TOP INDIAN CITY
Pune | Score: 5.1

**KEY FINDINGS**

- Undertaken AMRUT reforms on appointment of internal auditor and publishing e-newsletters
- Improvement in own revenue and per-capita capital expenditure, on average over the last three years
- Significant autonomy over municipal budget
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

**CITY FACTOIDs**

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

<table>
<thead>
<tr>
<th></th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
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<tbody>
<tr>
<td>Capital expenditure per capita (in Rs)</td>
<td>5,000</td>
<td>5,500</td>
<td>6,000</td>
</tr>
<tr>
<td>Own revenue to 100%</td>
<td>9,000</td>
<td>8,500</td>
<td>8,000</td>
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In practice, the municipal body in Surat handles only 9 functions as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

The mayor of Surat is indirectly elected by its citizens and has a 2.5 year term.

Voter turnout in last municipal elections is 39.60% compared to 66.80% in state elections.

**KEY REFORMS**

1. **City Council**
   - 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)**

5. **State Governments**
   - Overhaul planning acts, mandate creation of three levels of SDPs with defined objectives and metrics and covering the planning Preparation, Implementation & Enforcement (PIE) (UPD)

6. **Enact Fiscal Responsibility and Budget Management (FRBM) Act legislation, mandate audit of annual accounts by CAs by 31 July each year (UCR)**

7. **Overhaul cadre and recruitment rules to bring them up to modern, contemporary standards of HR management (ELPR)**

8. **Enact community participation law and public disclosure law. Notify rules and implement them in spirit (TAP)**

9. **Government of India**
   - Lead the effort on a metropolitan governance paradigm, evolve consensus with state governments (ELPR)