

KOLKATA



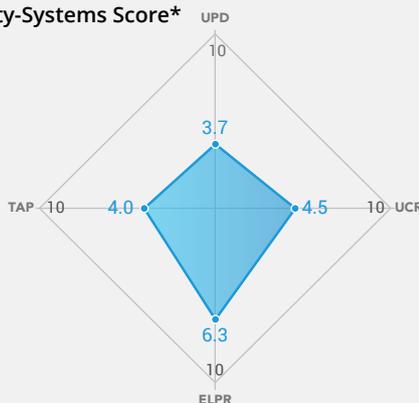
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE **4.6/10**
RANK **2/23**

▲ 0.5 increase from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

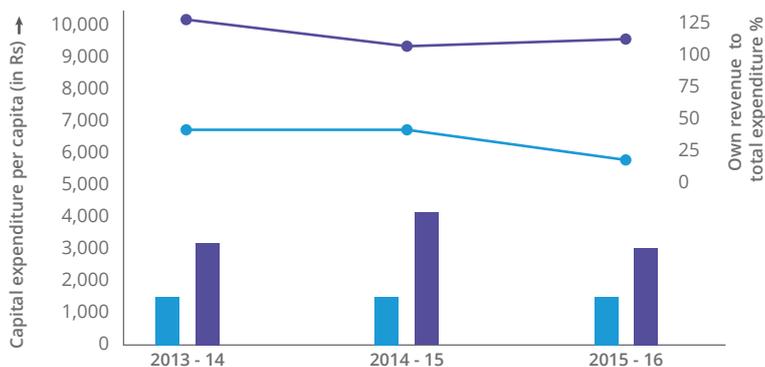


KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Adherence to budget timelines as mandated by law. Only 9/23 cities truly adhere to such mandates
- Live e-procurement system made available on Kolkata Municipal Corporation website. Only 15/23 cities have made it available in the ULB website
- Audited annual financial statements made available online. Only 12/23 cities have made it available online

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita - Kolkata v/s Mumbai **



In practice, the municipal body in Kolkata handles only **10 functions** as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

The mayor of Kolkata is **indirectly elected** by its citizens and has a **5 year term**.

Voter turnout in last municipal elections is **68.60%** compared to **68.50%** in state elections.

*UPD: Urban Planning & Design, UCR: Urban Capacities & Resources, ELPR: Empowered & Legitimate Political Representation and TAP: Transparency, Accountability & Participation are the four components of the 'City-Systems' framework used for ASICS evaluation

**Mumbai has been chosen as the benchmark city since it has the highest capex per capita

KEY REFORMS

City Council

- 1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations (*UPD*)
- 2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same (*UCR*)
- 3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets (*UCR*)
- 4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level (*TAP*)

State Governments

- 1 Overhaul planning acts, mandate **creation of three levels of SDPs with defined objectives and metrics** and covering the **planning Preparation, Implementation & Enforcement (PIE)** (*UPD*)
- 2 Enact **Fiscal Responsibility and Budget Management (FRBM) Act** legislation, mandate **audit of annual accounts by CAs** by 31 July each year (*UCR*)
- 3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management
- 4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** (*ELPR*)
- 5 Enact **community participation law and public disclosure law**. Notify rules and implement them in spirit (*TAP*)

Government of India

- 1 Lead the effort on a **metropolitan governance paradigm**, evolve consensus with state governments (*ELPR*)