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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 capacity has been mapped through an Urban Governance Reforms Study in 39 cities across 28 states and NCT of Delhi. The study involved capturing the status of urban governance reforms in all the states, identify levers and barriers and identify set of recommendations.
- Our study will create a 'urban governance index' and map urban governance status in all the states of the country.
- As part of the study we will map and 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."

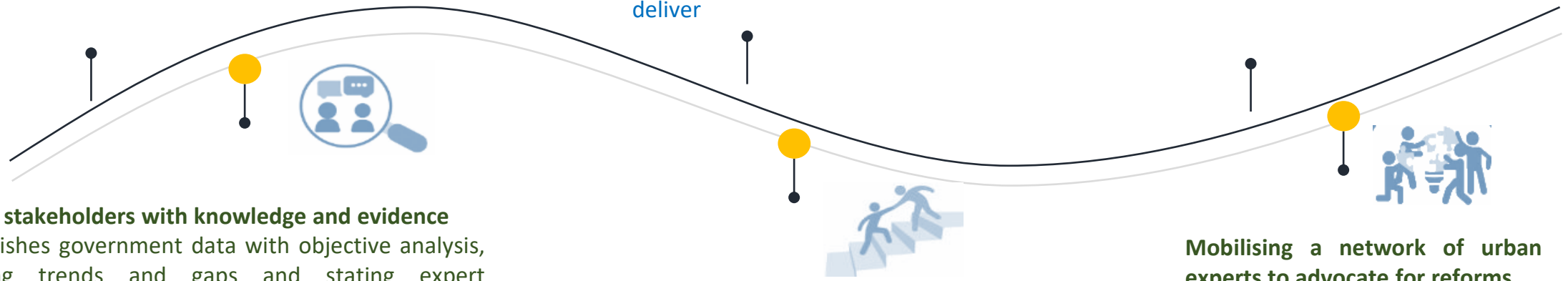


# Over the past two decades Praja has been devoted to bringing transparency and is now embarking on an ambitious journey to transform urban governance

1 Citizens experience poor quality of services and shortage of basic infrastructure like clean water, sanitation, health & education facilities, affordable housing and public transportation. Elected representatives don't have access to data or quality standards to push for improvements

2 Lack of empowerment of local elected representatives to hold the executive accountable coupled with the inadequate skills, knowledge and leadership to be able to effectively deliver

3 City governments are responsive to the needs of the citizens but they are not future-ready



### Equipping stakeholders with knowledge and evidence

Praja publishes government data with objective analysis, highlighting trends and gaps and stating expert recommendations for change, and also create parameters to gauge the quality of urban infrastructure and service delivery



Availability of data and service delivery index provides higher transparency

### Engaging Stakeholders

Praja will build local elected representatives' capacity by both increasing their knowledge and developing their skills. Praja would advocate for democratization of city governments with clearer accountability structures.



Elected city government can appoint, monitor, review and take action against city service providers

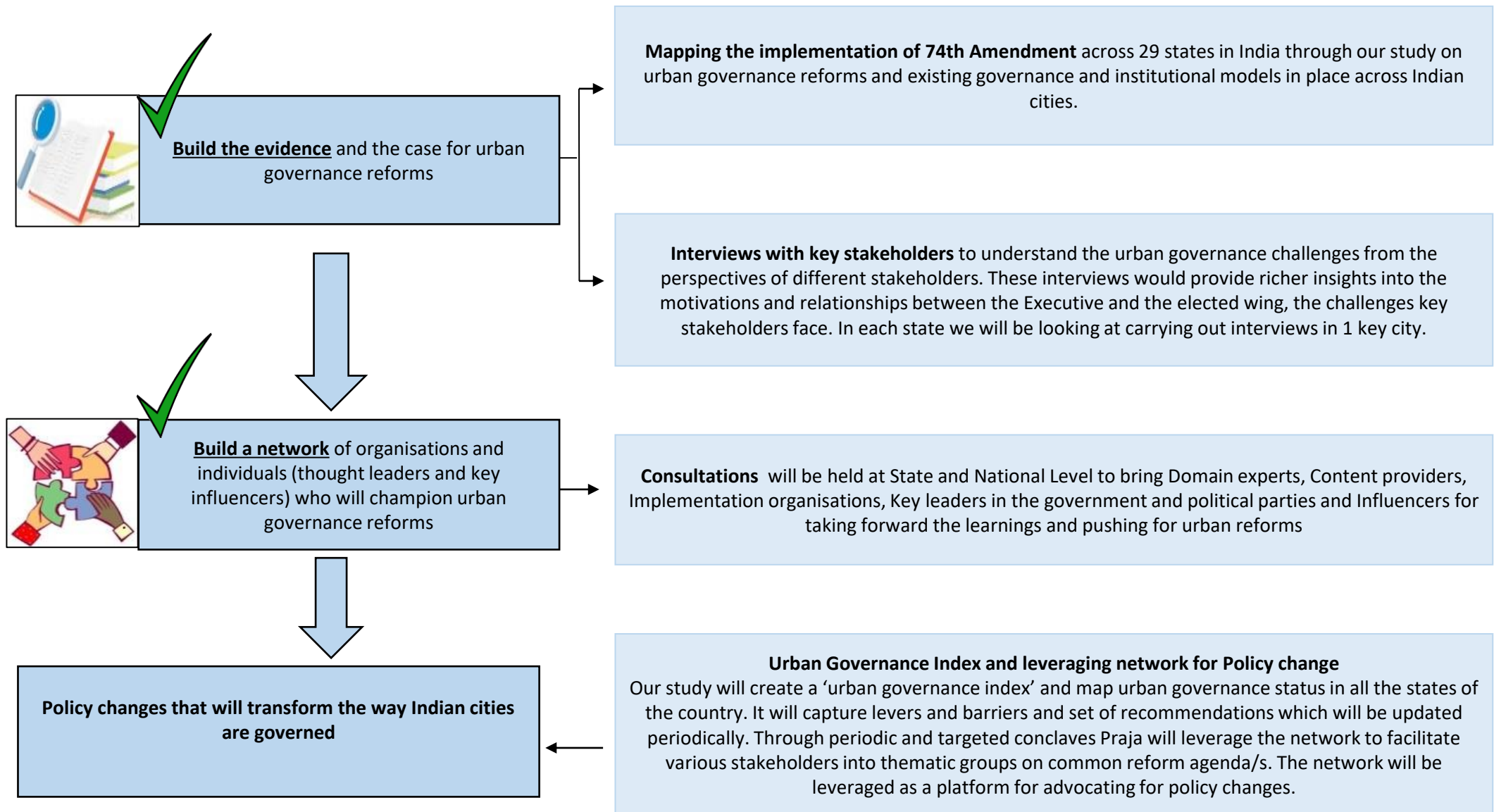
### Mobilising a network of urban experts to advocate for reforms

Praja will be nurturing visionary leadership of elected representatives to plan, mobilize and allocate resources coupled with strengthening of citizen participation



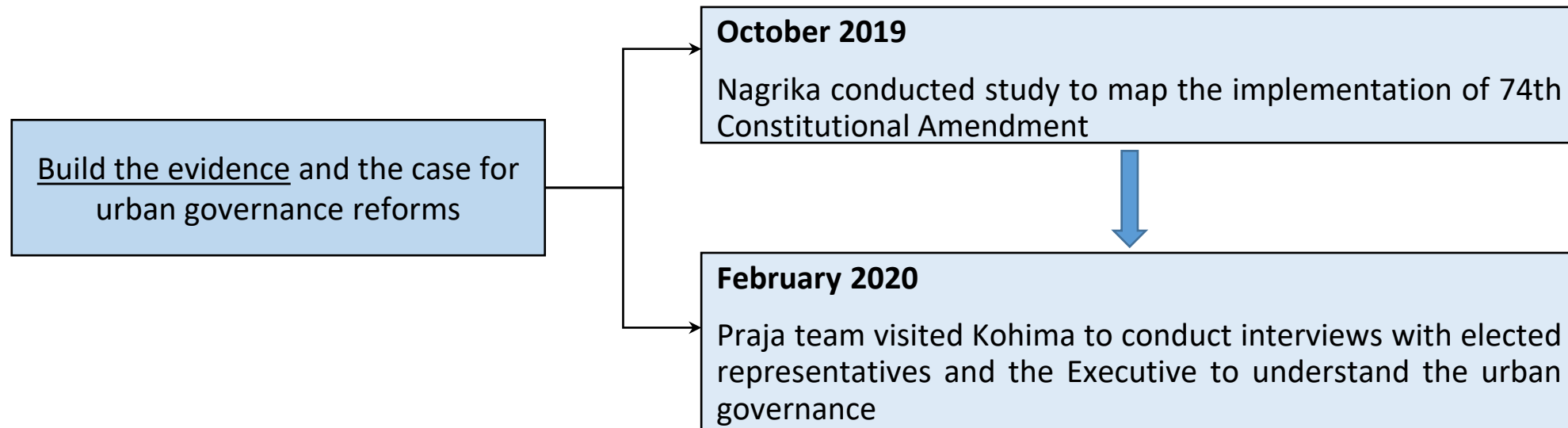
Improved quality of life in Smartly governed cities, with active citizenry

- Problem
- Solution
- Outcome





## The timeline of the study in Nagaland





### Objective

Some of objectives for conducting the exploratory study by Nagrika were:

1. Identify the prevalent institutional structures in different municipalities
2. Identify the roles and responsibilities of various departments and officials (elected as well as administrative) within a municipality
3. Map the 18 functions and the role of city governments and parastatals in performing them
4. Identify key informants in the administrative and deliberative wings
5. Identify civil society organizations and stakeholders in respective cities

The research for the state reports on 74<sup>th</sup> CAA was undertaken in three stages.

1. First, a detailed study of existing literature and relevant municipal acts was undertaken to understand the context
2. Second, discussions and interviews (13 Executives) were undertaken in Kohima with multiple stakeholders over the period of one week. Nagrika team visited the city of Kohima to understand the experience of decentralization.
3. Finally, the field insights were corroborated with secondary research to develop this report.



1	Name of ULB	<b>Kohima Municipal Council</b>
2	Status (Corp, MC):	<b>Municipal Council</b>
3	Name of the District:	Kohima
4	Area of the ULB in sq.km	
5	Population	99,078
6	No. of wards	19
7	Term duration of present Municipal Government	5 years
8	Name of the Mayor / President/Chairman	NA
9	No. of Corporators /Councillors-Elected	NA
10	No. of Corporators /Councillors-Nominated (if not actual, based on Act)	NA
11	Name of the Commissioner / Chief Officer/Secretary	Kovi Meyase (Administrator)
12	No. of Sanctioned Posts in the ULB	
13	No. of Vacant posts in the ULB	
14	Schedule of council meetings (weekly, monthly?)	
15	If Smart city, is there a SPV in place?	Yes
16	Have ward committees been created?	NA
	Are there DPCs in the state?	Yes

## Nagaland Municipal Act, 2001

The Nagaland Municipal Act (NMA), 2001 gives the state government the power to establish Municipal Councils, Town Councils, and Urban Station Committees according to the following population categories (Section 3-F):

- Municipal Council: 20,000 people or more
- Town Council: 5,000 people to 20,000 people
- Urban Station Committee: 1,000 people to 5,000 people

There is no mention of Municipal Corporations in the Act. Since the act does not provide any provision for establishing Municipal Corporations, there's no provision for the positions of Mayor or Municipal Commissioner either. For Municipal Councils, the following are stated as the Municipal Authorities (Section 7):

- Municipal Council
- Chairperson
- Executive Officer

The term of the Municipal Councils is coterminous with that of the members of the council i.e. five years (Sections 10, 11). Subject to some conditions, the Government has the power to suspend or remove the members (Sections 27, 28) as well as the Chairperson and the Deputy Chairperson (Section 17).

## The District Planning Committee

We were told that there is a DPC in Kohima district and it is active. The Administrator of KMC is a member of the DPC, MLA Dr. Nikky Kire is the Chairperson, and the Deputy Commissioner of Kohima district is the Deputy Chairperson. The DPC meetings reportedly happen every month. Every department of the State and KMC submit reports to DPC. It is also called the District Planning and Development Board. This Board takes reports from departments in the district on the development work they have done and sometimes instruct them what steps they have to take further in implementing these projects.

## State Departments and Parastatal Bodies

The Urban Development Directorate (UDD) is the nodal agency for Urban Local Bodies in the state. The Public Works Department (PWD) is mainly responsible for building and maintaining roads in the city and the Public Health and Engineering Department (PHED) is responsible for provision of water supply. As we can see, most of the basic amenities in Kohima are provided by the state agencies of Nagaland. Birth and Death registration is done at KMC, but an official from the Directorate of Economics and Statistics is deputed to carry out this function. Fire services are provided by the Nagaland Fire and Emergency Services. The Department of Environment, Forests and Climate Change is responsible for conducting activities related to environment and ecology in Kohima.

\* As on October 2019



## Chairperson and Deputy Chairperson

Section 12 states that the Chairperson and the Deputy Chairperson are to be elected by the elected representatives from amongst themselves. Their term is coterminous with the Council (Section 13). They can be removed from their positions with a no confidence motion by a minimum of 50% of the elected representatives (Section 15). They can also be removed by the Government (Section 17). Some of the powers and functions of the Chairperson are:

- The chairperson can convene an ordinary or a special meeting at any time (Section 57 D) and preside over it (Section 57 G).
- The Chairperson will supervise and control the functioning of the Council (Section 62-3).
- The Chairperson will have access to the records of the council and can call for reports and information from the Executive Officer (Section 62-4).
- In case of emergency, the chairperson can direct the execution of work that ordinarily require the approval of the council before its execution (Section 63).

The Deputy Chairperson will act in place of the Chairperson in case the Chairperson is absent and will have all their powers in such cases (Section 64). As there is no elected body at KMC, there is no Chairperson or Deputy Chairperson as well..

## Ward Committee and area sabha

The Act does not mention Ward Committees or Ward Sabhas.

## Committees

Every Municipality is to have these committees:

- Municipal Property Tax Committee (Section 131)
- Municipal Streets Technical Committee (Section 294)
- Municipal Building Committee (Section 341)

The Municipal Property Tax Committee is to be constituted of three members elected by the Council and the Executive Officer (Section 131). The term of the Committee is of one year and no member is eligible for election into the Committee for more than two years. The Chairperson of the Committee will be elected by the members of the Committee from amongst themselves and is eligible for re-election to the position for one more term only. The Municipal Property Tax Committee will determine the valuation list, which sets the valuation of any land or building (Section 131) and any decision taken by the Committee in this regard will be final (Section 132).

The Municipal Streets Technical Committee is to have at least three elected representatives as members (Section 294). Apart from them, the Committee will also have five other members: Chief/Executive Officer of the municipality, a Police Officer, the Fire Officer of the Municipality or the State Government, the Municipal Engineer, and a Municipal/Regional Town Planner. The Chief Officer will be the convenor of the Committee. The term of the committee is of one year and a member is eligible for re-election to the committee only one more time. The Committee will make recommendations to the Municipality about matters related to traffic, prescriptions to regular line of streets, opening of new public streets, etc.

The Municipal Building Committee will have three members of the Council, the Chief/Executive Officer, Municipal Engineer, Municipal Town Planner, Municipal Architect, and Municipal Fire Officer (Section 341). In case any or all of the latter four members are not present at the Corporation, any other officer discharging their duty will be the members instead. The Chief/Executive Officer will be the Member Secretary. The term of the committee is of one year and a member is eligible for re-election to the committee only one more time. The Committee will scrutinise the applications for the erection or re-erection of buildings, subject to some conditions (Section 341-8), and the Chief Officer is to act in accordance to the recommendations put by the Committee.

Currently, there are no Standing Committees at KMC.



## Chief/Executive Officer

The Act defines the ‘Chief Officer’ as the Executive Officer of the Municipal or Town Council (Section 2 (8)), and as such, these two terms are interchangeable. The Executive Officer is to be appointed by the Government (Section 66). Some of the functions and powers of the Executive Officer are:

- Executive/Chief Officer can attend and speak at any meeting at the municipality, but is not allowed to vote at them (Section 57).
- Executive Officer will carry out the day to day activities of the council (Section 68-1).
- Executive Officer will assign the duties and supervise and control the acts and proceedings of all Municipal officers and employees (Section 68-1) and all Municipal officers and employees will be subordinate to them (Section 68-2).
- The chief/Executive Officer shall prepare the budget every year (Section 101 (1)).

At the time of the Nagrika Team’s visit to KMC, there was no Chief/Executive Officer at the Council and the duties of the Officer were being discharged by the Administrator.

## Administrator

The Act gives the provision of the appointment of the Administrator by the Government in case the Council gets dissolved (Section 81) or the election cannot be completed (Section 82), or during ‘special and emergent circumstances’ (Section 83). All the powers and duties of the Municipality, Chairperson, and Deputy Chairperson will lie with the Administrator, who will draw their salary from the municipal funds (Sections 81, 82, 83).

## State Level Departments and Parastatal

<b>Urban Development Department</b>	<ul style="list-style-type: none"> <li>• Making and implementing the Master Plan</li> <li>• Building Permissions</li> </ul>
<b>Public Health and Engineering</b>	<ul style="list-style-type: none"> <li>• Water supply for commercial, industrial and domestic purposes</li> </ul>
<b>Public Works Department</b>	<ul style="list-style-type: none"> <li>• Responsible for roads and bridges in the state</li> </ul>
<b>Department of Social Welfare</b>	<ul style="list-style-type: none"> <li>• To uplift the most vulnerable section of the society and make them positive partners in the progress of the society.</li> <li>• To meet the nutritional standards of the children in the age group 0-6years including pregnant and lactating mothers.</li> <li>• To assist financially the aged, the physically and mentally challenged and the destitute women.</li> <li>• To protect the children from all forms of exploitation and abuse.</li> <li>• To realize the full potential of the Adolescents Girls by providing them with life skills training as well as nutritional support.</li> </ul>
<b>Fire and Emergency Services</b>	<ul style="list-style-type: none"> <li>• Responsible for fire extinguishing services</li> </ul>
<b>Department of Planning and Coordination</b>	<ul style="list-style-type: none"> <li>• Formulation of Annual Plan and Five year plans.</li> <li>• Plan Implementation</li> <li>• Monitoring of Plan Schemes</li> <li>• Economic and Financial policy issues including Centre and State financial relations.</li> <li>• Examination of Schemes, Projects to be included in plans.</li> <li>• Multi level Planning State, District, Block and Local Levels</li> <li>• Rendering advice on State Plan Schemes and CSS.</li> <li>• Meeting of the working Groups for different Departments.</li> <li>• Monitoring of Member of Parliament Local Area Development Schemes.</li> </ul>
<b>Department of Forests, Ecology, Environment and Wildlife</b>	<ul style="list-style-type: none"> <li>• Responsible for forest conservation and environment conservation related activities</li> </ul>

No.	Functions listed in 12 <sup>th</sup> Schedule	Kohima
1	Urban Planning including town planning	Urban Development Directorate (UDD) for Master Plan
2	Regulation of land-use and construction of buildings	UDD for land use mapping and building permissions, KMC for issuing construction permit
3	Planning for economic and social development	DUDA for NULM Department of Social Welfare for welfare schemes
4	Roads and bridges	PWD for construction and maintenance of roads and bridges, National Highways Authority of India (NHAI) for highways
5	Water supply- domestic, industrial and commercial	PHED
6a	Public health, sanitation and conservancy	AMRUT (by KMC) Smart City for sewerage and drainage/septage management, state government for public health
6b	Solid Waste Management	KMC
7	Fire services	Nagaland Fire and Emergency Services
8	Urban forestry, protection of environment and ecology	Department of Environment, Forests and Climate Change
9	Safeguarding the interests of weaker sections society including the handicapped and mentally retarded	DUDA for NULM
10	Slum improvement and upgradation	DUDA for PMAY

11	Urban poverty alleviation	DUDA for NULM
12	Provision of urban amenities and facilities- parks, gardens and playgrounds	KMC, PWD
13a	Promotion of cultural and aesthetic aspects	Arts and Culture Department, KMC
13b	Education	State Government, Kohima District Administration, Sub-Divisional Education Office
14	Burials and burial grounds, cremations, cremation grounds and electric crematoriums	KMC
15	Cattle pounds, prevention of cruelty to animals	No cattle pounds, KMC for dog pounds
16	Vital statistics including registration of births and deaths	KMC
17a	Public amenities including street lighting, parking lots and public conveniences	Power Department and Smart City for streetlights
17b	Bus stops	KMC
18	Regulation of slaughter houses and tanneries	KMC



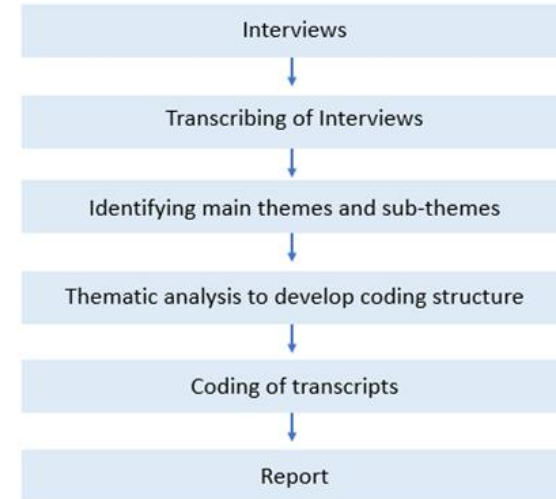
### Objective

The interviews aim to gather evidence on understanding urban governance and development from the view of elected representatives, the city executive and citizens. It explores the relationships between these different groups and identifies the challenges facing Indian cities.

The interviews explore the following themes

1. Governance structures and service delivery;
2. Resources (staff, finance, and skills) available to the Municipal Corporation;
3. Municipal finance and citizen participation.

### Analysis



### Interviews

As a part of the study, 9 interviews (1 Elected representatives, 6 Executives and 2 CSO) were carried out in Kohima between 22<sup>nd</sup> to 27<sup>th</sup> July 2019. The sample included ward panchayat members and members of the Executive. The participants were representative of gender and political parties at the state and city level.

The analysis in the next section is based on a sample of 9 participants.

- The interviews were qualitative and the figures indicate the number of people who highlighted a particular issue.
- The percentages shown in the analysis are not mutually exclusive. Participants could have given more than one of the answers.
- The solutions capture the reflections of different respondents, and are not indicative of Praja Foundation's views.

The Interview Questionnaire for MLAs, Councillors and Executive have been added as Annexure.



Elected Representative	Calculation	E.g. Ahmedabad	Kohima
<b>Total No. of MLAs</b>		16	3
<b>MLA</b>	10% of total MLAs in the city or a minimum of 2 (whichever is greater)	<b>2</b>	<b>2</b>
<b>Total No. of councillors</b>		192	19
<b>Councillor</b>	10% of the Councillors (or a minimum of 3 Councillors per MLA approached whichever is greater)	<b>19</b>	<b>6</b>
	3 Councillors per MLA approached (or 10% of Councillors whichever is greater)	2 x 3 = 6	2 x 3 = 6
<b>City Executive</b>	1 city executive per 3 ER approached or minimum 3	<b>3</b>	<b>3</b>
<b>Total sample</b>		<b>24</b>	<b>11</b>

- Councillors and MLAs are selected at random. The sample is representative of the gender and party mix.
- Councillors in key positions are approached if they are not covered in the random sample – Mayor/Deputy Mayor, Ward Committee Chair, Standing Committee Chair, Chairs of important statutory committees.
- All Municipal Commissioners are invited to participate + a sample of senior and junior municipal officials selected at random

### **Act**

The Nagaland Municipal Act, 2001 was passed to establish Municipal Council, Town Council and Urban Station Committee.

It is one of the recent municipal acts in the country.

### **Elections**

The last elections of Kohima Municipal Council were held in 2005.

The council served its term from 2005 to 2010.

The elections have not been held since 2010.

### **Elected Representatives**

There are no elected representatives of the municipal Council.

The traditional institutes of *Ward Panchayat* has elected heads of the communities called as *Ward Panchayat Chairman* working in the wards of the city.

### **Findings of the report**

The findings in the report are based on the interviews conducted of the Ward Panchayat Chairman and on the provisions of the Act.

## 2.1 Mayoral System

### STATUS

- The elections in Nagaland Municipal Council are not held yet. Nagaland Municipal Council has served only 1 term (2005-10).
- The Chairperson (Mayor) and Deputy Chairperson (Deputy Mayor) are elected by the councillors (Section 12).
- The term of Chairperson is 5 years (Section 12).
- The Chairperson and Deputy Chairperson can be removed by no confidence resolution by 50% of councillors (Section 15) and also by the State Government (Section 17)

*Councillor*

*“No municipal election are held after 2005 in Kohima. Election are not happening due to women reservation. Council office have been burnt from the root due to this. The case is pending in supreme court for the same and election could be held as soon as judgement receive.”*

### Levers

#### Stable Tenure

- The Mayor has stable tenure of 5 years.

### Barriers

#### Council Election

- Since 2010, there is no elected council in Kohima.

#### Administrative power to Mayor

- The Chairperson does not have any administrative authority to ensure execution of work.

#### Financial authority

- The Chairperson or deputy chairperson doesn't have any financial sanction authority

#### State Control

- The state has the authority to remove the chairperson and deputy chairperson thus increasing the control of State and reducing powers of chairperson.

### KEY TAKEAWAYS

- **Chairperson is indirectly elected.**
- **The tenure of Chairperson is coterminous with the office of corporation.**
- **The chairperson is not empowered with administrative or financial authority.**
- **The State has authority to remove chairperson.**

### STATUS

- The Kohima Municipal Council (KMC) has a total of 19 wards and 19 councillors.
- There are no sitting councillors since elections have not taken place.
- MLA of the jurisdiction of city government are ex-officio member of the Municipal Council.
- The State government also nominates persons having expertise in municipal administration not exceeding 1/5th of the elected representatives.
- The State government has the authority to remove the member of Council (Section 28).
- There is provision for honorarium and allowance for the member of council (Section 57 L).

*Councillor*

*“Kohima councillors have very limited powers according to the act also. The State has kept a lot of control with the State government and the MLA. This defies the constitution of Council and election of Councillors.”*

### Levers

#### Honorarium/Allowance

- Councillors get honorarium and allowance according to the budget passed in the council

### Barriers

#### Not all Councillors are part of Committee

- Only 9 councillors are part of the three committees.

#### State Control

- The Councillors should only be the elected representatives in the Municipal Council. The MLA being the part of the council takes away the powers from councillors.
- The authority of State government to remove councillors overrides the decision of citizens who elect councillors.

#### No training for Councillors

- No training was conducted for Councillors after the only election was held in 2005.

### KEY TAKEAWAYS

- **Councillors get honorarium/allowance decided according to the budget.**
- **The City governments lacks autonomy since the State has control on the council and councillors.**
- **Not all councillors are part of committee.**
- **No training was conducted for councillors.**

### STATUS

#### Subject Committees

- There is provision of formation of 3 subject committees Municipal Property Tax Committee, Municipal Streets Technical Committee and Municipal Tree Committee (Section 131,294,341)
- 3 councillors are elected for each committee by the councillors.
- Municipal Officials are also a part of the committees.

#### District Planning Committee

- The DPC is active in Kohima. The MLA, Administrator of KMC, DC of Kohima District are a part of the DPC
- Councillors are not a member of DPC

#### Ward Committees

- There is no provision of ward committees in the Act.
- There are local traditional institutions called ward panchayats in each ward.
- The ward panchayat consists of chairman, secretary, office bearers and gaon budhas.
- The chairman is elected by the residents of the wards by show of hands.
- Ward panchayat is responsible for collection of house tax and maintenance of peace in the ward.
- The ward panchayat is not constitutionally recognised.

#### Area Sabha

- There is no provision for area sabha in the act and it is not formulated in kohima.

### Levers

#### District Planning Committee

- The District Planning Committee (DPC) is active in Nagaland.

#### Subject committee election

- The councillors for subject committee are elected by the councillors amongst themselves.

#### Ward Panchayat

- The ward panchayat is active and consulted for any development project planning and implementation.
- The ward panchayat is also responsible for collection of property tax.

### Barriers

#### District Planning Committee

- Councillors are not a part of the DPC.

#### Ward committees

- There is no provision for formation of ward committees in the Nagaland Municipal Corporations Act.

#### Area Sabha

- There are no provision for area sabha as well in the act and these are not formed on ground.

### KEY TAKEAWAYS

- Provision for formation of 3 committees consisting of 3 councillors each who are elected by the councillors.
- DPC is active in Nagaland
- Ward committee was not constituted in Kohima
- Ward Panchayats are the traditional institutes of citizen participation but are not constitutionally recognized.
- There is no provision for area sabha in the act.

## STATUS

- Other agencies responsible for service delivery apart from Kohima Municipal Council are  
Urban Development Department, Nagaland  
Public Health and Engineering, Nagaland  
Department of Planning and Coordination, Nagaland
- All the respective State departments are responsible for delivery of services in Nagaland as only 4 out of 18 functions are completely devolved to the city government.
- There is coordination problem since multiple agencies are involved in delivery of services.

*“What we try to do as a council is try and put the 18 heads into 1 head. Of the duties and functions, sanitation remain the core function, besides that we try and streamline the market and rates. Our most important function as of now is sanitation. All other functions are managed by the State government agencies. There is some level of clarity on who performs which function but there are problems of coordination.”*

Administration

## Barriers

**Coordination between agencies**

- There is difficulty in coordination between multiple agencies.

**Absence of nodal agency**

- There is no nodal agency to coordinate for service delivery in Kohima.

**State Control**

- The State government has control and is involved in the delivery of 14 functions out of the 18.

**Council involvement**

- The council is not involved in the decision making of the projects in the jurisdiction of city government.

## KEY TAKEAWAYS

- **There is lack of coordination between the agencies involved in service delivery.**
- **Councillors are not involved in decision making.**
- **There is lot of State Control in the decision making and delivery of services.**

## 2.5 Urban Schemes

### STATUS

- Kohima is a part of Smart City Mission.
- Kohima Smart City Limited (KSCL) is established for implementation of Smart city mission.
- The Administrator of KMC is the CEO of smart city.
- The elected representatives are not a part of the Smart city Kohima board.

*“Smart city is entering into the 4th year and most of the work has been done in the last two years. Projects like smart city and kohima municipality office, beautification of kohima phase 1 which includes road widening and place making, 2 multilevel parking, ICCC, kiosks under Wi-Fi project having 50 hotspots, cultural hall are implemented under smart city. The SPV board has 9 members. All members are administrative officers and there is no involvement of elected representatives.”*

Councillor

### Levers

#### Coordination

- Since the CEO of smart city SPV is also the administrator of KMC, it has helped in coordination and implementation of projects in Kohima

### Barriers

#### ERs do not have any representation in SPV

- Councillors and Mayor are not a part of the SPV board.

#### Focus on few wards

- Some projects are implemented only in selected wards.

### KEY TAKEAWAYS

- **There is no representation of elected representatives in SPV board.**
- **The smart city projects are implemented only in selected wards.**

## 2.6 Citizen participation and grievance redressal

### STATUS

#### Citizen Participation

- Citizen participation is not active in Kohima.
- There are no ward committees or area sabhas for citizen participation
- The ward panchayats, traditional institutes of governance are active and facilitate citizen participation once a year.

#### Citizen Grievance Redressal Mechanism

- There is no active technology enabled citizen grievance redressal mechanism in Kohima.
- There was a online system but since the office was burnt down, the system is not yet reactivated.
- Citizens take their complaints to the ward panchayat chairman.

### Levers

#### Ward Panchayat

- Ward panchayat serve as platform for citizen participation but the panchayat is not formally recognized.

### Barriers

#### Citizen participation platform

- There is no formal platform for citizen participation.

#### No platform for grievance redressal

- There is no technology enabled formal platform for citizen grievance redressal.

*“Normally, the citizens walk into the KMC office for any complaints that they have otherwise it’s through social media. we have an online platform and a single direct phone number for grievance redressal. unfortunately, our office was burnt down, so we have not been able to recover from it.”*

*Councillor*

### KEY TAKEAWAYS

- **Ward panchayat serves as platform for citizen participation.**
- **There is no citizen participation platform in Nagaland**
- **There is no formal technology enabled grievance redressal mechanism in Nagaland.**

**STATUS**

**Human Resources**

- The staff is insufficient for effective service delivery.

**Skills**

- The staff is skilled but needs trainings.
- Regular training programs are not held for new and existing employees

**Recruitment**

- The city government needs to take sanction of the State government to recruit any employee.
- The process of recruitment is done by the city government.

**Levers**

**Recruitment Procedure**

- The procedure of recruitment is done by the city government which gives them the authority to recruit relevant, qualified and skilled employees on their own.

**Barriers**

**Skills**

- The corporation employees do not have required skills for effective delivery of services.

**Adequacy**

- The human resources in KMC were seen to be inadequate.

**Sanction**

- Sanction for recruitment for posts have to be taken from the State government.
- AMC do not have authority to sanction posts.

**Delay in sanction**

- There is a lot of delay in recruitment since it has to be first sanctioned by the State government.

**KEY TAKEAWAYS**

- **Human Resources are in-adequate.**
- **Employees need regular training for efficient delivery of services.**
- **Sanction is done by the State government and recruitment process is done by the city government which also results in delay.**



### STATUS

#### Budget

- The budget sanctioned for the year 2018-19 is 3.9 crore Rupees.
- Budget of KMC per capita is Rs 400.
- Since there is no sitting council, budget is prepared by the administrator, KMC.
- The budget goes to the State government for approval.

#### Sources of revenue

- Kohima does not have property tax. House tax collected is given to the deputy commissioner of Kohima district.
- Other sources of revenue are toll tax, trade tax, advertisement tax, parking fee, construction permit, import coupons.
- KMC does not include grants in the budget.
- The rates of taxes are decided by the State government.

#### State Finance Commission

- State Finance Commission (SFC) is active in Nagaland.
  - Constitution order – 5<sup>th</sup> SFC
  - Report – 4<sup>rd</sup> SFC
  - Action Taken Report – Not Available

### Barriers

#### Dependency on State government

- There is large dependency of KMC on State government for any capital project to be implemented in the city.

#### No Authority to introduce new tax

- The city government does not have any authority to introduce new tax and change tax rates.
- The State government has the authority to change tax rates and introduce new tax.

#### No public participation

- There is no public participation in the budget making process.

#### House tax

- The House tax is collected by the ward panchayat and given to the Deputy commissioner of Kohima district and not to the KMC.
- KMC should have the authority to collect and utilise the property tax.

Councillor

*“The budget of KMC is very dynamic and elastic. It depends on the funds from the state government. When the trade licenses renewal comes in that’s the harvest time for us in March and April. 80% of the own budget flows in from that. Depending on the trade license income, our budget is prepared. KMC does not have a fixed budget.”*

### KEY TAKEAWAYS

- **Budget is not fixed and depends on State government.**
- **There is no public participation in budget making process.**
- **State Finance Commission is active in Nagaland.**
- **There is large dependency on State government for grants.**



## Annexure 1: City structure and governance status (1/2)

Reform Areas	Kohima	Status in other cities
Interviews Conducted	<ul style="list-style-type: none"> <li>19 total including 1 ER, 16 Executive and 2 CSO</li> </ul>	<ul style="list-style-type: none"> <li>Total 903 including in 29 States including Itanagar, Guwahati, Imphal, Shillong, Aizawal, Kohima and Gangtok till February 2020.</li> </ul>
<b>Governing Acts</b>	<ul style="list-style-type: none"> <li>Nagaland Municipal Act, 2001</li> </ul>	<ul style="list-style-type: none"> <li>Different acts for different states, cities.</li> </ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"> <li>Only 4 functions are completely devolved to LMC while other 5 are under multiple agencies and 9 are under State control.</li> </ul>	<ul style="list-style-type: none"> <li>Most functions have been devolved in Mumbai &amp; Bhopal</li> </ul>
<b>Municipal Finance</b>	<ul style="list-style-type: none"> <li>Budget is seen to be inadequate</li> <li>There is no public participation in budget making process.</li> <li>Budget depends on the State government</li> </ul>	<p><b>Mumbai-</b> Per capita budget of Mumbai is 21,982 Rupees.</p> <ul style="list-style-type: none"> <li>Mumbai has 72% of own sources of revenue to the total budget.</li> <li>Mumbai collects property tax efficiently.</li> <li>If the citizens fail to pay taxes, water supply services are cut off as penalty.</li> </ul>
<b>Mayoral System</b>	<ul style="list-style-type: none"> <li>Mayor is directly elected.</li> <li>The tenure of Mayor is Coterminous with the office of corporation.</li> </ul>	<p><b>Kochi</b></p> <ul style="list-style-type: none"> <li>Mayor prepares Annual Confidential Report of Secretary.</li> <li>Every Councillor is member of a particular Standing Committee</li> </ul> <p><b>Tripura</b></p> <ul style="list-style-type: none"> <li>The Committees in Kochi have financial powers to approve projects. Three-tiered committee system followed in Agartala - MIC, ZAC and ward committees are active, and meetings are held regularly.</li> </ul> <p><b>Aizwal</b></p> <ul style="list-style-type: none"> <li>Traditional local governance through Local Councils (erstwhile Village Councils) have been converged with formalized city governance structure in Aizawl.</li> </ul>



	Kohima	Status in other cities
<b>Multiple Agencies</b>	<ul style="list-style-type: none"> <li>Other agencies responsible for service delivery apart from Kohima Municipal Council are               <ul style="list-style-type: none"> <li>Urban Development Department, Nagaland</li> <li>Public Health and Engineering, Nagaland</li> <li>Department of Planning and Coordination, Nagaland</li> </ul> </li> </ul>	<p><b>Ahmedabad:</b> Corporation can join with any local authority from time to time for forming a joint committee to handle any special subjects of the Corporation.</p> <p><b>Kolkata :</b> MIC conducts regular meetings with other agencies in order to have coordination. It acts as a coordinating agency.</p> <p><b>Odisha :</b> All the administrative departments of the municipal corporation and parastatal agencies in Bhubaneswar can be notified to be present in the council meeting in case of any issue.</p>
<b>Urban Schemes</b>	<ul style="list-style-type: none"> <li>Municipal Commissioner, Kohima Municipal Council is chief executive officer of Kohima Smart city.</li> <li>The elected representatives are not a part of the Smart city Kohima.</li> </ul>	<p><b>Udaipur:</b> corporation has control over SPV. Mayor is vice-chairperson of SPV Board.</p> <p><b>Bhubaneswar:</b> The MP, MLA, Mayor and cocouncillor of wards where area based development is implemented are a part of city level advisory forum. It also includes youth and resident welfare association representation.</p> <p>There should be 51% stake of city government in the Smart city board for accountability.</p>
<b>Citizen participation and grievance redressal</b>	<ul style="list-style-type: none"> <li>There is no provision for ward committees and area sabhas in the act.</li> <li>There is no formal technology enabled platform for grievance redressal in Kohima.</li> </ul>	<ul style="list-style-type: none"> <li>There is provision of area sabha with elected area sabha members in Guwahati Municipal Corporation Act.</li> <li>In Aizawl, the Local Councils enforce Hnatlang (a customary practice of Mizo tradition), wherein every household need to participate in community services for the common good of the people.</li> </ul>



## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (1/3)

Sr. No	Functions	Kohima	Shillong	Itanagar	Guwahati	Imphal	Aizawl	Gangtok	Agartala
1	Urban planning including town planning.	Urban Development Directorate (UDD) for Master Plan	Meghalaya Urban Development Authority (MUDA)	Town Planning Department Arunachal Pradesh - Master Plan	Greater Metropolitan Development Authority	TPD for Master Plan preparation and implementation	Masterplan adopted by AMC from Aizawl Development Authority (ADA)	Urban Development and Housing Department	AMC: Planning Section; State: Urban Development Department (UDD), Tripura Urban Planning and Development Board; Agartala Smart City Limited
2	Regulation of land-use and construction of buildings.	UDD for land use mapping and building permissions, KMC for issuing construction permit	Meghalaya Urban Development Authority (MUDA)	Town Planning Department Arunachal Pradesh - Building Permissions and Demolitions	GMC: Town Planning Branch, Enforcement Branch; State: Greater Metropolitan Development Authority	TPD for Zonal Regulations and IMC for applications for Building Permissions	AMC	Urban Development and Housing Department; GMC: Town Planning Section; District Collectorate.	AMC: Planning Section, Enforcement Cell; State: UDD; District Magistrate
3	Planning for economic and social development	DUDA for NULM Department of Social Welfare for welfare schemes	Urban Poverty Alleviation (UPA) Cell of SMB	NULM and PMAY - IMC	GMC - Markets Branch	PDA for markets. No economic or social development plan	Planning and Programme Implementation Programme Department	Urban Development and Housing Department; GMC: Bazaar Section	AMC: Development Section, Market Section; State: UDD
4	Roads and bridges.	PWD for construction and maintenance of roads and bridges, National Highways Authority of India (NHAI) for highways	Meghalaya Urban Development Authority (MUDA)	PWD for roads and bridges	Roads: GMC, Public Works Department (Assam Govt.); Bridges: Public Works Department (Assam Govt.)	PWD for construction and maintenance of roads and bridges	Public Works Department (PWD); AMC;	Urban Development and Housing Department, Roads & Bridges Department; National Highway Authority of India	AMC: Public Works Section; State: Public Works Department

### Legend

City government control	Multiple agencies	State Control
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## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (2/3)

Sr. No	Functions	Kohima	Shillong	Itanagar	Guwahati	Imphal	Aizawl	Gangtok	Agartala
5	Water supply for domestic, industrial and commercial purposes	PHED	Generation and Source: Public Health and Engineering Department, Distribution by SMB	PHE for water supply	Water Works Branch (GMC), Public Health Engineering Department (Assam Govt.), Assam Urban Water Supply & Sewerage Board (Assam Govt.)	PHED for laying pipes, distribution, construction of pipes, new connection, generation at source, treatment	Public Health and Engineering Department (PHED);	Public Health Engineering Department	AMC: Drinking Water & Sanitation (DWS) Cell, Health Section State: UDD, DWS PWD; ADB; AMRUT
6a	Public health and sanitation conservancy	AMRUT (by KMC) Smart City for sewerage and drainage/septage management, state government for public health	Public Health and Engineering Department, Health Section and Engineering Section of SMB	State Govt. for hospitals, sanitation by PHE	GMC: Health Branch, Garage Branch, Engineering Branch; Health Department (Assam Govt.), Assam Pollution Control Board (Assam Govt.)	PHED for making Sewer lines, STP, sanitation and conservancy	PHED for making Sewer lines, STP, sanitation and conservancy; Health & Family Welfare Department for Public Health;	Health & Family Welfare Department, Public Health Engineering Department;	Mechanical Section; State: Health Department, UDD; NBCC
6 b	Solid waste management	KMC	Health Section of SMB	IMC for Solid Waste Management	GMC	IMC for Solid Waste Management	AMC for Solid Waste Management	GMC;	AMC: Health Section
7	Fire services	Nagaland Fire and Emergency Services	Meghalaya Fire and Emergency Services	Fire Services Arunachal Pradesh (Police Department)	Assam Fire Service Organisation (Assam Govt.)	Fire Department	Fire & Emergency Department	Fire & Emergency Services Department	State: Directorate of Fire Services
8	Urban forestry, protection of the environment and promotion of ecological aspects.	Department of Environment, Forests and Climate Change	Meghalaya Forest and Environment Department	Department of Environment and Forests	Forest Department (Assam Govt.), Inland Water Transport Department (Assam Govt.)	Environment and Ecology Wing, Forest Department	Department of Environment, Forest & Climate Change;	Forest Department, Sikkim State Pollution Control Board	AMC; State: Tripura State Pollution Control Board, Forest Department
9	Safeguarding the interests of weaker sections of society, including the handicapped and mentally retarded	DUDA for NULM	UPA cell of SMB	NULM and PMAY by IMC	Social Welfare Department	IMC for implementation of PMAY	Health & Family Welfare Department for Public Health; Department of Social Welfare;	Urban Development and Housing Department, Social Justice, Empowerment, and Welfare Department; GMC	AMC: Development Section; State: UDD; MLAs, MPs

### Legend

City government control	Multiple agencies	State Control
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## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (3/3)

Sr. No	Functions	Kohima	Shillong	Itanagar	Guwahati	Imphal	Aizawl	Gangtok	Agartala
10	Slum improvement and upgradation	DUDA for PMAY	UPA cell of SMB	NULM and PMAY by IMC	Basic Services: GMC; PMAY Cell	IMC for implementation of NULM	Urban Development & Poverty Alleviation (UD&PA) Department - NULM	Urban Development and Housing Department; GMC; Smart City, Pradhan Mantri Awas Yojana	AMC: Development Section; State: UDD; Agartala Smart City Limited
11	Urban poverty alleviation	DUDA for NULM	UPA cell of SMB	NULM and PMAY by IMC	NULM Cell, Directorate of Municipal Administration (Assam Govt.); PDS: Deputy Commissioner (District Authority), Directorate of Food, Civil Supplies & Consumer Affairs (Assam Govt.)	IMC for implementation of NULM, district supply office for distributing ration cards, manipur social welfare for implementing national pension scheme	UD&PA	Urban Development and Housing Department; National Urban Livelihood Mission	AMC: Development Section; State: UDD
12	Provision of urban amenities and facilities such as parks, gardens, playgrounds	KMC, PWD	PWD of Meghalaya State for construction of parks and gardens, Executive Engineer of SMB for their maintenance	IMC	CE Branch (GMC), GMDA, District Administration	Smart city imphal for parks, gardens and playgrounds, IMC and PDA for implementation of parks under AMRUT schemes	AMC; Aizawl Smart City Ltd. (ASCL); Department of Sports & Youth Services; Private Clubs for maintenance;	Urban Development and Housing Department, Forest Department; GMC	AMC: Mechanical Section, Public Works Section, Electrical Section; State: Forest Department
13a	Promotion of cultural and aesthetic aspects.	Arts and Culture Department, KMC	Arts and Culture Department of Meghalaya State	IMC only supports	Department of Cultural Affairs (Govt. of Assam)	Sports department of manipur for events, MAHUD	Art & Culture Department;	Human Resource Development Department; GMC	AMC
13b	Promotion of education	State Government, Kohima District Administration, Sub-Divisional Education Office	Department of Education	State government	GMC (Schools)	Department of Education	Directorate of School Education	Education Department (Govt. of Sikkim)	AMC

**Legend**

City government control	Multiple agencies	State Control
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## Annexure 2: Mapping of 74<sup>th</sup> constitutional Amendment functions (3/3)

Sr. No	Functions	Kohima	Shillong	Itanagar	Guwahati	Imphal	Aizawl	Gangtok	Agartala
14	Burials and burial grounds; cremations, cremation grounds	KMC	Private religious bodies hold burial and cremation grounds	Built and maintained by IMC, funded by State Government	CE Branch (GMC)	Maintenance by IMC, but private ownership	AMC	GMC	AMC: Public Works Section, Mechanical Section, Electrical Section; State: UDD
15	Cattle pounds; prevention of cruelty to animals	No cattle pounds, KMC for dog pounds	Animal Husbandry and Veterinary Department of Meghalaya State	IMC	Veterinary Branch (GMC)	No pounds in Imphal. NGOs for prevention of cruelty to animals	Department of Animal Husbandry & Veterinary;	Urban Development and Housing Department, Animal Husbandry Department	State: UDD
16	Vital statistics including registration of births and deaths.	KMC	Health branch of SMB	IMC for birth and death registration	Health Department (Assam Govt.), Health Branch (GMC); District Authorities (marriage registration)	Birth and death by IMC, marriage registration by sub-registrar office of district	AMC	GMC: Birth and Death Registration Cell	AMC: Health Section
17	Public amenities including street lighting, parking lots, bus stops and public conveniences	Power Department and Smart City for streetlights; KMC;	PWD Department of Meghalaya State	Streetlights by IMC and AP Energy Department, Public Conveniences by PHE; Parking lots and Bus stops by IMC;	Streetlights: Electrical Branch (GMC); Parking Lots: GMC, GMDA; Public Conveniences: GMC, Akhil Bhartiya Gramin Evam Paryavaran Sanstha (pvt)	IMC, manipur state power distribution company, IMC and smart city for parking lots, IMC for public conveniences	AMC – Street lighting and public toilets ; Parking Committees for maintenance of parking lots; UD&PA – public toilets;	Urban Development and Housing Department, Power & Energy Department; GMC: Bazaar Section; Smart City	AMC: Public Works Section, Electrical Section, Mechanical Section, Market Section, Planning Section; State: Tripura State Electric Corporation Limited, Transport Department; Agartala Smart City Limited;
18	Regulation of slaughter houses and tanneries	KMC	Animal Husbandry and Veterinary Dept. of Meghalaya State for Slaughterhouses and SMB for licenses to Meat Shops	IMC	Assam Livestock and Poultry Corporation (Assam Govt.), Veterinary Branch (GMC), Enforcement Branch (GMC)	No slaughterhouses in imphal. IMC for license to meat shops and meat vendors	Department of Transport; AMC;	Animal Husbandry Department; GMC	AMC: Public Works Section, Health Section

**Legend**

City government control	Multiple agencies	State Control
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### Organisational Setup and Service Delivery:

*(Questions applicable for MLA as well)*

#### **I. Role**

- a) How would you define your role as *\*Councillor\** (changes depending on the respondent)?
- b) What would you say are your key responsibilities?
- c) What do the citizens see your responsibility as Councillor/MLA/Administrator?
- d) Are you a part of any statutory committee?
- e) What would you see your role as a member of the said committee?
- f) What are the challenges you face as being a member of the ruling/opposition party? *If in opposition, Is the corporation forum a hurdle or the approach of the bureaucracy?*

#### **II. Service delivery**

- a) Pick one service that you believe the municipal corporation has successfully delivered, and one where it has faced significant challenges.
- b) Why was the delivery of the *\*xx\** service a success?
- c) What mechanism is working to make the service a success? (Probe whether it's the funding priority or the human Resources efficiency)
- d) Pick one service that you believe the municipal corporation has faced significant challenges
- e) What challenges do you think the corporation faced and
- f) how did they overcome this to make it a success?

#### **III. Monitoring**

*(Following Questions are not applicable for MLA's)*

- a) How do you to monitor the delivery of schemes, raise issues, and hold the administration to account?
- b) (Did you raise questions in the house? Did you ask for a report? Raise issues at Ward Committee? do you make use of the Municipal Secretary department?)
- c) How do you monitor performance and track the progress of the issued raised? Do you receive reports (audits, data etc.), from the administration?
- d) What is the frequency of these reports?  
A: Daily; B: Weekly; C: Monthly D: Quarterly; E: Biannually; F: Annually
- e) Do you use these reports to raise questions? Y/N
- f) How is your rapport with the administration?



### IV. External agencies

- a) What other agencies/departments were involved in the delivery of these services? (Give a list of agencies/departments)
- b) Why is the process of delivering this service complicated?
  - a) Because of the involvement of agencies
  - b) Because of the lack of leadership
  - c) Lack of Accountability
  - d) Poor communication between agencies
- c) Do you see yourself as having a role in improving the communication between the agencies?
- d) Do you/they hold regular meetings to ensure that its being done?
- e) Who organises it, at what level are they organised?
- f) Is there an escalation process of passing the work, if you face challenges?
- g) When state projects are sanctioned in your constituency do you have a say in the decision making process? Y/N
- h) How do you monitor whether the benchmarks are being met?
- i) (If the city is under Smart City Mission) What is the role and nature of the Special Purpose Vehicle?
- j) What are the key responsibilities of the SPV?
- k) What members of the corporation are a part of the SPV project?
- l) What is your opinion/evaluation on the SPV of the Smart city mission?

### v. Resources:

- a) Do you believe that the corporation has adequate resources in terms of human Resources and tools to carry out delivery of services?
- b) Do you believe the municipal staff who work in your jurisdiction have the adequate skills to carry out their functions? (Very Poor/Poor/Average/Good/Very Good/Excellent)
- c) Do you think there is requirement for capacity building of corporation employees?
- d) Do you as a councillor have adequate resources in terms of the following to monitor the delivery of schemes, raise and understand issues, and hold the administration to account?
- e) Do you hire your own staff to support you in carrying out your responsibilities?
- f) If yes, how do you fund hiring your own staff? (Do you fund out of your own pocket (10,000 honorarium) or does the party fund it?)



### VI. Municipal Finance:

- a) What do use your councillor/MLA/MP fund for?
- b) How did you go about deciding where to use this fund?
- c) How did you decide whether it should be funded from your fund or the administration core/sanctioned budget?
- d) Are you able to participate in the budgeting process of the Corporation?
- e) At what level are you able to participate in the budget making process?
- f) Who decides the priorities of the corporation for budgeting?
- g) Does the corporation have adequate budget?
- h) Do you believe it is being utilized?
- i) What are the major sources of revenue, which is the highest source of revenue?
- j) What are the other potential sources of revenue collection?
- k) Is the corporation mostly dependent on the state government for finances?
- l) How much control does the corporation have over deciding the tax and service rates?
- m) What are your views on providing municipal governments with more control over the way they spend their funds?
- n) Are you aware of the State Finance Commission? Whether the reports of the SFC are taken into consideration while reviewing corporation financial powers?
- o) Are recommendations implemented?
- p) What is your opinion on Goods and Services Tax, has it affected municipal finance?

### VII. Citizen Participation

- a) How regularly do you meet citizens in your constituency?
- b) How do citizens approach you- email/phone calls/letters/ in-person?
- c) What is the one service or issue that citizens are most likely to approach you for?
- d) Are you able to direct citizens to the concerned authority, or do you deal with the administration in your own capacity?
- e) Is there is grievance/complaint redressal mechanism where citizens can complaint directly to the administration/corporation?
- f) Do you think citizens are aware about this?



### **VIII. Evaluation of Municipal Government:**

*(Following Questions are applicable for MLA's)*

- a) What is the biggest challenge you face in office?
- b) What would you change in the current system to make it work better?
- c) The balance of responsibilities between the administrative wing and the elected wing?
- d) What is your opinion on mayoral system of your city? Should the mayor have more powers? What are your opinions on mayor in council?
- e) Are you aware about the 74<sup>th</sup> amendment?
- f) Can you name one function under the 74<sup>th</sup> amendment that has been devolved to your satisfaction?
- g) Can you name one function in particular that has not been devolved to your satisfaction?



### ***I. Role***

a) How would you define your role as \*Municipal Commissioner\*?

### ***II. Service delivery***

a) Pick one service that you believe the municipal corporation has successfully delivered, and one where it has faced significant challenges.

b) Why was the delivery of the \*xx\* service a success?

c) What mechanism is working to make the service a success? (Probe whether it's the funding priority or the human Resources efficiency)

d) Pick one service that you believe the municipal corporation has faced significant challenges

e) What challenges do you think the corporation faced and

f) how did they overcome this to make it a success?

### ***III. Monitoring***

a) How often do you share updates on the delivery of services with municipal councillors?

b) Do councillors approach you for additional data or reports?

c) How is your rapport with the councillors?



### **IV. External agencies:**

- a) What other agencies/departments were involved in the delivery of these services? (Give a list of agencies/departments)
- b) Why is the process of delivering this service complicated?
  - a) Because of the involvement of agencies
  - b) Because of the lack of leadership
  - c) Lack of Accountability
  - d) Poor communication between agencies
- c) Do you see yourself as having a role in improving the communication between the agencies?
- d) Do you/they hold regular meetings to ensure that its being done?
- e) Who organises it, at what level are they organised?
- f) Is there an escalation process of passing the work, if you face challenges?
- g) When state projects are sanctioned in your area/ that affect your department do you have a say in the decision making process?
- h) Once the project is sanctioned, how do you monitor whether the benchmarks are being met?
- i) When projects are delayed or cost overruns happen, are you able to hold responsible authorities accountable?
- j) (If the city is under Smart City Mission) What is the role and nature of the Special Purpose Vehicle?
- k) What are the key responsibilities of the SPV?
- l) What members of the corporation are a part of the SPV project?
- m) What is your opinion/evaluation on the SPV of the Smart city mission?

### **V. Resources:**

- a) Do you believe that the corporation has adequate resources in terms of human Resources and tools to carry out delivery of services?
- b) Do you believe the municipal staff who work in your jurisdiction have the adequate skills to carry out their functions? (Very Poor/Poor/Average/Good/Very Good/Excellent)
- c) Do you think there is requirement for capacity building of corporation employees?



### **VI. Municipal Finance:**

- a) Are you able to participate in the budgeting process of the Corporation?
- b) At what level are you able to participate in the budget making process?
- c) Who decides the priorities of the corporation for budgeting?
- d) Does the corporation have adequate budget?
- e) Do you believe it is being utilized?
- f) What are the major sources of revenue, which is the highest source of revenue?
- g) What are the other potential sources of revenue collection?
- h) Is the corporation mostly dependent on the state government for finances?
- i) How much control does the corporation have over deciding the tax and service rates?
- j) What are your views on providing municipal governments with more control over the way they spend their funds?
- k) Are you aware of the State Finance Commission? Whether the reports of the SFC are taken into consideration while reviewing corporation financial powers?
- l) Are recommendations implemented?
- m) What is your opinion on Goods and Services Tax, has it affected municipal finance?

### **VII. Citizen Participation:**

- a) Is there is grievance/complaint redressal mechanism where citizens can complaint directly to the administration/corporation?
- b) Do you think citizens are aware about this?
- c) Are councillors able to communicate the citizen grievances to you, to improve delivery of service?

### **VIII. Evaluation:**

- a) What is the biggest challenge you face in office?
- b) What would you change in the current system to make it work better?
- c) The balance of responsibilities between the administrative wing and the elected wing?
- d) What is your opinion on mayoral system of your city? Should the mayor have more powers? What are your opinions on mayor in council?
- e) Are you aware about the 74<sup>th</sup> amendment?
- f) Can you name one function under the 74<sup>th</sup> amendment that has been devolved to your satisfaction?
- g) Can you name one function in particular that has not been devolved to your satisfaction?