(a) | |
| Indicator 15 | Score: 0/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | No |
| Source: GHMCA 1955, Section 93 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: GHMCA 1955, Section 98, 99 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: GHMCA 1955, Section 8 a | |

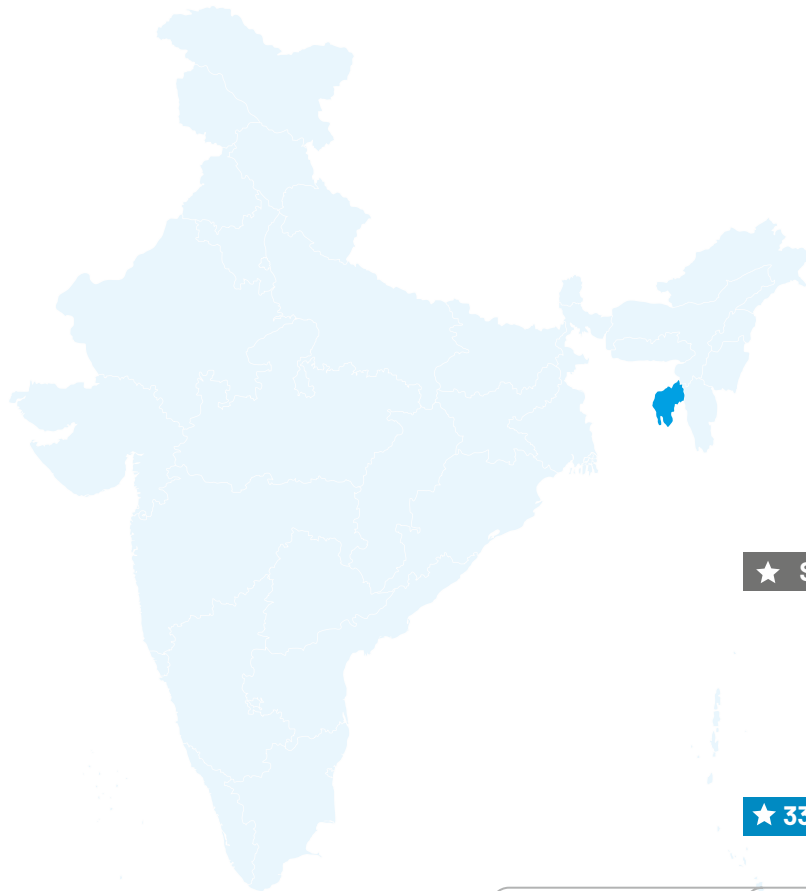
| | |
|--|---------------------------|
| Indicator 18 | Score: 2.70/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: Telangana District Planning Act, 2005 – Section 4(1) | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Telangana District Planning Act, 2005 – Section 4(1) | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: GHMCA, 1955 – Section 104, 132, 133 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: GHMCA 1955, Section 132 A | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 51% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | No |
| Source: GHMCA, 1955 – No provisions in the Municipal Act | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 4 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 0.64/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 14 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: GHMCA, 1955, Section 90 | |

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| Indicator 28 | | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | | No |
| Source: GHMCA, 1955 - No provisions in the Municipal Act | | |
| Indicator 29 | | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | | No |
| Source: City Government's Website | | |
| Indicator 30 | | Score: 2.50/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | | Yes |
| Source: GHMCA 1955, Section 8A(2ii) | | |
| Indicator 31 | | Score: 0/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | | No |
| Source: City Government's Website: https://gwmc.gov.in/login.aspx | | |
| Indicator 32 | | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 33 | | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | | No |
| Source: City Government's Website, Interviews | | |
| Indicator 34 | | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | |
| Does the City Government hold independent authority to revise the tax rates/charges? | | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | | No |
| Source: GHMCA, 1955 - Section 197(1), (2) and (3) | | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | | No |
| Source: GHMCA, 1955 - Section 198 | | |
| Indicator 35 | | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | | Yes |
| Source: GHMCA, 1955 - Section 187 | | |
| Indicator 36 | | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | | No |
| Source: GHMCA, 1955, No provisions in the Municipal Act | | |

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|---|----------|--------------------------|
| Indicator 37 | | Score: 1.20/1.20 |
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: GHMCA, 1955 - Section 149, 153 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission(SFC)have 5th SFC report published on official website? | No | |
| Source: State Finance Commission/State Government Website | | SFC Report not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | No | |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | No | |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 2.70/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | Yes | |
| Source: GHMCA, 1955, Section 686-A | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: GHMCA, 1955 - Section 193 | | |

Tripura

Tripura has The Tripura Municipal Act, 1994 for constitution of city governments. Agartala Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 33.98/100 12/29



★ 15.11/30 4

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.00/15 15

Empowered City
Administration



★ 3.25/25 25

Empowered
Citizens



★ 12.63/30 15

Fiscal
Empowerment



Key Observations

- Tripura ranked 12th in the Urban Governance Index with 33.98 marks.
- To improve the urban governance structure, there should be provision in the State Municipal Act for all the Councillors to be a part of at least one deliberative committee and provision for regular training of Councillors should also exist.
- The council should have authority to pass no confidence motion against the Mayor.
- The City administration should hold sanctioning authority for recruitment. The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published
- The city should establish an open data portal and have an active grievance redressal mechanism.

Indicator – Data Response

Tripura
Agartala Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Tripura Municipal Act (TMA), 1994, Section 45 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 1.80/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | Yes |
| Source: TMA, 1994 – Section 16(3,4,5,6) | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0.41/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | Yes |
| Source: TMA, 1994, Section 74 | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: TMA, 1994, Section 74 | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: TMA, 1994, Section 74 | | |

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|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: TMA, 1994, Section 274, 275, 155, 168 | |
| Indicator 9 | Score: 1.88/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | Yes |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: TMA, 1994, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: TMA, 1994, Section 19(3) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: TMA, 1994, No provision in the State Municipal Act | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: TMA, 1994, Section 13, 14, 15, 16, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: TMA, 1994, Section 73 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: TMA, 1994, Section 39 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: TMA, 1994, Section 16 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: TMA, 1994, Section 13 | |

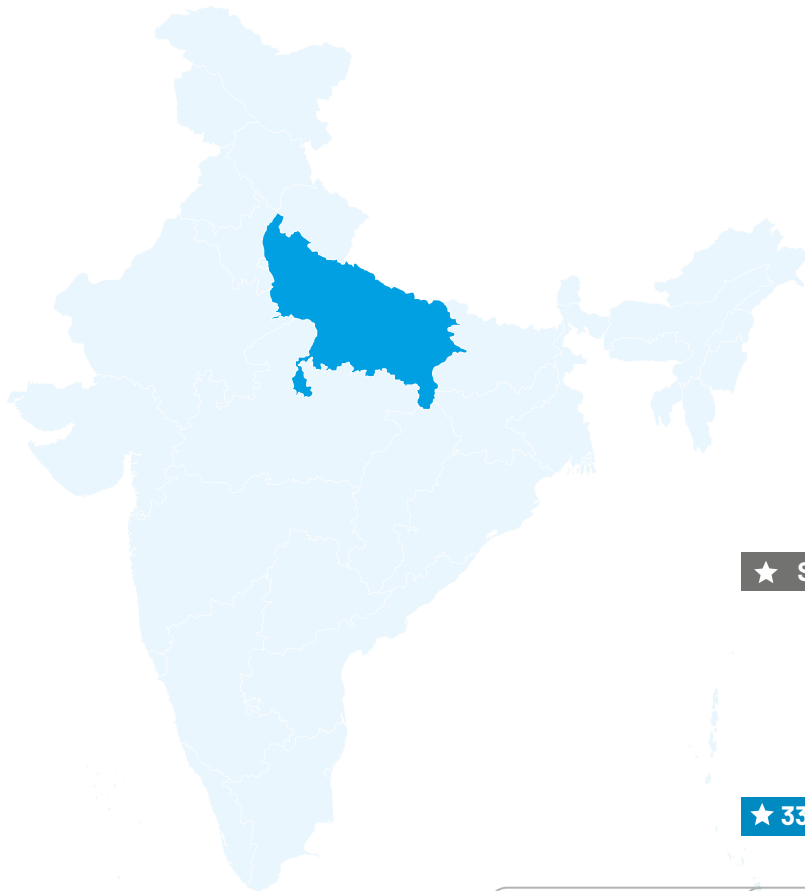
| | |
|--|---------------------------|
| Indicator 18 | Score: 1.35/2.70 |
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | |
| ● Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: Tripura Panchayats Act, 1993, Section 222. | |
| ● Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: Tripura Panchayats Act, 1993, Section 222 | |
| Indicator 19 | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | No |
| Source: TMA, 1994, Section 75, 78 | |
| Indicator 20 | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | No |
| Source: TMA, 1994, No provision in the State Municipal Act | |
| Indicator 21 | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | 34% |
| Source: Official Document, Interviews | |
| Indicator 22 | Score: 1.20/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | Yes |
| Source: TMA, 1994, Section 81 | |
| Indicator 23 | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | No |
| Source: State Municipal Act, Interviews | |
| Indicator 24 | Score: 0.64/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | 3 |
| Source: State Municipal Act, Interviews | |
| Indicator 25 | Score: 1.16/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | 16 |
| Source: State Municipal Act, Interviews | |
| Indicator 26 | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | No |
| Source: City Government's Website | |
| Indicator 27 | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | Indirectly Elected |
| Source: TMA, 1994, Section 44 | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: TMA, 1994, No provision in the State Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: TMA, 1994, Section 13 | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website http://164.100.127.26/amc/Grievances.aspx | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 0/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | No |
| Source: TMA, 1994 - Section 192 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | No |
| Source: TMA, 1994 - Section 192 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: TMA, 1994, Section 260 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: TMA, 1994, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|----------|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: TMA, 1994 - Section 89 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 3rd SFC |
| Indicator 39 | | Score: 3.15/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | Yes |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 1.08/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: TMA, 1994, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: TMA, 1994 - Section 264 | | |

Uttar Pradesh

Uttar Pradesh has two Acts for constitution of city governments namely Uttar Pradesh Municipal Corporation Act, 1959 and Uttar Pradesh Municipalities Act, 1916. Lucknow Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 33.38/100 14/29



★ 10.13/30 17

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.16/15 22

Empowered City
Administration



★ 5.25/25 19

Empowered
Citizens



★ 15.84/30 8

Fiscal
Empowerment



Key Observations

- Uttar Pradesh ranked 14th in the Urban Governance Index with 33.38 marks.
- To improve the urban governance structure, there should be provision in the Act for all the Councillors to be a part of at least one deliberative committee along with a provision for regular training of Councillors.
- The council should have authority to pass no confidence motion against the Mayor.
- The City administration should hold the sanctioning authority for recruitment. The citizens should have the right to recall the Councillor and minutes of meeting of committees should be regularly published.

Indicator – Data Response

Uttar Pradesh
Lucknow Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|--|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Uttar Pradesh Municipal Corporation Act (UPMCA), 1959, Section 15 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: UPMCA, 1959 - Section 58 | | |
| Indicator 3 | | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | No |
| Source: UPMCA, 1959 - Section 54(1), 57 | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: UPMCA, 1959, Section 51(1) | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: UPMCA, 1959, Section 18, 30-A | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: UPMCA, 1959, Section 18, 30-A | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: UPMCA, 1959, Section 30-A | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: UPMCA, 1959, Section 547 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: UPMCA, 1959 - Section 8(2) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: UPMCA, 1959 - Section 16 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: UPMCA, 1959, Section 6A, 51, 54, Interviews <i>Wards Committee not constituted</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: UPMCA, 1959 - Section 88(1), 89 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: UPMCA, 1959, Section 51 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: UPMCA, 1959, Section 57 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: UPMCA, 1959, Section 6A | |

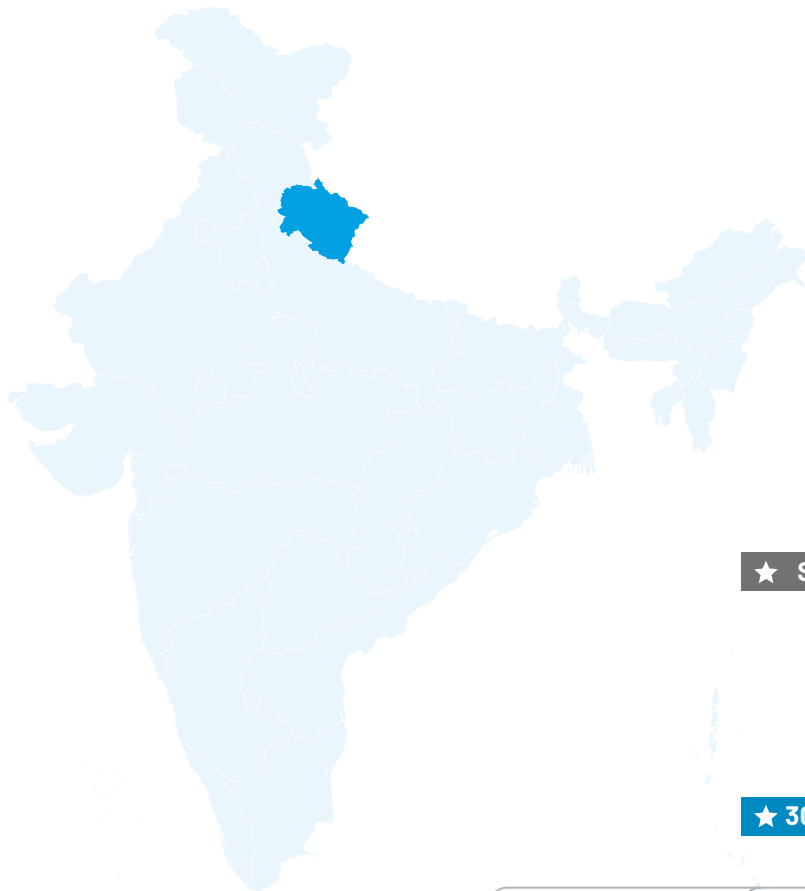
| Indicator 18 | | Score: 2.70/2.70 |
|---|---|------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● | Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: U.P. District Planning Committee Act, 1999, Section 4 | | |
| ● | Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: U.P. District Planning Committee Act, 1999, Section 4 | | |
| Indicator 19 | | Score: 2.10/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | Yes |
| Source: UPMCA, 1959 - Section 106 | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: UPMCA, 1959 - No provisions in the Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 28% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 0/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 1 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.06/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 9 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 4/4 |
| Do the citizens have right to elect the Mayor? | | Yes |
| Source: UPMCA, 1959, Section 43 | | Directly Elected |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: UPMCA, 1959, Section 83 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: UPMCA, 1959 - Section 6A(3) | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website: https://lnnpgs.in/ | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: UPMCA, 1959- Section 172 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: UPMCA, 1959- Section 172 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: UPMCA, 1959, Section 146 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|---------------|--------------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: UPMCA, 1959, Section 154 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission(SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC Report Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 3.24/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | Yes, Yes, Yes | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: UPMCA, 1959, Section 142, 143 | | |

Uttarakhand

Uttarakhand has two Acts for constitution of city governments namely Uttarakhand (The Uttar Pradesh Municipal Corporation Act, 1959) (Amendment) Act, 2017 and Uttaranchal (Uttar Pradesh Municipalities Act, 1916) (Amendment) Act 2005. Therefore, Uttar Pradesh Municipal Corporation Act is referred for Sections. Dehradun Municipal Corporation has been considered for the purpose of Urban Governance Index.



★ SCORE RANK



UGI

★ 30.53/100 17/29



★ 10.13/30 17

Empowered City
Elected
Representatives
and Legislative
Structure



★ 2.55/15 19

Empowered City
Administration



★ 5.25/25 19

Empowered
Citizens



★ 12.60/30 16

Fiscal
Empowerment



Key Observations

- Uttarakhand ranked 17th in the Urban Governance Index with 30.53 marks.
- To improve the urban governance structure, there should be provision in the Act for all the Councillors to be a part of at least one deliberative committee along with provision for regular training of Councillors.
- The council should have authority to pass no confidence motion against the Mayor.
- The city should establish an open data portal and have an active grievance redressal mechanism.

Indicator – Data Response

Uttarakhand
Dehradun Municipal Corporation

| Indicator 1 | Score: 1.80/1.80 |
|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | Yes |
| Source: Uttar Pradesh Municipal Corporation Act (UPMCA), 1959, Section 15(1)(a), 8 | |
| Indicator 2 | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | |
| <ul style="list-style-type: none"> Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |
| <ul style="list-style-type: none"> Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | No |
| Source: UPMCA, 1959 - Section 58 | |
| Indicator 3 | Score: 0/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | No |
| Source: UPMCA, 1959 - Section 54(1), 57 | |
| Indicator 4 | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | Yes |
| Source: UPMCA, 1959 - Section 51(1) | |
| Indicator 5 | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | No |
| Source: UPMCA, 1959 - No provisions in the Municipal Act | |
| Indicator 6 | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | No |
| Source: UPMCA, 1959, No provisions in the Municipal Act | |
| Indicator 7 | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | |
| <ul style="list-style-type: none"> Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | No |
| Source: UPMCA, 1959, Section 18, 30-A | |
| <ul style="list-style-type: none"> Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | No |
| Source: UPMCA, 1959, Section 18, 30-A | |
| <ul style="list-style-type: none"> Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | No |
| Source: UPMCA, 1959 - No provisions in the Municipal Act | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: UPMCA, 1959, Section 547 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |
| Indicator 11 | Score: 1.13/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | Yes |
| Source: UPMCA, 1959 - Section 8(2) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: UPMCA, 1959 - Section 16 | |
| Indicator 13 | Score: 0/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | No |
| Source: UPMCA, 1959, Section 6A, 51, 54, Interviews <i>Wards committee and Development committee not formed</i> | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: UPMCA, 1959 - Section 88(1), 89 | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: UPMCA, 1959 - Section 51 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: UPMCA, 1959 - Section 54, Clause (e) of Section 5 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: UPMCA, 1959 - Section 6-A | |

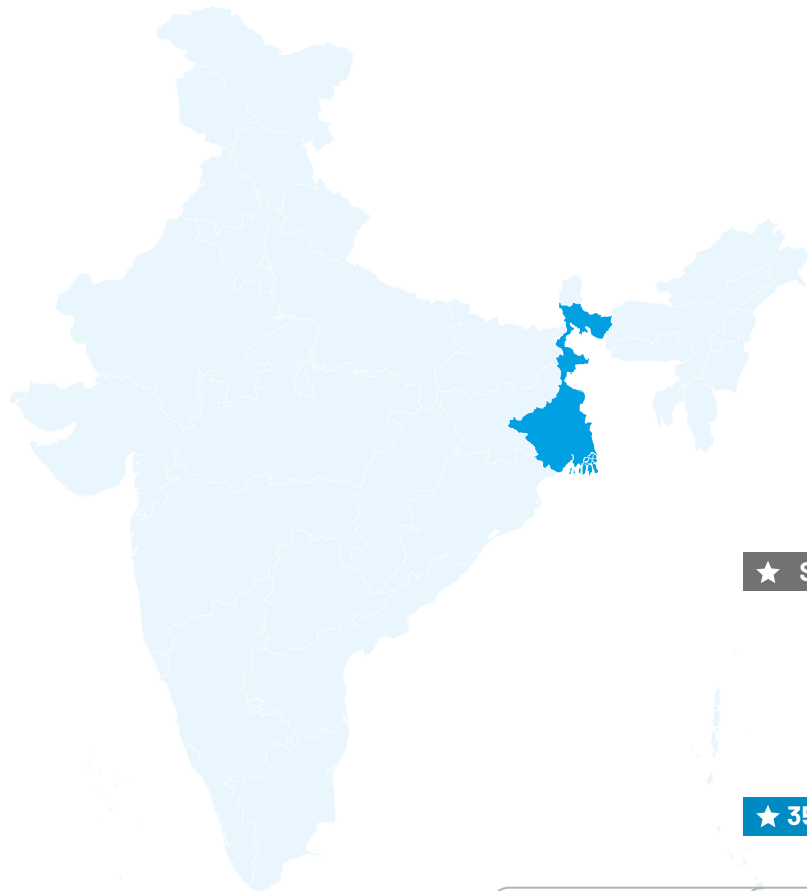
| Indicator 18 | | Score: 2.70/2.70 |
|---|---|------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● | Sub Indicator 18.1: Is there 80% representation of ERs in the DPC /MPC? | Yes |
| Source: U.P. District Planning Committee Act, 1999, Section 4 | | |
| ● | Sub Indicator 18.2: Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: U.P. District Planning Committee Act, 1999, Section 4 | | |
| Indicator 19 | | Score: 2.10/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | Yes |
| Source: UPMCA, 1959 - Section 106 | | |
| Indicator 20 | | Score: 0/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | No |
| Source: UPMCA, 1959 - No provisions in the Municipal Act | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 35% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: UPMCA, 1959 - No provisions in the Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 0/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 1 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.45/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 12 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 4/4 |
| Do the citizens have right to elect the Mayor? | | Yes |
| Source: UPMCA, 1959, Section 43 | | Directly Elected |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: UPMCA, 1959, Section 83 | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: UPMCA, 1959 - Section 6A(3) | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website: nagarnigamdehradun.com/register-grievance.php | |
| Indicator 32 | Score: 0/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | No |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: UPMCA, 1959- Section 172 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: UPMCA, 1959- Section 172 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: UPMCA, 1959, Section 146 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: UPMCA, 1959, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|---|----|--------------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: UPMCA, 1959, Section 154 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | SFC Report Not Available |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 0/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: UPMCA, 1959, No provision in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years(for FY 2019-20, 2018-19 and 2017-18)? | No | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years(for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: UPMCA, 1959, Section 142, 143 | | |

West Bengal

West Bengal has a total of eight Municipal Acts. Kolkata Municipal Corporation and the corresponding applicable Municipal Act i.e., Kolkata Municipal Corporation Act (KMCA), 1980 has been considered for the purpose of Urban Governance Index



★ SCORE RANK



UGI

★ 35.57/100 11/29



★ 11.70/30 10

Empowered City
Elected
Representatives
and Legislative
Structure



★ 3.36/15 12

Empowered City
Administration



★ 5.75/25 8

Empowered
Citizens



★ 14.76/30 11

Fiscal
Empowerment



Key Observations

- West Bengal ranked 11th in the Urban Governance Index with 35.57 marks.
- West Bengal has an autonomous body to recruit officials which addresses the recruitment delays in City Government.
- To improve the urban governance structure, there should be provision in the Kolkata Municipal Corporation Act for all the Councillors to be a part of at least one deliberative committee along with provision for regular training of Councillors.
- The council should have authority to pass no confidence motion against the Mayor.
- The City Governments should establish an open data portal and have an active grievance redressal mechanism.

Indicator – Data Response

West Bengal
Kolkata Municipal Corporation

| Indicator 1 | | Score: 1.80/1.80 |
|---|--|------------------|
| Is the post of Mayor co-terminus with the term of City Government? | | Yes |
| Source: Kolkata Municipal Corporation Act (KMCA), 1980, Section 7 | | |
| Indicator 2 | | Score: 0/3.60 |
| Does the Mayor hold executive authority over commissioner? | | |
| ● Sub Indicator 2.1: Does the Mayor hold authority to write Annual Confidential Report (ACR) of the Commissioner? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.2: Does the Mayor hold independent authority to conduct appraisals (increment, promotion, suspension, demotion) of Commissioner based on ACR? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| ● Sub Indicator 2.3: Does the Mayor have authority to appoint and terminate the Commissioner, subject to ratification of council? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| Indicator 3 | | Score: 1.80/1.80 |
| Does the Mayor hold independent authority to appoint chairperson of Standing/Subject committees? | | Yes |
| Source: KMCA, 1980 - Section 8 | | |
| Indicator 4 | | Score: 1.80/1.80 |
| Is Mayor the chairperson of apex committee such as Mayor in Council (MIC)/Steering committee? | | Yes |
| Source: KMCA, 1980 - Section 8 | | |
| Indicator 5 | | Score: 0/1.58 |
| Is every Councillor a member of at least one Standing/ Subject committee (except Council, Zonal, Ward/Wards committee)? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| Indicator 6 | | Score: 0/1.58 |
| Does the State Municipal Act have provisions for regular trainings to be conducted for Councillors? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| Indicator 7 | | Score: 0/1.35 |
| Do the Councillors receive commensurate salary and office allowances? | | |
| ● Sub Indicator 7.1: Do the Councillors receive monthly fixed salary? | | No |
| Source: KMCA, 1980, No provision in the Municipal Act | | |
| ● Sub Indicator 7.2: Is the fixed salary of Councillors at par or more than that of the Commissioner? | | No |
| Source: KMCA, 1980, No provision in the Municipal Act | | |
| ● Sub Indicator 7.3: Do Councillors receive allowances for office expense and designated staff? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |

| | |
|---|-------------------------|
| Indicator 8 | Score: 0/1.88 |
| Do the councils have independent authority to frame bye-laws and regulations for functions under the control of City Government? | No |
| Source: KMCA, 1980, Section 604 | |
| Indicator 9 | Score: 0/1.88 |
| Does the City Government have Procedure for Conduct and Business Rules? | No |
| Source: Procedure for Conduct and Business Rules | |
| Indicator 10 | Score: 0/1.13 |
| Does the council have privileges and immunity against all statements made/acts done in the course of their duty? | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | |
| Indicator 11 | Score: 0/1.13 |
| Does the State Municipal Act have provisions for conducting municipal elections strictly before the expiry of its duration? | No |
| Source: KMCA, 1980, Section 117(5) | |
| Indicator 12 | Score: 0/1.50 |
| Do the councils have authority to pass no confidence motion against the Mayor? | No |
| Source: KMCA, 1980, Section 61A | |
| Indicator 13 | Score: 2.25/2.25 |
| Has the City Government constituted committees according to State Municipal Act? | Yes |
| Source: KMCA, 1980, Section - 10, 11, 11A, 12, Interviews | |
| Indicator 14 | Score: 0/1.35 |
| Does the State Municipal Act have provision for all committees (including councils) to hold meetings at least once a month? | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | |
| Indicator 15 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting an apex committee such as Mayor in Council (MIC)/steering committee? | Yes |
| Source: KMCA, 1980, Section 8 | |
| Indicator 16 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting subject/ standing committee? | Yes |
| Source: KMCA, 1980, Section 12 | |
| Indicator 17 | Score: 0.90/0.90 |
| Does the State Municipal Act have provisions for constituting zonal/ward committee? | Yes |
| Source: KMCA, 1980, Section 11A | |

| Indicator 18 | | Score: 1.35/2.70 |
|---|---|--------------------|
| Does the District Planning Committee (DPC)/Metropolitan Planning Committee (MPC) have 80% representation of Elected Representatives (ERs) and is the Chairperson an ER? | | |
| ● Sub Indicator 18.1: | Is there 80% representation of ERs in the DPC /MPC? | No |
| Source: The Calcutta Metropolitan Development Authority Act, 1972, Section 4 | | |
| ● Sub Indicator 18.2: | Is the Chairperson of the DPC/MPC an ER? | Yes |
| Source: The Calcutta Metropolitan Development Authority Act, 1972, Section 4 | | |
| Indicator 19 | | Score: 0/2.10 |
| Does the city administration hold sanctioning authority for recruitments? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| Indicator 20 | | Score: 1.50/1.50 |
| Is there an autonomous body to recruit municipal officials for City Government? | | Yes |
| Source: KMCA, 1980, Section 26 | | |
| Indicator 21 | | Score: 0/1.20 |
| Percentage of vacant posts in the city administration | | 49% |
| Source: Official Document, Interviews | | |
| Indicator 22 | | Score: 0/1.20 |
| Is there a provision of providing training to the administration in the State Municipal Act? | | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | | |
| Indicator 23 | | Score: 0/3.60 |
| Are all 18 functions mentioned in Twelfth Schedule and smart city SPV under independent control of city administration? | | No |
| Source: State Municipal Act, Interviews | | |
| Indicator 24 | | Score: 1.03/3.60 |
| How many functions out of 18 functions mentioned in Twelfth Schedule are under the independent control of city administration? | | 4 |
| Source: State Municipal Act, Interviews | | |
| Indicator 25 | | Score: 0.84/1.80 |
| How many functions out of 18 functions in Twelfth Schedule involves the role of city administration? | | 15 |
| Source: State Municipal Act, Interviews | | |
| Indicator 26 | | Score: 0/8.75 |
| Is there a freely accessible open data portal/tab on City Government website? | | No |
| Source: City Government's Website | | |
| Indicator 27 | | Score: 2/4 |
| Do the citizens have right to elect the Mayor? | | Indirectly Elected |
| Source: KMCA, 1980, Section 6 | | |

| | |
|--|-------------------------|
| Indicator 28 | Score: 0/1 |
| Does the electoral college i.e. citizens hold final authority of 'right to recall' a Councillor? | No |
| Source: KMCA, 1980 No provision in the State Municipal Act | |
| Indicator 29 | Score: 0/2.50 |
| Are minutes of meetings of committee (including councils) published on the website? | No |
| Source: City Government's Website | |
| Indicator 30 | Score: 0/2.50 |
| Are elected area level representatives who are enrolled in the electoral list of the area (other than Councillor), members of the ward/wards committee? | No |
| Source: KMCA, 1980, Section 11A | |
| Indicator 31 | Score: 1.25/1.25 |
| Does City Government website have digital Grievance Redressal Mechanism (GRM)? | Yes |
| Source: City Government's Website, www.kmcgov.in/kmcportal/jsp/complaintsearch.jsp | |
| Indicator 32 | Score: 2.50/2.50 |
| Does the GRM have centralised mechanisms to process complaints registered through multiple modes, where each mode has singular input option (e.g., one phone number, one mobile app)? | Yes |
| Source: City Government's Website, Interviews | |
| Indicator 33 | Score: 0/2.50 |
| Are the registered complaints/grievances closed by the respective citizen? | No |
| Source: City Government's Website, Interviews | |
| Indicator 34 | Score: 4.20/4.20 |
| Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | |
| Does the City Government hold independent authority to revise the tax rates/charges? | |
| ● Sub Indicator 34.1: Does the City Government hold independent authority to introduce new taxes/charges as per State Municipal Act? | Yes |
| Source: KMCA, 1980 - Section 170 | |
| ● Sub Indicator 34.2: Does the City Government hold independent authority to revise the tax rates/charges? | Yes |
| Source: KMCA, 1980 - Section 170 | |
| Indicator 35 | Score: 3.60/3.60 |
| Does the council have independent authority to approve the budget according to the State Municipal Act? | Yes |
| Source: KMCA, 1980, Section 131 | |
| Indicator 36 | Score: 0/3 |
| Does the State Municipal Act have provision for the City Government budget to include budget allocated by parastatal agencies in the city? | No |
| Source: KMCA, 1980, No provision in the State Municipal Act | |

| Indicator 37 | | Score: 1.20/1.20 |
|--|---------------|------------------|
| Does the City Government hold authority to access market borrowings? | | Yes |
| Source: KMCA, 1980, Section 134 | | |
| Indicator 38 | | Score: 0/3.15 |
| Does the State Finance Commission (SFC) have 5th SFC report published on official website? | | No |
| Source: State Finance Commission/State Government Website | | 4th SFC |
| Indicator 39 | | Score: 0/3.15 |
| Is the Action Taken Report of latest SFC published on the official website by State Government? | | No |
| Source: State Finance Commission/State Government Website | | |
| Indicator 40 | | Score: 0/2.70 |
| Does the City Government receive a direct percentage share of GST? (through mechanisms such as escrow accounts etc.) | | No |
| Source: The Central Goods and Services Tax Act, 2017 - No relevant provisions mentioned in the Act | | |
| Indicator 41 | | Score: 2.16/5.40 |
| Does the State Municipal Act make it mandatory to publish the budget and accounts? | | |
| Has the City Government published its budgets and accounts on the website in the last three years? | | |
| ● Sub Indicator 41.1: Does the State Municipal Act make it mandatory to publish the budget and accounts? | No | |
| Source: KMCA, 1980 - No provisions in the State Municipal Act | | |
| ● Sub Indicator 41.2: Has the City Government published its budgets on the website in the last three years (for FY 2019-20, 2018-19 and 2017-18)? | Yes, Yes, Yes | |
| Source: City Government's Website | | |
| ● Sub Indicator 41.3: Has the City Government published its accounts on the website in the last three years (for FY 2018-19, 2017-18 and 2016-17)? | No | |
| Source: City Government's Website | | |
| Indicator 42 | | Score: 3.60/3.60 |
| Does the State Municipal Act have provision for conducting external audit? | | Yes |
| Source: KMCA, 1980, Section 160 | | |

CHAPTER 6

ANNEXURES



6.1.ANNEXURE 1 - LIST OF DESIRABLE INDICATORS

Apart from indicators those have been included in the UGI, there are a set of indicators those needs to be included in the future versions of the Index. Some of these indicators are of desirable nature, and these are the ones on which City Governments should be assessed further as progress towards reforms ensue. Limitation in data availability was a problem with few of the below listed indicators. In account of this, we have compiled the list of indicators for reference:

| S.No. | Indicators | Benchmark |
|-------|---|-------------------|
| 1. | Is there a timeline for approval of City Government bye-law from State Government/governor? | Yes |
| 2. | Is there a provision for using 50% of the property tax for development of the respective wards? | Yes |
| 3. | Does the ward committee hold autonomy to decide the utilisation of the property tax devolution share received? | Yes |
| 4. | Does the City Government maintain fiscal deficit rate as followed by State Government(3%)? | Yes |
| 5. | Is there a stable tenure of 3 years for the municipal officials (additional/deputy commissioner)? | Yes |
| 6. | Is there an administrative and legislative training institute at state level? | Yes |
| 7. | Percentage of own source of revenue of City Government to total revenue receipts in the city = $\left[\frac{\text{Own source of revenue (City Government)}}{\text{Total revenue receipts (City Government)}} \right] \times 100$ | Higher the better |
| 8. | Total amount of property tax collected in 2018-19 / Total amount of property tax billed by ULB in 2018-19 | Higher the better |
| 9. | Budget efficiency (Revenue) = Actual Revenue of the municipality (Revised Estimates) for 2018-19/ Budgeted Revenue of the municipality for 2018-19 | Higher the better |
| 10. | Operating Deficit Ratio = Total revenue - Total payments | Higher the better |
| 11. | Fiscal Deficit = (Revenue + Capital) receipts - (Revenue + Capital) payments | Lower the better |

6.2.ANNEXURE 2 - STATE PROFILES

| Sr No | States | State Municipal Acts* | Urban Population | Rural population | Total Population | Urban Population % |
|-------|-------------------|---|------------------|------------------|------------------|--------------------|
| 1 | Andhra Pradesh | Greater Hyderabad Municipal Corporation Act, 1955 Andhra Pradesh Municipal Corporation Act, 1994 | 2,82,19,075 | 5,63,61,702 | 8,45,80,777 | 33 |
| 2 | Arunachal Pradesh | The Arunachal Pradesh Municipal Corporation Act, 2019 | 3,17,369 | 10,66,358 | 13,83,727 | 23 |
| 3 | Assam | The Gauhati Municipal Corporation Act, 1969 | 43,98,542 | 2,68,07,034 | 3,12,05,576 | 14 |
| 4 | Bihar | Bihar Municipal Corporations Act, 2007 | 1,17,58,016 | 9,23,41,436 | 10,40,99,452 | 11 |
| 5 | Chhattisgarh | Chhattisgarh Municipal Corporation Act, 1956 | 59,37,237 | 1,96,07,961 | 2,55,45,198 | 23 |
| 6 | Delhi | Delhi Municipal Corporation Act, 1957 | 1,63,68,899 | 4,19,042 | 1,67,87,941 | 98 |
| 7 | Goa | City of Panaji Corporation Act, 2002 | 9,06,814 | 5,51,731 | 14,58,545 | 62 |
| 8 | Gujarat | Gujarat Provincial Municipal Corporations Act, 1949 | 2,57,45,083 | 3,46,94,609 | 6,04,39,692 | 43 |
| 9 | Haryana | Haryana Municipal Corporation Act, 1994 | 88,42,103 | 1,65,09,359 | 2,53,51,462 | 35 |
| 10 | Himachal Pradesh | Himachal Pradesh Municipal Corporation Act, 1994 | 60,77,900 | 68,64,602 | 1,29,42,502 | 47 |
| 11 | Jharkhand | Jharkhand Municipal Act, 2011 | 79,33,061 | 2,50,55,073 | 3,29,88,134 | 24 |
| 12 | Karnataka | Karnataka Municipal Corporation Act, 1976 | 2,36,25,962 | 3,74,69,335 | 6,10,95,297 | 39 |
| 13 | Kerala | Kerala Municipality Act, 1994 | 1,59,34,926 | 1,74,71,135 | 3,34,06,061 | 48 |
| 14 | Madhya Pradesh | Madhya Pradesh Municipal Corporation Act, 1956 | 2,00,69,405 | 5,25,57,404 | 7,26,26,809 | 28 |
| 15 | Maharashtra | Mumbai Municipal Corporation Act, 1888 | 5,08,18,259 | 6,15,56,074 | 11,23,74,333 | 45 |
| 16 | Manipur | The Manipur Municipalities Act, 1994 | 8,34,154 | 17,36,236 | 25,70,390 | 33 |
| 17 | Meghalaya | The Meghalaya Municipal Act, 1973 | 5,95,450 | 23,71,439 | 29,66,889 | 20 |
| 18 | Mizoram | The Mizoram Municipalities Act, 2007 | 5,71,771 | 5,25,435 | 10,97,206 | 52 |
| 19 | Nagaland | The Nagaland Municipal Act, 2001 | 5,70,966 | 14,07,536 | 19,78,502 | 29 |
| 20 | Odisha | Odisha Municipal Act, 2003 | 70,03,656 | 3,49,70,562 | 4,19,74,218 | 17 |
| 21 | Punjab | Punjab Municipal Corporations Act, 1976 | 1,03,99,146 | 1,73,44,192 | 2,77,43,338 | 38 |

| Sr No | States | State Municipal Acts* | Urban Population | Rural population | Total Population | Urban Population % |
|-------|---------------|--|------------------|------------------|------------------|--------------------|
| 22 | Rajasthan | Rajasthan Municipalities Act, 2009 | 1,70,48,085 | 5,15,00,352 | 6,85,48,437 | 25 |
| 23 | Sikkim | Sikkim Municipalities Act 2007 | 1,53,578 | 4,56,999 | 6,10,577 | 25 |
| 24 | Tamil Nadu | Coimbatore City Municipal Act, 1981 | 3,49,17,440 | 3,72,29,590 | 7,21,47,030 | 48 |
| 25 | Telangana | Greater Hyderabad Municipal Corporation Act, 1955 Telangana Municipal Corporation Act, 1994 | 1,36,08,665 | 2,13,95,009 | 3,50,03,674 | 39 |
| 26 | Tripura | The Tripura Municipal Act, 1994 | 9,61,453 | 27,12,464 | 36,73,917 | 26 |
| 27 | Uttar Pradesh | Uttar Pradesh Municipal Corporations Act, 1959 | 4,44,95,063 | 15,53,17,278 | 19,98,12,341 | 22 |
| 28 | Uttarakhand | Uttar Pradesh Municipal Corporations Act, 1959 | 30,49,338 | 70,36,954 | 1,00,86,292 | 30 |
| 29 | West Bengal | Kolkata Municipal Corporation Act, 1980 | 2,90,93,002 | 6,21,83,113 | 9,12,76,115 | 32 |

*State Municipal Acts that were referred for UGI with respect to the cities chosen for Praja's study

Source: Census of India, 2011

Note: The data for 'Delhi' in the above table and following sections in the Annexures Chapter correspond to Municipal Corporation of Delhi.

6.3. ANNEXURE 3 - CITY PROFILES

| Sr No | States | City* | Status - Corporation/ Council | Area (Sq.km) | Population | Density# | No of wards |
|-------|-------------------|-------------|-------------------------------|--------------|-------------|----------|-------------|
| 1 | Andhra Pradesh | Vijayawada | Corporation | 61.88 | 10,39,518 | 16,799 | 59 |
| 2 | Arunachal Pradesh | Itanagar | Corporation | NA | 59,490 | NA | 30 |
| 3 | Assam | Guwahati | Corporation | 219.06 | 9,57,352 | 4,370 | 31 |
| 4 | Bihar | Patna | Corporation | 109 | 16,84,222 | 15,452 | 75 |
| 5 | Chhattisgarh | Raipur | Corporation | 226 | 10,10,433 | 4,471 | 70 |
| 6 | Delhi | Delhi | Corporation | 1,497 | 1,10,34,555 | 7,371 | 272 |
| 7 | Goa | Panaji | Corporation | 8.12 | 40,017 | 4,928 | 30 |
| 8 | Gujarat | Ahmedabad | Corporation | 466 | 55,77,940 | 11,970 | 48 |
| 9 | Haryana | Gurugram | Corporation | 87 | 3,57,334 | 4,107 | 20 |
| 10 | Himachal Pradesh | Dharamshala | Corporation | 27.6 | 53,543 | 1,940 | 17 |
| 11 | Jharkhand | Ranchi | Corporation | 652 | 10,73,427 | 1,646 | 53 |
| 12 | Karnataka | Mangaluru | Corporation | 87 | 4,76,000 | 5,471 | 60 |
| 13 | Kerala | Kochi | Corporation | 94 | 6,02,046 | 6,405 | 74 |
| 14 | Madhya Pradesh | Bhopal | Corporation | 648 | 17,98,218 | 2,775 | 85 |
| 15 | Maharashtra | Mumbai | Corporation | 458 | 1,24,00,000 | 27,074 | 227 |
| 16 | Manipur | Imphal | Corporation | 38.19 | 2,77,196 | 7,258 | 27 |
| 17 | Meghalaya | Shillong | Corporation | 10.36 | 1,43,229 | 13,825 | 27 |
| 18 | Mizoram | Aizawl | Corporation | 129 | 2,93,416 | 2,275 | 19 |
| 19 | Nagaland | Kohima | Corporation | 15 | 99,039 | 6,603 | 19 |
| 20 | Odisha | Bhubaneswar | Corporation | 186 | 8,40,834 | 4,521 | 67 |
| 21 | Punjab | Amritsar | Corporation | 170 | 11,32,761 | 6,663 | 85 |
| 22 | Rajasthan | Udaipur | Corporation | 64 | 4,51,100 | 7,048 | 55 |
| 23 | Sikkim | Gangtok | Corporation | 19.2 | 1,00,286 | 5,223 | 17 |
| 24 | Tamil Nadu | Coimbatore | Corporation | 105.6 | 16,01,438 | 15,165 | 100 |
| 25 | Telangana | Warangal | Corporation | 471 | 6,27,449 | 1,332 | 58 |
| 26 | Tripura | Agartala | Corporation | 58.84 | 4,00,004 | 6,798 | 49 |
| 27 | Uttar Pradesh | Lucknow | Corporation | 349 | 28,17,105 | 8,072 | 110 |
| 28 | Uttarakhand | Dehradun | Corporation | 64.6 | 5,69,578 | 8,817 | 100 |
| 29 | West Bengal | Kolkata | Corporation | 205 | 44,96,694 | 21,935 | 144 |

NA: Not Available
#persons per sq.km

*Praja conducted Urban Governance Reforms Study in the cities

Source: Census of India, 2011; City Government website (No. of wards in the municipal corporation)

6.4. ANNEXURE 4 - UGI 2020 INDICATOR SCORE AT A GLANCE

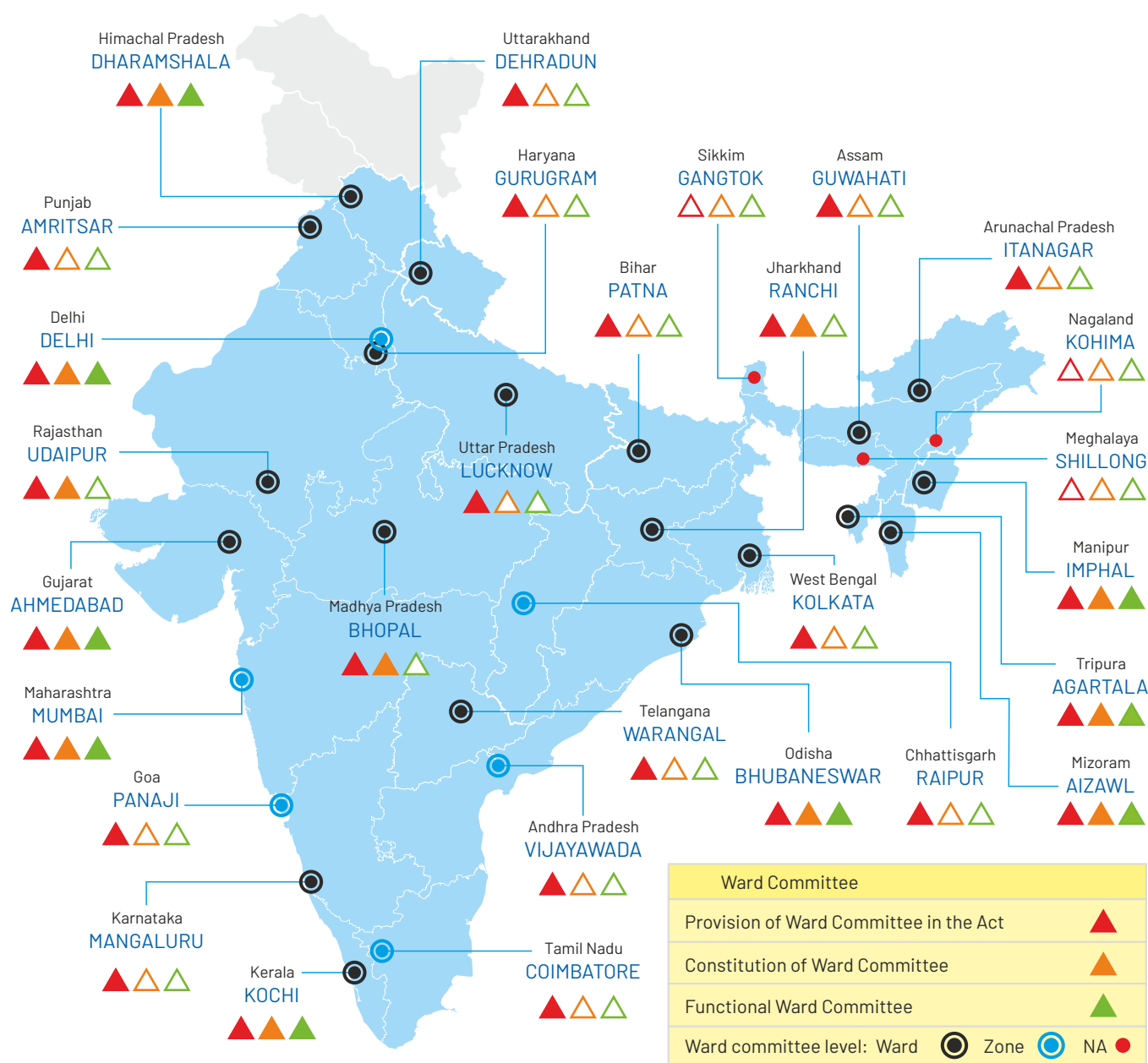
■ Achieved full Indicator Score
 ■ Achieved partial Indicator Score
 ■ Achieved lowest score
Indicator numbering is followed as mentioned in the chapter 'Indicator - Directive Principle'

| States ▶ | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | | |
|--------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------|--------|
| Indicators ▼ | 1 | Green | Red | Green | Green | Green | Red | | Red | Green | Red | Green | Red | Green | Green | Red | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | Green | | |
| | 2.1 | Red | | Red | Red | Red | | Red | Red | Red | | Red | Green | Red | | Red | | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | | |
| | 2.2 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 2.3 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 3 | Red | | | | Green | | | | | | | | | | | Green | | | | | | | | Red | Green | Red | Red | Green | | |
| | 4 | Green | | Green | Green | Green | | | | | Green | | | Green | Green | | | | Green | | Green | Green | | Red | Green | Green | Green | Green | Green | | |
| | 5 | Red | | Red | Red | Green | | | Red | Red | Red | | | Green | | | Red | | Green | Red | Green | | Red | Red | | Red | Red | Red | Red | | |
| | 6 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 7.1 | Red | | | Green | Green | | | Green | | | Green | | Green | Green | Green | | | Green | Green | | | | Green | | | Green | | | | |
| | 7.2 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 7.3 | Red | | | | | | | | | | | | | | Green | | | | | | | | | | | | | | | |
| | 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 9 | Green | Red | | Green | Green | Green | | | Green | | | | Green | Green | Green | | | Green | Red | Green | | Green | | Green | | Red | Green | | | |
| | 10 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 11 | Red | Green | Red | | | | | Green | | | | Red | | | | Green | | | | | Green | | | | | | | Green | | |
| | 12 | Green | Green | Green | Green | Red | Red | Red | Red | Red | Red | | Red | | | Red | Red | Red | Red | Red | Red | Green | Red | | Green | | Red | Red | Red | Red | |
| | 13 | Red | Red | Red | Red | | Green | Green | Red | Red | Red | | | | Green | Green | Green | Red | | Green | Red | Green | Red | Red | Red | Red | Red | Green | Red | Green | |
| | 14 | Red | Red | | | | Red | Red | | | | | Green | | Red | | Red | | Red | | | Red | Red | Red | Red | Red | Red | Red | Red | Red | |
| | 15 | Red | Red | Green | | Green | Red | | Green | Red | Red | | Red | | Green | Green | | | Green | | Green | Red | Green | Red | | Red | Green | Green | Green | Green | |
| | 16 | Green | Green | | | | | | Green | Green | Green | | | | | | | | | | | Green | Green | Green | Green | Green | Green | Green | Green | Green | |
| | 17 | | | | | | | | | | | | | | | | | Red | | Red | | | Green | | | | | | | | |
| | 18.1 | Green | | | | Red | | | Green | | | Red | | | | Red | Green | | Red | Red | | Red | Green | Red | Green | | Red | Green | | Red | |
| | 18.2 | Green | Red | | | | | Red | Red | Red | Red | | Red | | | Green | | Red | Red | Red | | Green | Red | Green | Red | | | Green | | | |
| | 19 | Red | | Red | Red | | Red | Green | | | Red | | | | Red | | Red | | Red | Red | | | Red | Red | | Green | Red | Red | Green | Green | |
| | 20 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 21 | | Green | Red | Yellow | | Yellow | Yellow | Yellow | | | | | Yellow | | | | | | Red | | Green | | | Yellow | | Red | Red | Red | Red | Red |
| | 22 | Red | | | | | | | | | | Green | | | | | | | | | | | | | | | | Green | | | |
| | 23 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 24 | Yellow | Green | | Green | | | | Yellow | | Green | Green | | | Yellow | Green | | | Yellow | | | Green | | Yellow | Yellow | | Green | | Yellow | | |
| | 25 | Green | Red | Yellow | Yellow | Yellow | Yellow | Red | Yellow | Yellow | | Yellow | Yellow | Yellow | Yellow | Green | | | | | Red | | Yellow | Red | | Yellow | Yellow | Yellow | Red | Red | Yellow |
| | 26 | Red | | | | | Green | | | | | | | | | Green | | | | | | Green | | | | | | | | | |
| | 27 | Yellow | Yellow | Yellow | Yellow | Green | Yellow | Yellow | Yellow | Green | Yellow | Green | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Yellow | Green | Green | Yellow |
| | 28 | Red | | Red | Red | | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | Red | |
| | 29 | Red | | | | | Red | | Green | | | | | | | Red | | | | | | Green | | | | | | | | | |
| | 30 | Green | Green | | Green | Green | Red | | Green | | Green | | Red | | Green | Red | Red | Red | | Green | Red | Green | | | | Green | | Red | Red | Red | Red |
| | 31 | Green | | Red | | Green | Red | | | | | Red | | | | | Red | | | | Green | Green | Green | | Green | Red | | Green | | | |
| | 32 | Red | Red | Red | Red | | Red | Red | Red | Red | Red | | | Red | | Red | Red | Red | Red | Red | Red | Green | Green | | Green | | Red | Red | Red | Red | Red |
| | 33 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | 34.1 | | | | | Green | | | Green | | | | | | | Green | | Red | | Green | | | Red | | | Green | | Green | | | |
| | 34.2 | | Red | Green | Red | Green | Red | | Red | Red | Red | Red | Red | | | Red | Red | Red | Red | Red | Red | Green | | | Green | | Red | Red | Red | Red | Red |
| | 35 | Green | | Green | Red | Green | | | Green | Red | | | Red | | Green | Green | Red | | Green | | | | Red | Red | | Red | Green | Green | Green | Green | Green |
| | 36 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 37 | Green | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 38 | Red | Red | | Green | Green | | | Green | | | | | | Red | Red | Red | Red | Red | Red | | | Red | Green | | Green | | Red | Red | Red | Red | |
| 39 | | | Green | Red | | | | Red | Red | Red | | | | | | | | | | | Green | Red | Red | | Red | Green | | | | | |
| 40 | Red | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 41.1 | Green | | | | | | | | | | Green | Red | | Green | Green | | Red | | Green | Red | Red | | Green | Red | Green | | Green | | | | |
| 41.2 | Yellow | | Yellow | Green | Yellow | Yellow | | Green | | Red | Yellow | | Green | Red | Green | | Yellow | Red | Red | | | Yellow | Yellow | | Yellow | Yellow | Yellow | Yellow | | Green | |
| 41.3 | Yellow | | | Red | Red | Red | | Green | Red | | Red | | Green | | Red | Red | | Green | Red | | Yellow | | Yellow | Yellow | Red | Yellow | Red | Green | | Red | |
| 42 | | Green | | Green | | Green | | | Green | Green | | | | | | Red | Red | | Green | Green | | | | | Green | | Green | | | | |

STATE LIST: 1. Andhra Pradesh (Vijayawada), 2. Arunachal Pradesh (Itanagar), 3. Assam (Guwahati), 4. Bihar (Patna), 5. Chhattisgarh (Raipur), 6. Delhi (South Delhi Municipal Corporation), 7. Goa (Panaji), 8. Gujarat (Ahmedabad), 9. Haryana (Gurugram), 10. Himachal Pradesh (Dharamshala), 11. Jharkhand (Ranchi), 12. Karnataka (Mangaluru), 13. Kerala (Kochi), 14. Madhya Pradesh (Bhopal), 15. Maharashtra (Mumbai), 16. Manipur (Imphal), 17. Meghalaya (Shillong), 18. Mizoram (Aizawl), 19. Nagaland (Kohima), 20. Odisha (Bhubaneswar), 21. Punjab (Amritsar), 22. Rajasthan (Udaipur), 23. Sikkim (Gangtok), 24. Tamil Nadu (Coimbatore), 25. Telangana (Warangal), 26. Tripura (Agartala), 27. Uttar Pradesh (Lucknow), 28. Uttarakhand (Dehradun), 29. West Bengal (Kolkata)

6.5. ANNEXURE 5 - DATA INSIGHTS

6.5.1. STATUS OF WARD COMMITTEES



Note – Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

The data shown on map corresponds to status as of March 2020. If City Governments have constituted have constituted and or have functional ward(s) committees after the mentioned month, the same is not reflected in the above map.

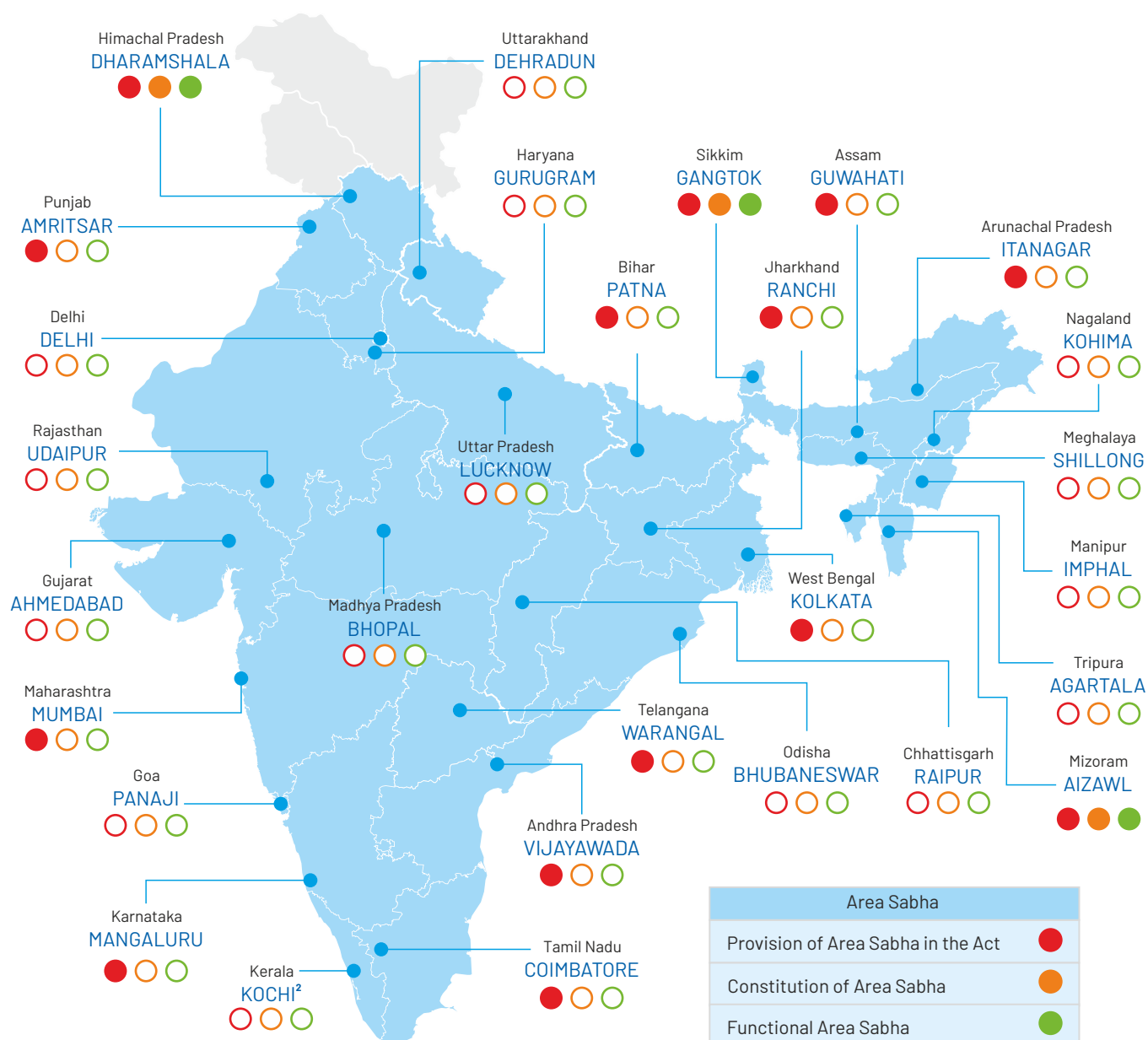
Source – Praja's Urban Governance Reforms Study

Note: Map not to scale

INSIGHTS:

- Only nine cities out of the 29 cities have functional ward(s) committee. The cities are namely Ahmedabad, Aizawl, Bhubaneswar (functional until last term i.e., until January 2019), Agartala, Delhi, Dharamshala, Imphal, Kochi and Mumbai.
- Ward(s) committee is constituted only in 12 out of 29 cities i.e., namely, Agartala, Ahmedabad, Aizawl, Bhubaneswar, Bhopal, Delhi, Dharamshala, Imphal, Ranchi, Kochi, Mumbai, and Udaipur.
- 14 out of 29 cities have not constituted ward(s) committee although Municipal Act has provision for constitution of the same.
- There are no provisions of Ward(s) committee in the municipal acts applicable to Shillong, Kohima and Gangtok.

6.5.2.STATUS OF AREA SABHA



Note – Above analysis is for a total of 29 units including all 28 states and NCT of Delhi.

The data shown on map corresponds to status as of March 2020. If City Governments have constituted have constituted and or have functional Area/Ward Sabha after the mentioned month, the same is not reflected in the above map.

Source – Praja's Urban Governance Reforms Study

Note: Map not to scale

INSIGHTS:

- Only three cities out of the 29 cities have functional area/ward sabhas. The cities are namely Aizawl, Dharamshala and Gangtok.
- Ten cities have not constituted area/ward sabhas, although respective municipal act has provisions for the same. The cities are namely Amritsar, Coimbatore, Guwahati, Itanagar, Kolkata, Mangaluru, Mumbai, Patna, Ranchi, Vijaywada and Warangal.
- There are no provisions of area/ward sabha in the municipal acts of 15 out of 29 cities. The cities are namely Agartala, Ahmedabad, Bhopal, Bhubaneswar, Dehradun, Delhi, Gurugram, Imphal, Raipur, Kohima, Lucknow, Panaji, Raipur, Shillong and Udaipur.

2: Kerala Municipalities Act, 1994 (Section 42A) states that Town Panchayat, Municipal Council and Municipal Corporations with population less than one lakh shall constitute ward sabhas. Hence, ward sabha is not applicable to Kochi city.

6.5.3.STATUS OF KEY DELIBERATIVE BODIES AND SUBJECT COMMITTEES

Councillors being elected representatives of people, mainly have an advisory role in the governance processes. There is need to ensure that councillors are involved in the decision-making process of the municipal corporation.

Deliberations and decision making are done through key deliberative bodies such as Mayor-In-Council system, empowered Standing Committees, function-based standing committees, Executive Committee etc. (terminology varies from state to state) and various subject committees i.e., committees constituted on a specific subjects etc. Councillors need to be part of at least one of the committees in order to participate in decision making process, initiate proposals for development of wards and discuss issues faced by people from their respective wards.

Key Deliberative Body

- 22 out of 29 cities have actively functioning key deliberative bodies in the City Government. Out of these, Agartala, Bhopal, Kolkata and Raipur have an actively functioning Mayor-In-Council System.
- Kohima is the only city out of the 29 wherein the State Municipal Act does not have a provision for constituting key deliberative bodies.
- City Governments in Guwahati and Tamil Nadu have provisions to constitute key deliberative bodies. However, municipal elections have not taken place and hence, the bodies have not been constituted.
- City Governments in Shillong and Warangal have not constituted a key deliberative body although the respective State Municipal Acts have provisions for the same.
- City Governments in Imphal and Itanagar have constituted key deliberative bodies but are inactive.

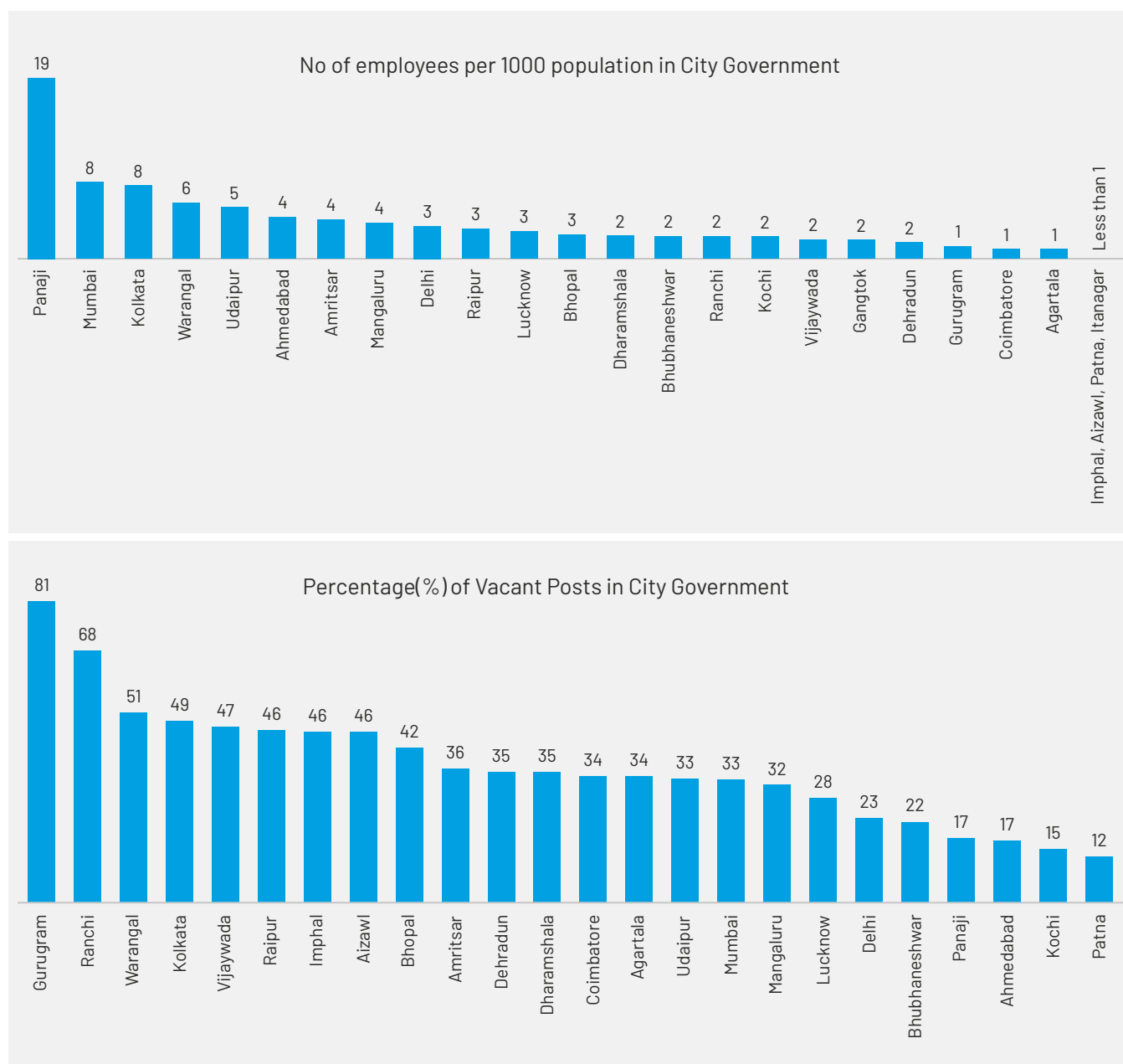
Subject Committees

- City Governments in Bhopal, Gurugram, Itanagar, Patna, Ranchi, Shillong and Warangal have not constituted Subject Committees despite provisions mentioned in the respective State Municipal Acts.
- City Governments in Dehradun, Gangtok, Lucknow and Panaji have constituted Subject Committees, but the committees are inactive.
- City Governments in 10 out of 29 cities have actively functioning Subject Committees. These cities are namely, Agartala, Ahmedabad, Aizawl, Delhi, Kochi, Kohima, Mumbai, Raipur, Udaipur and Vijaywada.

Note – (i) Standing Committee based on functions have been included under 'Key Deliberative Bodies'; (ii) Special committees, advisory committees, consultative committees (terms vary from state to state) have also been included under 'Subject Committee'; (iii) The status of Subject Committees in Amritsar and Kolkata are not available.

Source – Praja's Urban Governance Reforms Study

6.5.4.STATUS OF HUMAN RESOURCE IN CITY GOVERNMENT



Note – status as of March 2020

Source – City Government records, Praja's Urban Governance Reforms Study

INSIGHTS:

- Corporation of the city of Panaji (Goa) has the largest number of employees per 1000 population i.e., nine employees per 1000 population. This is followed by City Government of Mumbai and Kolkata with eight employees per 1000 population.
- In four out of 29 cities, City Government have less than one or just one employee per 1000 population. These cities are namely, Aizawl, Imphal, Itanagar and Patna.
- Gurugram, Ranchi and Warangal have more than 50% vacancy out of total sanctioned employees in the respective City Government. Gurugram has the highest vacancy among the three cities mentioned, which stands at 81%.
- Itanagar and Gangtok have state deputed officials occupying all sanctioned posts, hence, not included in the above graph.

Note – Status of Human Resource was not available for City Governments of Guwahati, Kohima and Shillong.

6.5.5.REPRESENTATION OF CITY GOVERNMENT IN SMART CITY MISSION

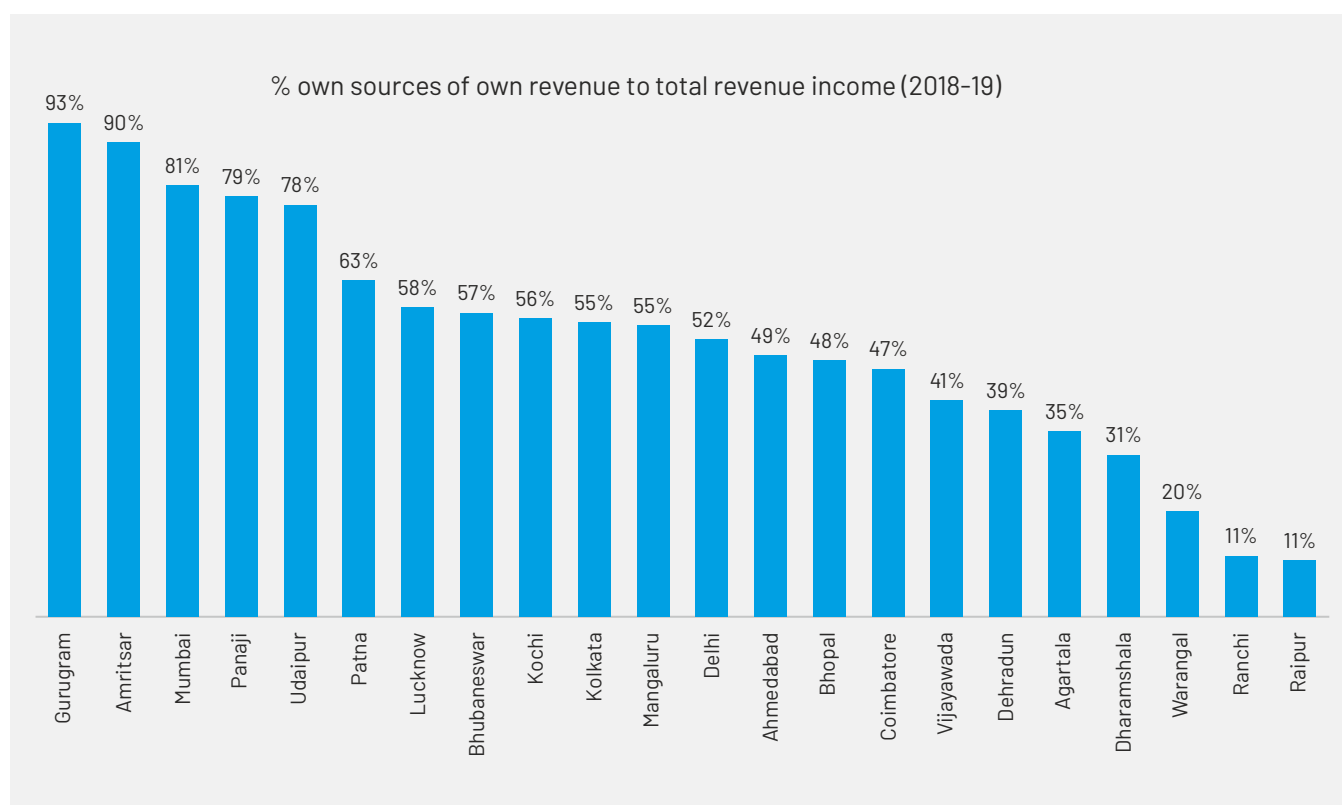
| Sr No | States | City* | Ratio of State-City representation in SPV's board | Members | Councillors |
|-------|-------------------|-------------|---|---|-------------|
| 1 | Andhra Pradesh | Vijayawada | Not part of the Smart City Mission | | |
| 2 | Arunachal Pradesh | Itanagar | 02:01 | Chief Executive Municipal Officer (Commissioner) | No |
| 3 | Assam | Guwahati | 08:01 | Commissioner | No |
| 4 | Bihar | Patna | 10:02 | Mayor and Commissioner | No |
| 5 | Chhattisgarh | Raipur | 10:01 | Commissioner | No |
| 6 | Delhi | Delhi | Not part of the Smart City Mission | | |
| 7 | Goa | Panaji | 09:02 | Mayor and Commissioner | No |
| 8 | Gujarat | Ahmedabad | 09:03 | Mayor, Commissioner, Standing committee Chairperson | Yes |
| 9 | Haryana | Gurugram | Not part of the Smart City Mission | | |
| 10 | Himachal Pradesh | Dharamshala | 12:03 | Mayor and Commissioner | No |
| 11 | Jharkhand | Ranchi | 11:03 | Mayor and Commissioner | No |
| 12 | Karnataka | Mangaluru | 10:06 | Mayor, Commissioner and 4 Councillors | Yes |
| 13 | Kerala | Kochi | 09:02 | Mayor and Secretary | No |
| 14 | Madhya Pradesh | Bhopal | 11:02 | Mayor and Commissioner | No |
| 15 | Maharashtra | Mumbai | Not part of the Smart City Mission | | |
| 16 | Manipur | Imphal | 05:00 | Mayor and Commissioner | No |
| 17 | Meghalaya | Shillong | 03:00 | CEO (Commissioner) | No |
| 18 | Mizoram | Aizawl | 03:00 | Mayor and Commissioner | No |
| 19 | Nagaland | Kohima | 08:01 | Commissioner | No |
| 20 | Odisha | Bhubaneswar | 14:01 | Commissioner | No |
| 21 | Punjab | Amritsar | 12:02 | Mayor and Commissioner | No |
| 22 | Rajasthan | Udaipur | 10:02 | Mayor as vice-Chairperson and Commissioner | No |
| 23 | Sikkim | Gangtok | 03:00 | Commissioner | No |
| 24 | Tamil Nadu | Coimbatore | 13:02 | Mayor and Commissioner | No |
| 25 | Telangana | Warangal | 14:02 | Mayor and Commissioner | No |
| 26 | Tripura | Agartala | 07:01 | Commissioner | No |
| 27 | Uttar Pradesh | Lucknow | 08:01 | Commissioner | No |
| 28 | Uttarakhand | Dehradun | 14:02 | Mayor and Commissioner | No |
| 29 | West Bengal | Kolkata | Not part of the Smart City Mission | | |

Source – Praja's Urban Governance Reforms Study; Official websites of smart cities;

INSIGHTS:

- Nine out of the 24 cities do not have any elected representatives from the City Government as members of the Smart City SPV board.
- Out of 24 cities, only the Mayor of the Udaipur's City Government is vice-chairperson of Smart City SPV's Board of Directors.
- In 24 cities, Councillors are not members of the Smart City SPV's Board of Directors. Only in Ahmedabad and Mangaluru, councillors are involved in decision making of SPV board. In Mangaluru, four Councillors are members of SPV board, whereas in Ahmedabad, one Councillor is a member of SPV board apart from Mayor.
- 13 cities out of 24 cities have Mayor and Commissioner representing the City Government in the Smart City SPV board.

Note – Delhi, Gurugram, Mumbai, Kolkata and Vijaywada are the five out of the 29 cities that do not have a Smart City SPV.

6.5.6.OWN REVEUE TO TOTAL REVENUE OF CITY GOVERNMENT

Source – City Government Budget, 2018-19

INSIGHTS:

- The budget documents of City Governments across the states are not uniform. Budget documents of the cities such as Amritsar, Gurugram, Panaji, and Udaipur do not include the state grants for projects in the budget document. Therefore, out of the 22 cities, Mumbai has the highest percentage of own sources of revenue, which stands at 81%.
- In ten cities out of 22, own sources of revenue constitute less than 50% of total revenue.

Note – Data is not available for 7 cities namely, Aizawl, Gangtok, Guwahati, Imphal, Itanagar, Kohima and Shillong.

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