

A S I C S



ANNUAL SURVEY
of
INDIA'S CITY-SYSTEMS
2013

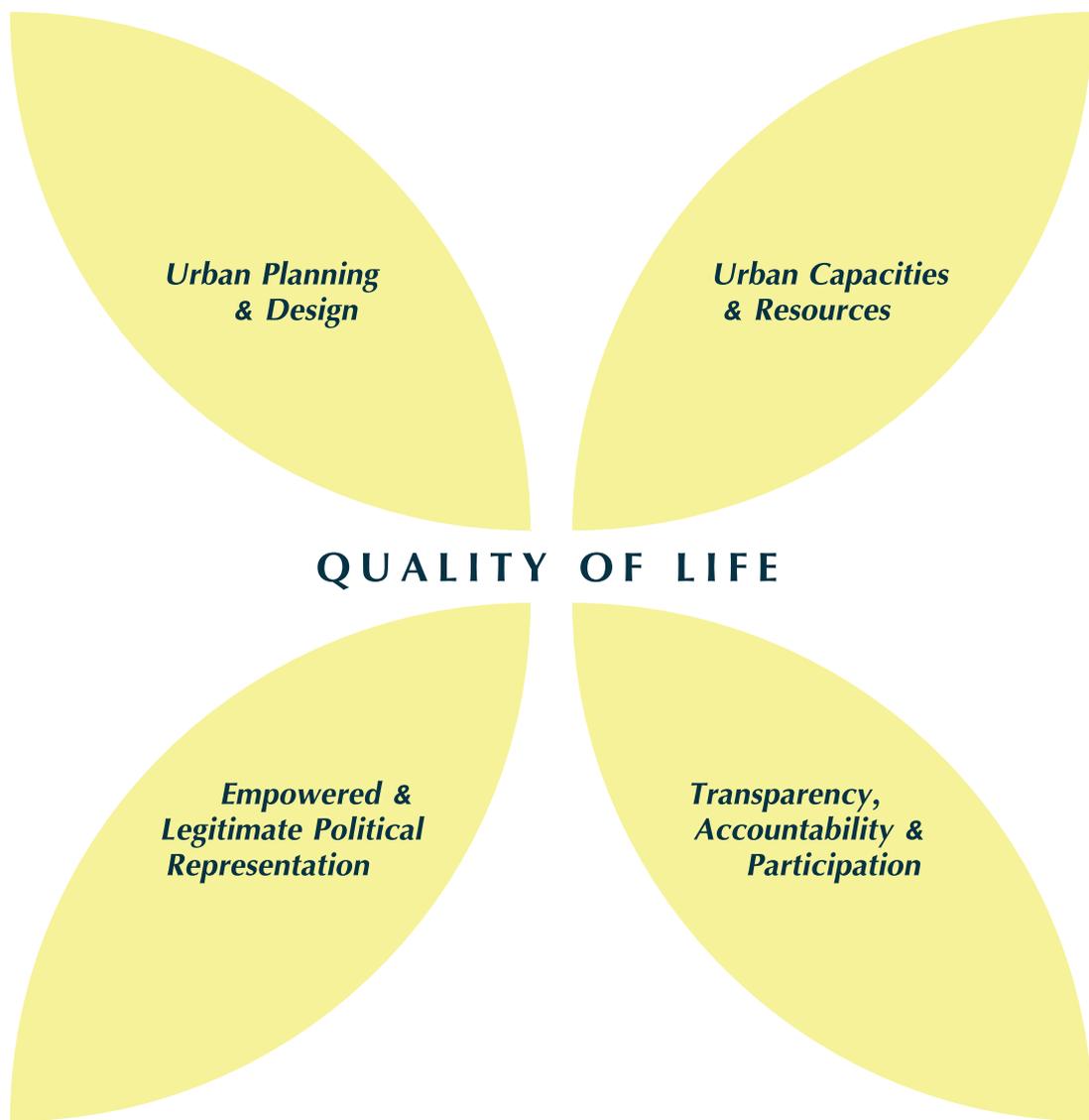
Transforming Cities and Citizenship





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“We need to fix our City-Systems to fix our Cities”



Foreword

There can be no disagreement with the view that our cities need urgent attention – roads, traffic, garbage, power, water-supply, environment, crime, safety and the whole gamut of Quality of Life aspects about which we experience daily frustrations as city-residents. But these are only the symptoms. They are visible elements of a systemic failure in the governance and management of our cities. Any number of band-aids cannot prevent the malaise from spreading, unless the underlying structural deficiency is treated. But governing and managing cities is complicated – throw a stone in any direction at any distance and it hits an obstacle. Figuring out a way by which the challenges of cities can be distilled into a frame of reference, will align action towards coherent change.

We call this a City-Systems framework and propose viewing the challenges of our cities through the lens of such a framework, with four defining aspects. These four aspects in our view are the building blocks for transforming our cities and creating a more sustainable future for growth. The City-Systems framework is depicted as a metamorphosing butterfly with the wings representing the four parts of the City-System.

We need to fix our City-Systems to fix our Cities.

The Annual Survey of India's City-Systems derives its inspiration from this framework. It is an objective measure of the state of our City-Systems, benchmarked against City-Systems of some of the best cities of the world. The Voice of India's Citizens (VOICE) survey complements ASICS by doing a reality check with what citizens perceive and desire. It is our belief that over time this City-Systems Survey will become a powerful indicator to measure the political vision and government leadership in our individual cities.

We hope you find the insights from this edition of the Annual Survey of India's City-Systems a valuable way to think about transforming our cities.

Swati Ramanathan
Co-founders

Ramesh Ramanathan

Event Highlights

Thursday, April 4th, 2013
at
Royal Ball Room, The Imperial
Janpath, New Delhi

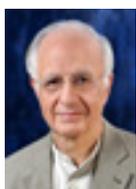
- Key Note speeches by Global Experts
- Conversations between Global Experts and Jury members
- Results of Annual Survey of India's City-Systems and Voice of India's Citizens (VOICE) Survey
- Distribution of VOICE Trophies



Chief Guest

Ajay Maken

Union Minister for Housing and Urban Poverty Alleviation



Chair of the Jury

Arun Maira

Member, Planning Commission of India



Jury Member

Adi Godrej

Chairman, Godrej Group



Jury Member

Baijayant Panda

Member of Parliament

JANAGRANA



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ANNUAL SURVEY
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2013

Ahmedabad

Bangalore

Chennai

Delhi

Hyderabad

Jaipur

Kanpur

Kolkata

Mumbai

Pune

Surat

London

New York

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Jury Member

Dr M Ramachandran

Former Secretary, Government of India



Jury Member

Ireena Vittal

Former Partner, Mckinsey & Co. and Independent Director



Global Expert

Liu Thai Ker

Former Chief Executive and Chief Planner, Singapore Urban Redevelopment Authority



Global Expert

Victor Vergara

Lead Urban Specialist, World Bank Institute



Global Expert

David Becker

Director, Election Initiatives, The Pew Charitable Trusts



Closing Remarks by

N R Narayana Murthy

Chairman Emeritus, Infosys Limited

Ahmedabad

Bangalore

Chennai

Delhi

Hyderabad

Jaipur

Kanpur

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Profiles

(in alphabetical order of first names)



Adi Godrej
Chairman, Godrej Group

Adi Godrej is Chairman of the Godrej Group, one of India's oldest, largest and most respected business houses. Over the last five decades, Mr Godrej has played an important role in the development of a variety of industries in India by leading key organizations of trade and commerce. He is currently President of the Confederation of Indian Industry. Mr Godrej has participated actively in the field of management education as Chairman of the Board of Indian School of Business and as a former member of the Dean's Advisory Council of the MIT Sloan School of Management and the Wharton Asian Executive Board. He is also an active philanthropist.



Ajay Maken
Union Minister for Housing and Urban Poverty Alleviation

Ajay Maken is Union Minister for Housing and Urban Poverty Alleviation, Government of India and Member of Parliament from New Delhi. He was instrumental in the creation of the Master Plan for New Delhi (MPD-2021) and is credited with transition of Delhi's Public Transport to CNG that subsequently earned New Delhi the UN Clean City award for Environment. Mr Maken also holds the distinction of becoming India's youngest Speaker of a Legislative Assembly.



Arun Maira
Member, Planning Commission of India

Arun Maira is Member of the Planning Commission chaired by the Prime Minister of India. In this Ministerial level position, he is responsible for facilitating the shaping of policies and programs related to industrialization, urbanization and tourism. Prior to his appointment to the Planning Commission, Mr Maira was the Chairman of Boston Consulting Group in India and has served on the boards of several large Indian companies. He has authored several books, which include "Shaping The Future: Aspirational Leadership in India and Beyond", "Remaking India: One Country, One Destiny", "Discordant Democrats: Five Steps to Consensus" and "Transforming Capitalism: Business Leadership to Improve the World for Everyone".

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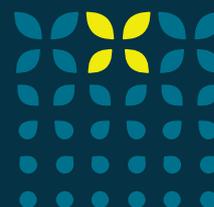
Mumbai

Pune

Surat

London

New York



Baijayant Panda
Member of Parliament

Baijayant "Jay" Panda is a Member of Parliament from Kendrapara Lok Sabha Constituency in Odisha. Mr Panda is Chairman of the India-USA Forum of Parliamentarians and has been associated with the Citizens' Alliance Against Malnutrition, an advocacy group. In 2008, he received the award for best parliamentary practices from the Chief Justice of India. He has been a member of the Parliamentary Committees on Energy, Urban Development, Home, Commerce and Human Resource Development. Mr Panda graduated from the Michigan Technological University and with a background in Engineering and Management worked in the corporate sector before joining politics.



David Becker
Director, Election Initiatives, The Pew Charitable Trusts

David Becker is Director of Election initiatives, The Pew Charitable Trusts. He supervises Pew's portfolio of work in election administration in the United States including research and reform efforts to upgrade voter registration systems. Before joining Pew, Mr Becker as senior trial attorney led numerous investigations into violations of federal voting laws in the United States of America. He also helped direct Department of Justice Policy on enforcing the Help America Vote Act. Mr Becker graduated in Law from University of California, Berkeley.



Ireena Vittal
Former Partner, McKinsey & Co. and Independent Director

Ireena Vittal was Partner, McKinsey & Co. where she worked for more than fifteen years and is currently an independent director on the boards of some of India's best known companies. She co-authored McKinsey Global Institute's report titled "India's Urban Awakening: Building Inclusive Cities; Sustaining Economic Growth". Ms Vittal is among India's premier experts on the Retail business. She received her Masters in Business Administration from Indian Institute of Management, Calcutta.

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Liu Thai Ker

Former Chief Executive and Chief Planner, Singapore Urban Redevelopment Authority

Dr Liu Thai-Ker is a planner architect. Since 1992, he has been the Director of RSP Architects Planners & Engineers Pte Ltd, Singapore. He is a member of several government bodies in Singapore, and planning advisor to over 20 cities in China. As architect-planner and Chief Executive Officer of the Housing & Development Board during 1969 to 1989, he oversaw the completion of over half a million dwelling units in Singapore. As Chief Executive Officer and Chief Planner of the Singapore Urban Redevelopment Authority during 1989 to 1992, he spearheaded the major revision of the Singapore Concept Plan that is widely recognised as visionary, pragmatic and one which will contribute towards making Singapore a city of excellence. Dr Liu obtained Masters in City Planning with Parson's Memorial Medal from Yale University in 1965. In 1995, he was conferred Doctor of Science honoris causa by the University of New South Wales. In his illustrious career, he has won several awards including the Public Administration Medal (Gold) 1976, the Meritorious Service Medal 1985, Singapore Institute of Architects Gold Medal and the Medal of the City of Paris, France in 2001.



N R Narayana Murthy

Chairman Emeritus, Infosys Limited

NR Narayana Murthy is the Founder of Infosys Limited, a global software consulting company headquartered in Bangalore, India. He founded Infosys in 1981, served as its Chief Executive Officer until 2002, and as Chairman and Chief Mentor until 2011. He is currently Chairman Emeritus of Infosys. Mr Murthy articulated, designed and implemented the Global Delivery Model which has become the foundation for the huge success of Information Technology services outsourcing from India. He has also led key corporate governance initiatives in India. He serves on the boards of Ford Foundation, Rhodes Trust, the Indian School of Business and the UN Foundation. Mr Murthy was listed as one among the "12 greatest entrepreneurs of our time" by the Fortune magazine in 2012. The Economist ranked him among the ten most-admired global business leaders in 2005. He has been awarded the Padma Vibhushan by the Government of India, the Legion d'honneur by the Government of France, and the CBE by the British government.

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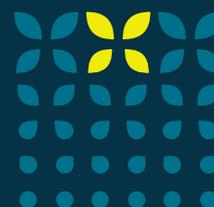
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Surat

London

New York



Dr M Ramachandran
Former Secretary, Government of India

Dr M Ramachandran has had a distinguished career of 38 years in the Indian Administrative Service during which period he has held various important assignments such as Chief Secretary, Government of Uttarakhand and Secretary to Government of India in the Ministry of Urban Development. During his tenure as India's Urban Development Secretary, various new initiatives such as the National Urban Transport Policy, National Urban Sanitation Policy, credit rating of major cities, introduction of Bus Rapid Transit system in ten cities, sanitation rating of cities and introduction of Service Level Benchmarks for six urban services were undertaken. He was member of the committees which structured India's urban strategy for the current Twelfth Five Year Plan and the next phase of the Urban renewal mission. He has authored six books, mostly on urban and infrastructure issues. He writes regularly on urban matters in national economic dailies.



Victor Vergara
Lead Urban Specialist, World Bank Institute

Victor Vergara is Lead Urban Specialist at the World Bank Institute. He joined the World Bank Urban Department in 1991 where among other things he led preparation of urban planning and management capacity building initiatives in Mexico, Guatemala, Venezuela and Peru. In 1998, Mr Vergara joined the World Bank Institute where he managed the urban development practice. As an urban planner, he championed work to promote municipal planning institutes, participatory municipal budgeting and sustainable land use planning. In 2009 Mr Vergara joined the East Asia Pacific (EAP) region as urban practice leader where he led the technical review of operational, analytical and advisory services as well as managing urban development projects in China. He facilitated communities of practice on urban waterfront renewal, land use planning, housing, and slum upgrading. He is the co-chair of the World Bank's housing and land thematic group. Mr Vergara holds a Masters in City Planning from Massachusetts Institute of Technology and a Masters in Agriculture from Texas A&M University.

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Annual Survey of India's City-Systems: Executive Summary

1. Indian cities have scored across a range of 0.7 to 4.5 on a scale of 0 to 10, across all four categories. In comparison, New York (NY) and London (Lon) have scored between 8.1 and 9.9 on the same scale.
2. Average scores of Indian cities in each of the four categories is range bound between 2.2 and 3.4. However, there are wide variations in scores between cities within each category.
3. Cities also have tended to be strong in certain areas and weak in others.

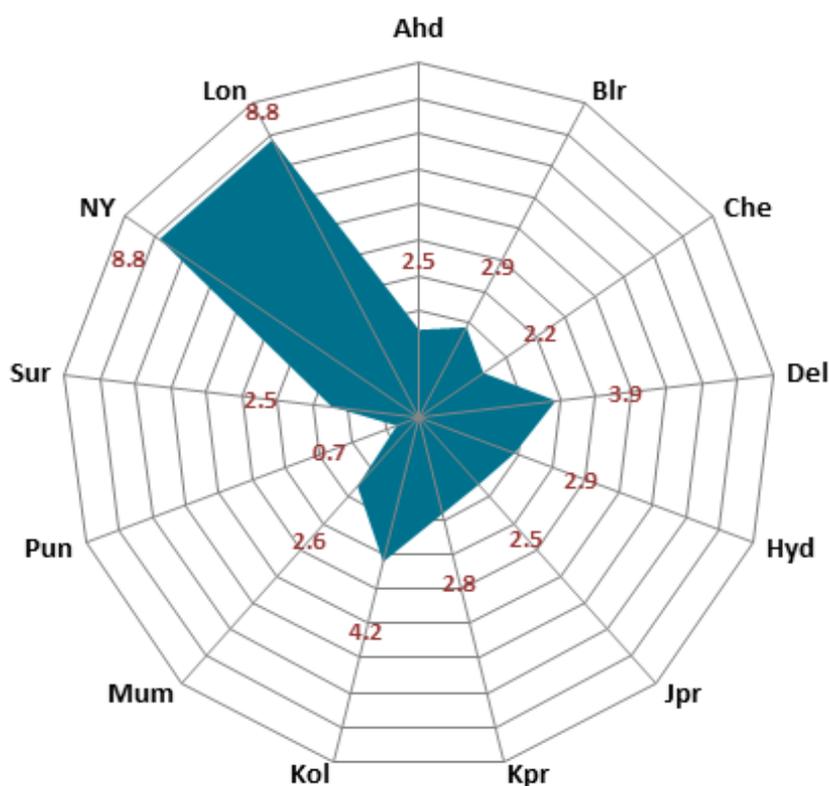
	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
Urban Planning and Design (UPD)	2.5	2.9	2.2	3.9	2.9	2.5	2.8	4.2	2.6	0.7	2.5	8.8	8.8
Urban Capacities and Resources (UCR)	2.5	0.9	2.2	2.9	2.1	2.4	1.8	2.0	2.7	2.6	2.4	9.9	8.1
Empowered and Legitimate Political Representation (ELPR)	3.2	1.9	4.1	2.2	2.6	4.5	4.0	4.3	3.8	3.8	3.2	9.4	9.3
Transparency, Accountability and Participation (TAP)	1.5	3.0	2.9	1.2	4.4	1.2	3.1	2.9	3.3	3.2	1.4	8.9	8.1

Notes:

Delhi has been reckoned prior to trifurcation of Municipal Corporation of Delhi into three Municipal Corporations. New Delhi Municipal Council (NDMC) is not considered for this purpose. In the case of London, Greater London Authority (GLA) has been considered.

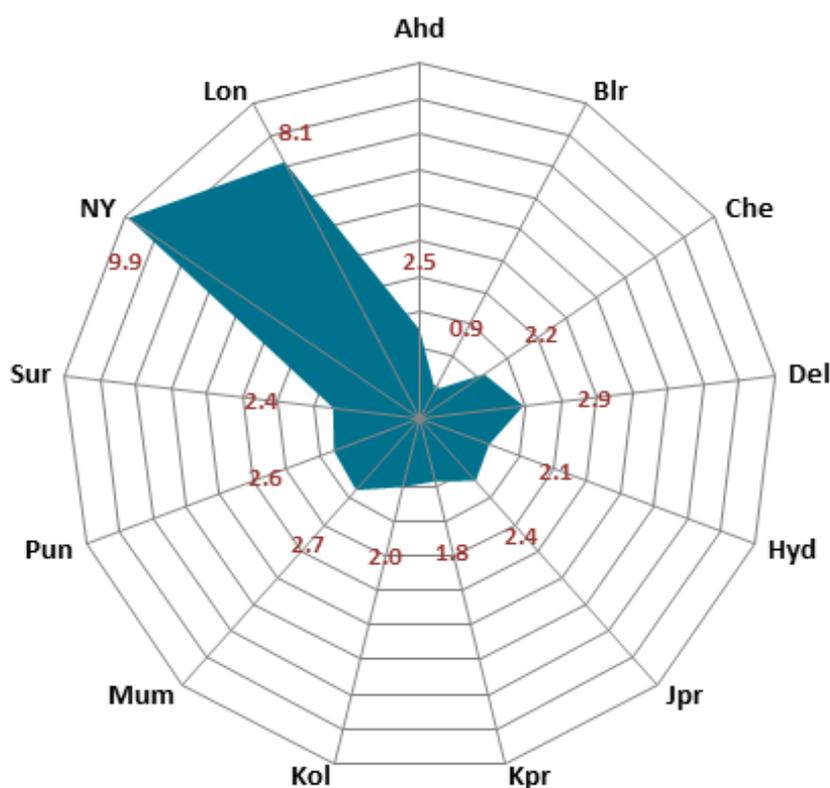
Legend:

Ahd-Ahmedabad, Blr-Bengaluru, Che-Chennai, Del-Delhi, Hyd-Hyderabad, Jpr-Jaipur, Kpr-Kanpur, Kol-Kolkata, Mum-Mumbai, Pun-Pune, Sur-Surat, NYC-New York City, Lon-London.



Urban Planning and Design

4. While Indian cities generally have Metropolitan and Municipal Spatial Development Plans, with the exception of Delhi, no other city has Ward Development Plans, which are crucial for sub-local and neighbourhood level planning.
5. Preparation of Spatial Plans is however neither preceded by structured citizen participation nor followed by long-term financial projection for the Urban Local Body (ULB), based on which the ULB can in turn draw up Medium Term Fiscal Plans and Annual Budgets.
6. Metropolitan Planning Committees (MPC) mandated by the Constitution of India are conspicuous by their absence across cities, spread across eight states, with the lone exception of Kolkata. In addition to constituting the MPC, Kolkata has ensured institution of sectoral and executive committees under the MPC, which is a best practice.
7. The absence of guaranteed land titling, weak institutional structures such as lack of a single base map across civic agencies and lack of authority of ULBs for approving land-use change are other factors which together account for weak urban planning and design in Indian cities.

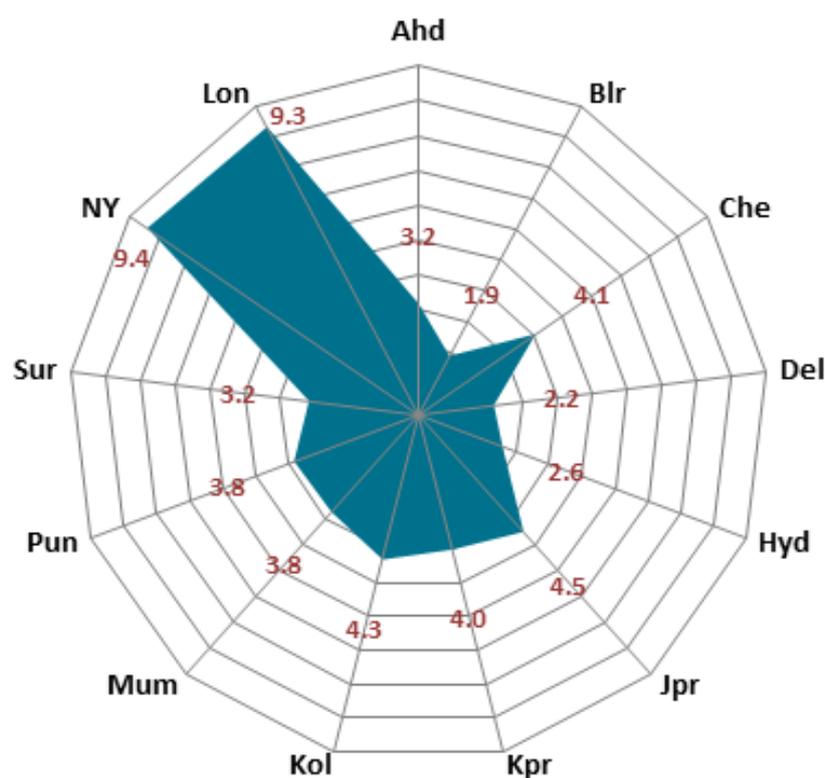
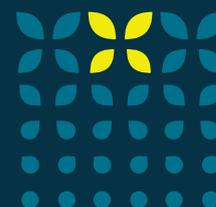


Urban Capacities and Resources

8. Urban Capacities and Resources is the category with the lowest average score for Indian cities. This is principally on account of
 - a. Low degrees of financial decentralisation including limited borrowing powers, powers to set and collect a very limited number of taxes resulting in low per capita capital expenditure;
 - b. Low levels of staffing when compared to population, compounded with limited powers in respect of the human resource management function; and
 - c. A total absence of institutional mechanisms that would empower the ULB to manage its affairs efficiently and effectively such as performance management systems, robust digital governance, emergency management systems and most importantly appropriate supervisory powers with respect to functioning of other civic agencies operating in its jurisdiction. The absence of long-term or medium-term fiscal plans has also impaired the ability of ULBs to manage their finances with a long-term perspective.

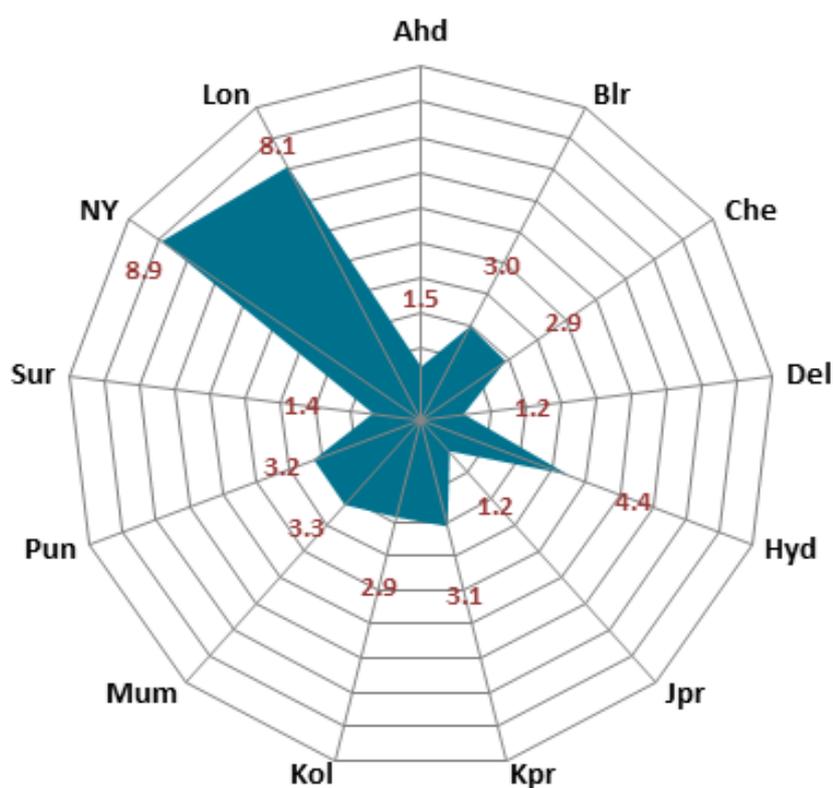
In comparison, especially in respect of human resources and institutional capacities, New York and London have recorded significantly higher scores.

9. A positive in this category has been that States have duly constituted State Finance Commissions (SFCs) that are tasked with reviewing and recommending sharing of revenues between the State and Local Bodies and distribution of the same between Local Bodies. However SFCs have not always been constituted every five years as required by the Constitution and their reports, barring Jaipur, have not been placed on time before the State Legislatures.



Empowered and Legitimate Political Representation

10. City Councils need to be both empowered and legitimate to meaningfully discharge their role as local self-governments. 'Empowered' connotes having the necessary authority, functions and powers and 'legitimate' implies elected representatives need to appropriately reflect public sentiment and be able to understand, channelize and fulfil citizen aspirations for their cities.
11. Indian cities have weak Mayors and Councils. The Mayor is directly elected only in three out of the eleven cities surveyed and has less than a five-year term in six cities. In Bangalore, the term of the Mayor is an incredulous one year. Even where the Mayor is directly elected, power to appoint the Municipal Commissioner does not vest in the Mayor.
12. Similarly, the Council and the ULB handle very few critical functions. Out of a select ten critical functions, all from the Schedule XII to the Constitution (Seventy-fourth) Amendment Act, 1992 and recommendations of the Second Administrative Reforms Commission (SARC), the best Indian city in this respect handles only five. In comparison, New York and London handle all ten.
13. Further, as an indicator of legitimacy of Councillors, there is no robust policy to regulate and mandate public disclosure of conflicts of interests. Related party interests, relationships and transactions are not required to be disclosed in a regular and systematic manner in any Indian city.



Transparency, Accountability and Participation

14. This category has three distinct components, transparency, accountability and citizen participation.

Transparency

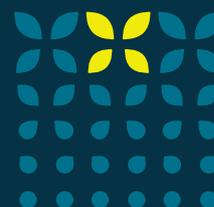
15. Indian cities are 'closed'. The quality of ULB websites and the absence of an enlightened Open Data framework are the principal causes. However green shoots have appeared with seven out of eleven cities being covered by Public Disclosure Laws and six of them also notifying rules thereunder.

Accountability

16. Indian cities fare very poorly in the realm of public accountability on multiple counts. Be it the absence of a local government ombudsman, or audit and accounts related accountability mechanisms, no Indian city scores creditably.

Participation

17. Hyderabad stands out as the lone champion of citizen participation among Indian cities, having enacted the Community Participation Law in substance as evidenced by functioning Area Sabhas.



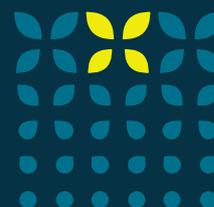
Annual Survey of India's City-Systems: Critical Action Points for Indian Cities

- ✗ Critical Action Point
- ✓ No Critical Action required

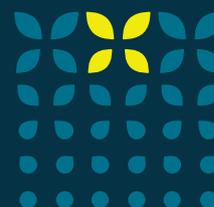
ASICS Q No.	Questions	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
Urban Planning and Design														
II Spatial Plans														
3	Create the following Spatial Plans , which together form an Integrated Regional Spatial Plan for the Metropolitan Area (MA)													
i	Metropolitan Spatial Development Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	NA	NA
ii	Municipal Spatial Development Plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
iii	Ward Development Plan	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✓	✓
4	Ensure proper duration for Spatial Plans in the MA													
i	Metropolitan Spatial Development Plan- 20-25 Years	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	NA	NA
ii	Municipal Spatial Development Plan- 20-25 Years	✓	✓	✗	✓	✓	✓	✓	✓	✓	✗	✓	✓	✓
iii	Ward Development Plan- 5 years	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✗	✓
5	Ensure Plans across hierarchy are notified without time-lag													
i	Between Metropolitan Spatial Development Plan and Municipal Spatial Development Plan.	✓	✗	✓	✓	✓	✓	✓	✓	✓	✗	✓	NA	NA
ii	Between Municipal Spatial Development Plan and Ward Development Plan.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
6	Ensure lower-level Plans are in compliance with higher level Plans													
i	Municipal Spatial Development Plan to be compliant with the Metropolitan Spatial Development Plan.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✗	✓	NA	NA
ii	Ward Development Plan to be compliant with the Municipal Spatial Development Plan?	✗	✗	✗	✓	✗	✗	✗	✗	✗	✗	✗	✓	✓
7	Mandate citizen participation in the preparation of Metropolitan and Municipal Spatial Development Plans through provisions to that effect in the State Town and Country Planning (T and CP) Act or the Urban Development Authority (DA) Act.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	NA	NA
8	Include disclosure of the Metropolitan and/or Municipal Spatial Development Plan in the public domain as a mandatory requirement in the State Public Disclosure Law (PDL).	✗	✓	✓	✗	✓	✗	✓	✗	✗	✗	✗	✓	✓
9	Mandate full disclosure of plan violations in the public domain under State T and CP Act or the DA Act.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
10	Create a long-term financial projection for the constituent Urban Local Bodies (ULB) of the MA drawn-up based on the Metropolitan and/or Municipal Spatial Development Plans and allied infrastructure requirements, and in turn ensure that ULB's prepare medium-term fiscal plans and annual budgets based on such projection.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
III Metropolitan Planning Committee														
11	Constitute Metropolitan Planning Committee (MPC) as required by Article 243 ZE of the Constitution (Seventy-fourth Amendment Act, 1992 (74th CAA).	✗	✗	✗	✗	✗	✗	✗	✓	✗	✗	✗	NA	NA

ASICS Q No.	Questions	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon	
14	Convert Regional Development Authority/ Development Authority into technical and administrative arm of the MPC.	X	X	X	X	X	X	X	✓	X	X	X	NA	NA	
15	Establish sectoral committees and an executive committee in the MPC, with sectoral committees tasked with drawing up of sectoral plans derived from the Metropolitan Plan, and the executive committee tasked with consolidating and integrating such sectoral plans.	X	X	X	X	X	X	X	✓	X	X	X	NA	NA	
16	Empower Ward Committees, the ULB and the MPC with plan enforcement, with an appellate structure where the ULB and the MPC act as appellate authorities for appeals against decisions of the Ward Committees and ULBs respectively.	X	X	X	X	X	X	X	X	X	X	X	NA	NA	
IV Institutional Structures and Powers															
17	Create the following specialised bodies/agencies for the MA														
i	Spatial Data Centre	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	X	
ii	Transit Authority	X	✓	✓	✓	✓	X	X	X	✓	X	X	✓	✓	
iii	Environment Cell	✓	✓	✓	✓	✓	✓	✓	✓	✓	X	✓	✓	✓	
iv	Heritage Authority	X	X	X	X	X	✓	X	✓	✓	X	X	X	✓	
v	Economic and Statistical Data Authority	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
18	Ensure creation and usage of a single base map for the MA that is used by all the civic service providers in the MA	X	X	X	X	X	X	X	X	X	X	X	✓	X	
19	Empower the ULB with the authority to permit land-use change in consonance with the Municipal Spatial Development Plan	X	X	X	X	X	X	X	X	X	X	X	NA	NA	
V Guaranteed Land Title															
20	Legislate implementation of Guaranteed Land Titling in the MA/ULB	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
21	Create a Land Titling Authority under such law	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
Urban Capacities and Resources															
I Finance															
1	Endow the ULB with enhanced powers of taxation.	X	X	✓	X	X	✓	X	X	X	X	X	✓	X	
2	Significantly enhance Per Capita Capital Spending in the MA in general and of the ULB in particular.	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
3	Permit ULB to raise borrowings and access capital markets without State Government/ Central Government approval	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
4	Permit the ULB to make investments or otherwise apply surplus funds without specific State Government/ Central Government approval.	✓	X	X	✓	✓	X	✓	X	✓	✓	✓	✓	✓	
5	Implement a system of providing specific relief to the ULB in lieu of civic service delivery commitments arising out of transport/ other major infrastructure created in its area of jurisdiction by State Government/Central Government or other parastatal agencies (e.g. metro rail, business districts/ parks etc.)	X	X	X	X	X	✓	X	X	X	X	X	NA	NA	
6	Liberate the ULB from seeking State Government for its Annual Budgets	✓	X	✓	✓	✓	X	X	✓	✓	✓	✓	✓	✓	
8	Constitute State Finance Commissions (SFC) on time with an interval of five years each	X	X	X	X	X	X	X	X	X	X	X	NA	NA	
9	Place the Action Taken Reports of SFCs before the state legislature before the expiry of six months from the date of submission of the report.	X	X	X	X	X	✓	X	X	X	X	X	NA	NA	
10	Legislate for the ULB to have a Long-Term and/or Medium-Term Fiscal Plan.	X	X	X	X	X	X	X	X	X	X	X	✓	✓	
II Human Resources															
11	Devolve following authorities in respect of Human Resource management to the ULB														

ASICS Q No.	Questions	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
i	Appointment	✓	✗	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓
ii	Promotion	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
iii	Disciplinary Action	✓	✗	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓
iv	Termination	✓	✗	✓	✓	✗	✗	✓	✓	✓	✓	✓	✓	✓
v	Incentivisation	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗
12	Strengthen manpower adequacy of the ULB	✗	✗	✗	✓	✗	✗	✗	✗	✓	✗	✗	✓	✓
III Institutional Structures and Powers														
13	Install an institutional mechanism that empowers the ULB to control, manage, supervise, intervene in or veto crucial decisions of other parastatal/civic agencies in respect of their operations in its jurisdiction in so far as they impact citizens and Quality of Life	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
14	Put in place a Performance Management Information System/ alternate decision-support system in the ULB that institutionalises performance based reviews of/decisions in respect of finances and operations?	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
15	Conceive a Digital Governance Roadmap	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
16	Put in place an incident/emergency management system	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
Empowered and Legitimate Political Representation														
I State Election Commission														
2	Empower the SEC to decide in matters of electoral delimitation of the ULB/Council	✗	✗	✗	✗	✗	✗	✗	✓	✓	✓	✗	✓	✓
3	Empower the SEC in respect of reservation and rotation of seats in the Council	✓	✗	✗	✗	✗	✗	✗	✓	✓	✓	✓	NA	NA
II Mayor														
4	Extend term of the Mayor of the ULB to five years	✗	✗	✓	✗	✓	✓	✓	✓	✗	✗	✗	✓	✓
5	Implement Direct Election of the Mayor	✗	✗	✓	✗	✗	✓	✓	✗	✗	✗	✗	✓	✓
6	Empower the Mayor/Council to recruit and appoint the Municipal Commissioner/Chief Executive of the ULB	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
III Council														
7	Devolve to the ULB critical functions and services out of the eighteen functions and services listed under Schedule XII of the 74th CAA and recommendations of the SARC, making it a meaningful local self-government.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
9	Mandate systematic and periodic public disclosure of related party interests, relationships and transactions in respect of Councillors	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
Transparency, Accountability and Participation														
I Transparency														
1	Enact PDL.	✗	✓	✓	✗	✓	✗	✓	✓	✓	✓	✗	✓	✓
2	Notify Rules implementing/giving force to the PDL.	✗	✓	✓	✗	✓	✗	✓	✗	✓	✓	✗	NA	NA
3	Make the ULB's website comprehensive and a vehicle for robust Government to Citizen connect.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
4	Subscribe to and implement an Open Data policy or framework whereby all financial and operational records of the ULB are made easily accessible to the public through suo motu disclosures, including in electronic form on their websites.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓
II Accountability														
5	Constitute a Local Government Ombudsman in the State, who is inter alia authorised to investigate corruption and resolve inter-agency disputes.	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✗	✓	✓

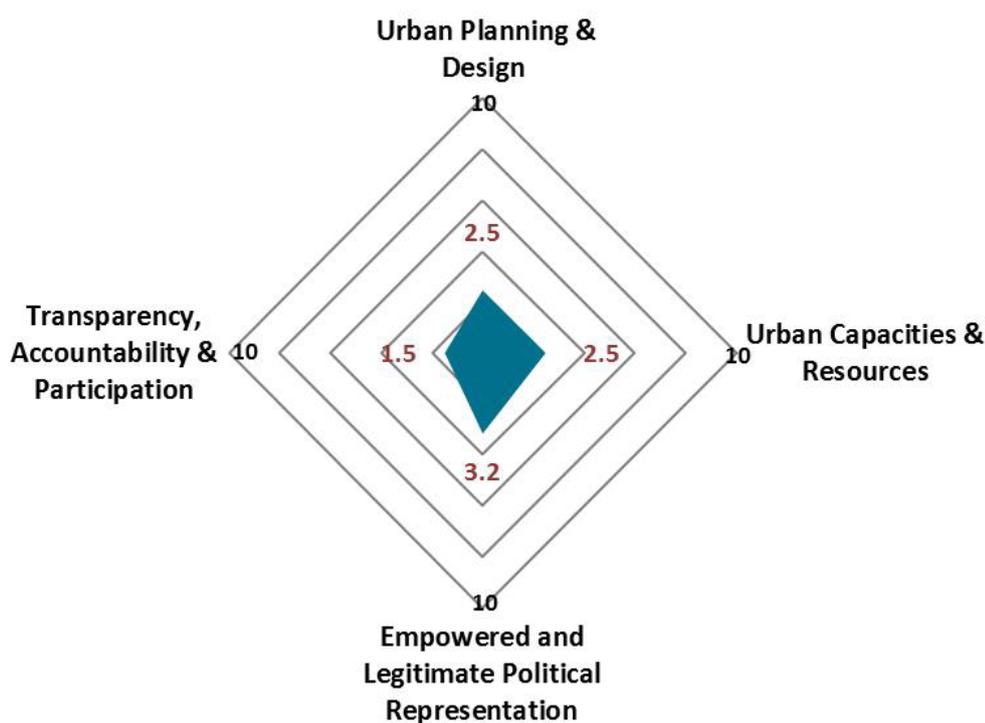


ASICS Q No.	Questions	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
8	Mandate by law the completion and disclosure of the Audit of the ULB's Annual Accounts, within six months of the end of a financial year.	X	X	X	X	X	X	X	X	X	X	X	✓	X
9	Mandate by law responses to observations raised by ULB's auditors by the ULB within a specified time period.	X	✓	✓	X	X	X	X	X	X	X	X	X	✓
10	Legislate for responses to Auditors' observations to be placed before the Council/State Legislature?	X	X	✓	X	X	✓	X	X	X	X	X	X	✓
11	Make Internal Audit of the ULB within a predetermined frequency, at least annual, a mandatory requirement under the governing legislation.	✓	X	X	✓	✓	X	✓	✓	✓	✓	✓	✓	✓
12	Institutionalise through appropriate legal provisions public consultations/systematic citizen participation in the Annual Budget preparation process of the ULB.	X	X	X	X	X	X	X	X	X	X	X	✓	X
13	Enact a Fiscal Responsibility and Budget Management law for the ULB or appropriately amend governing legislation to provide for equivalent measures.	X	X	X	X	X	X	X	X	X	X	X	✓	X
14	Draw up a Citizens' Charter that has target levels of service, timelines and procedure for relief if target service levels are not met.	X	X	X	X	✓	X	✓	✓	X	✓	X	✓	X
17	Create and maintain in the ULB a comprehensive database of approvals, certificates and permits granted/issued, which in turn can be shared with the Metropolitan Economic and Statistical Data Authority, to enable informed planning.	X	X	X	X	X	X	X	X	X	X	X	✓	✓
18	Implement an e-procurement system (including vendor registration) in the ULB.	X	✓	X	X	X	X	X	X	✓	✓	X	✓	✓
19	Disclose on its website and widely disseminate the Audited Annual Financial Statements of the ULB.	X	X	X	X	X	X	X	X	✓	X	X	✓	✓
III	Citizen Participation													
20	Enact Community Participation Law (CPL).	X	✓	✓	X	✓	X	✓	✓	✓	✓	X	NA	NA
21	Notify Rules implementing/giving force to the CPL.	X	X	X	X	✓	X	✓	✓	X	X	X	NA	NA
22	Constitute Ward Committees for all wards of the ULB.	X	X	X	X	✓	X	✓	✓	X	X	X	✓	✓
23	Constitute Area Sabhas for all wards of the ULB.	X	X	X	X	✓	X	X	X	X	X	X	NA	NA
24	Institute a systematic citizen engagement program to harness the spirit of volunteerism among citizens of a ULB and provide opportunities for citizens to participate in the process of improving the Quality of Life in their cities, thereby also fostering a spirit of community and citizenship.	X	X	X	X	X	X	X	X	X	X	X	✓	✓



Annual Survey of India's City-Systems: City Performance Snapshots

1. Ahmedabad



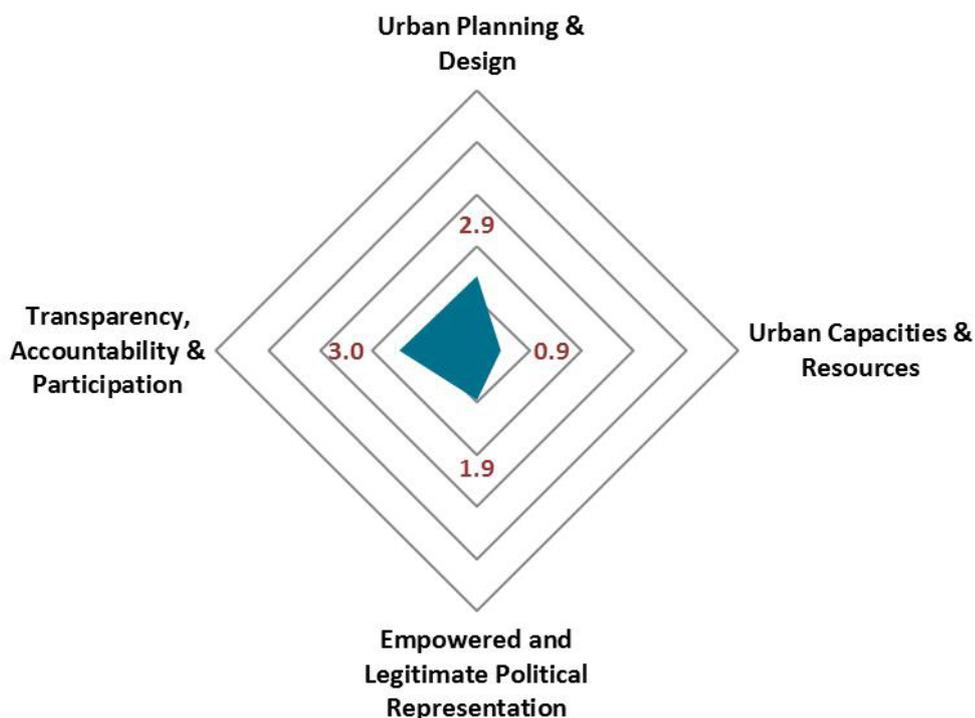
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	8	4	7	8

City-System	+/-	Snapshot
ELPR	+	Highest score among Indian cities in number of critical functions handled.
ELPR	-	Weak Mayor with no direct election, no five year term or the power to appoint Municipal Commissioner
TAP	-	No Public Disclosure Law, No Community Participation Law resulting in low levels of transparency and participation



2. Bangalore



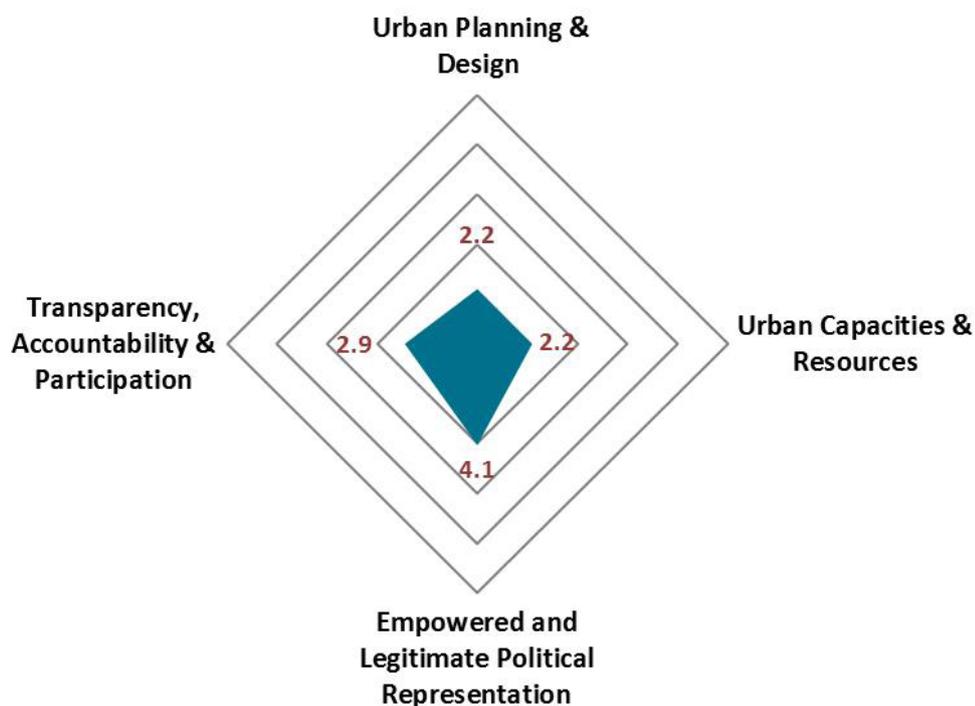
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	3	11	11	5

City-System	+/-	Snapshot
UCR	-	Low access to and weak control over Finances and Human Resources e.g. annual budget requires State Government approval, no borrowing powers
ELPR	-	Least number of critical functions handled by the Council/ULB
ELPR	-	Mayor has one year term



3. Chennai



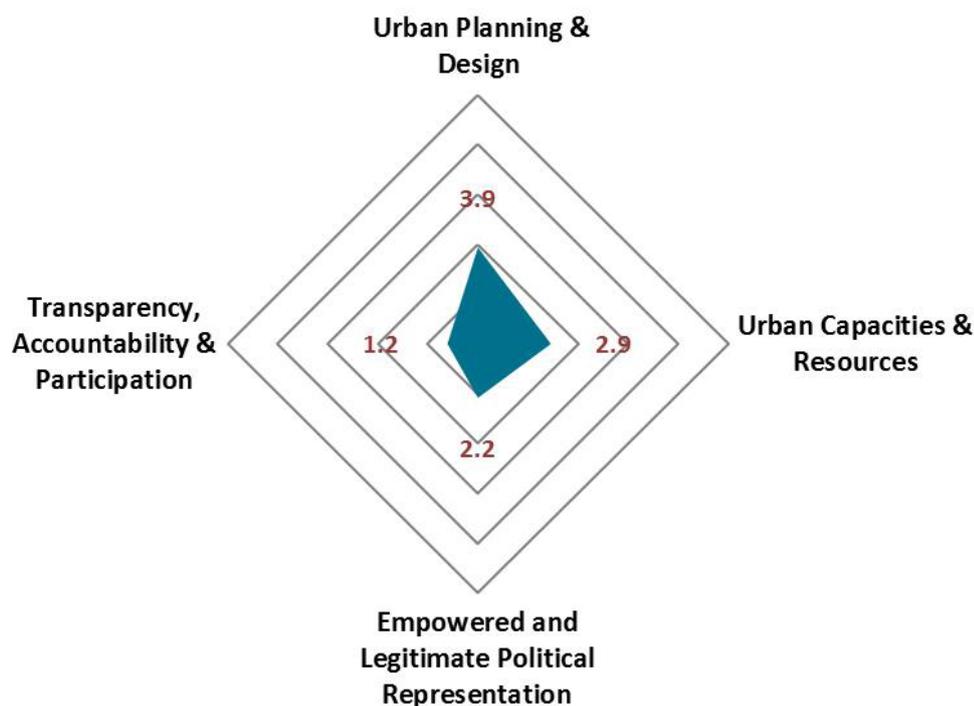
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	10	7	3	6

City-System	+/-	Snapshot
UCR	-	Very Low per capita Capital Spending, less than Rs 1,000 (c. USD 20)
ELPR	+/-	Directly elected Mayor with five year term, least number of critical functions handled by the Council/ULB



4. Delhi



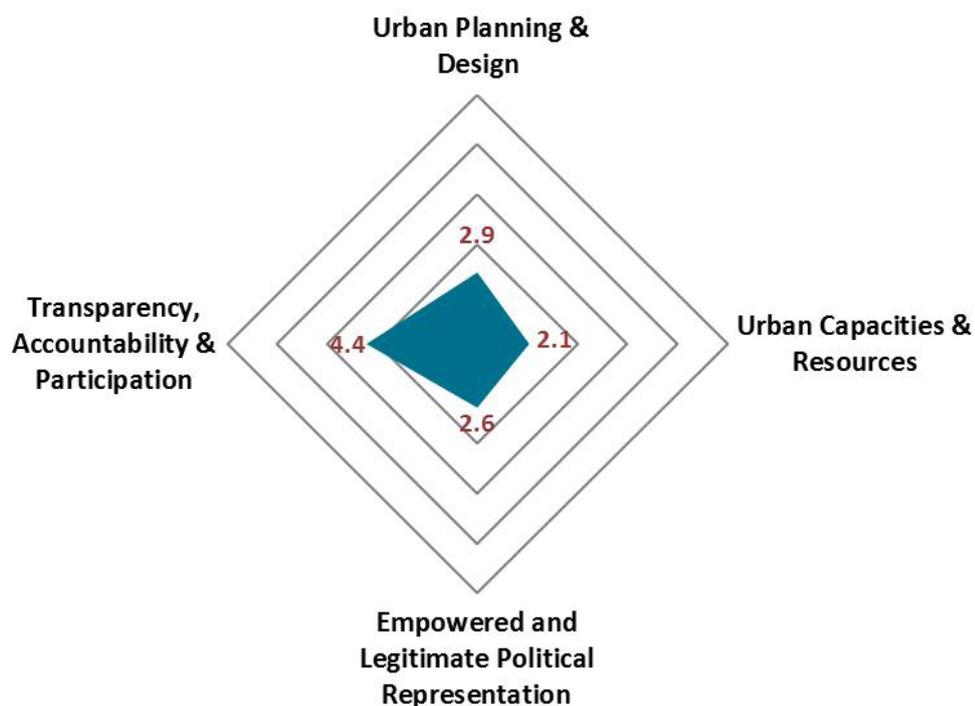
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	2	1	10	10

City-System	+/-	Snapshot
UPD	-	Only city in India to put in place Ward Development Plans
UCR	+	Significantly higher staff adequacy compared to other Indian cities
TAP	-	The only city among the top six cities in India not to have enacted Public Disclosure and Community Participation Laws



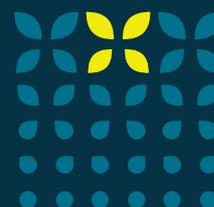
5. Hyderabad



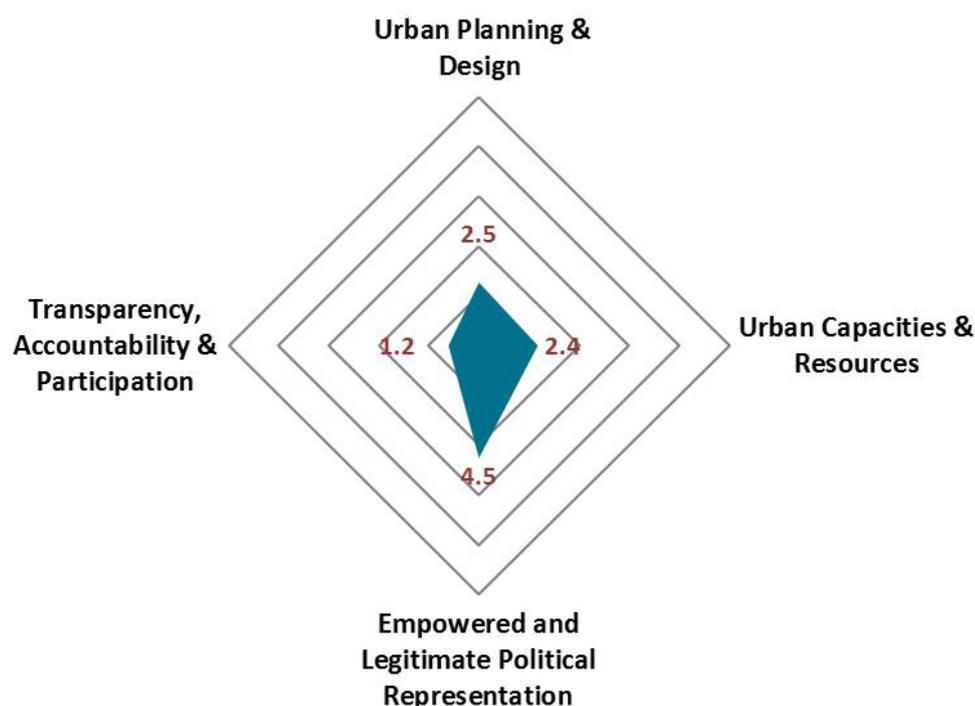
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	3	8	9	1

City-System	+/-	Snapshot
UCR	-	Low levels of staff adequacy in the ULB, with approximately 400 staff per 100,000 citizens, compounded by weak powers to recruit, appoint and incentivise them.
UCR	-	Along with Chennai, has among the lowest per capita Capital Spending
ELPR	+/-	Mayor has a five year term but not directly elected and no powers to appoint Municipal Commissioner
TAP	+	Only Indian city to have functioning Area Sabhas.



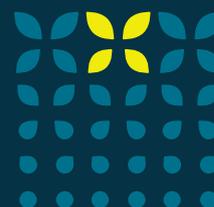
6. Jaipur



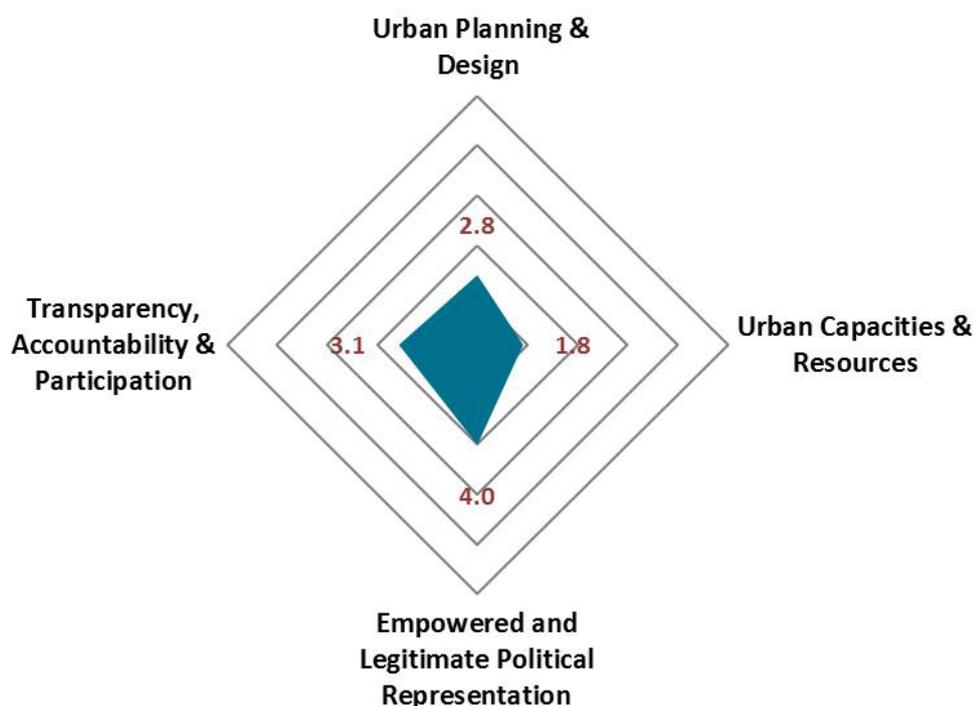
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	7	6	1	11

City-System	+/-	Snapshot
UCR	+	Only Indian city to place Action Taken Report (ATR) on State Finance Commission (SFC) recommendations within six months of SFC report
UCR	+	Only Indian city to have a relatively structured mechanism of fund transfers from Development Authority for land sales within its jurisdiction
UCR	+/-	Relative strong powers over taxation (property, profession, advertisement), but inadequate budget size as evidenced by lowest per capita Capital spending (approximately Rs 350, less than USD 10)
TAP	-	One of the four Indian cities not to have both Community Participation Law and Public Disclosure Law



7. Kanpur



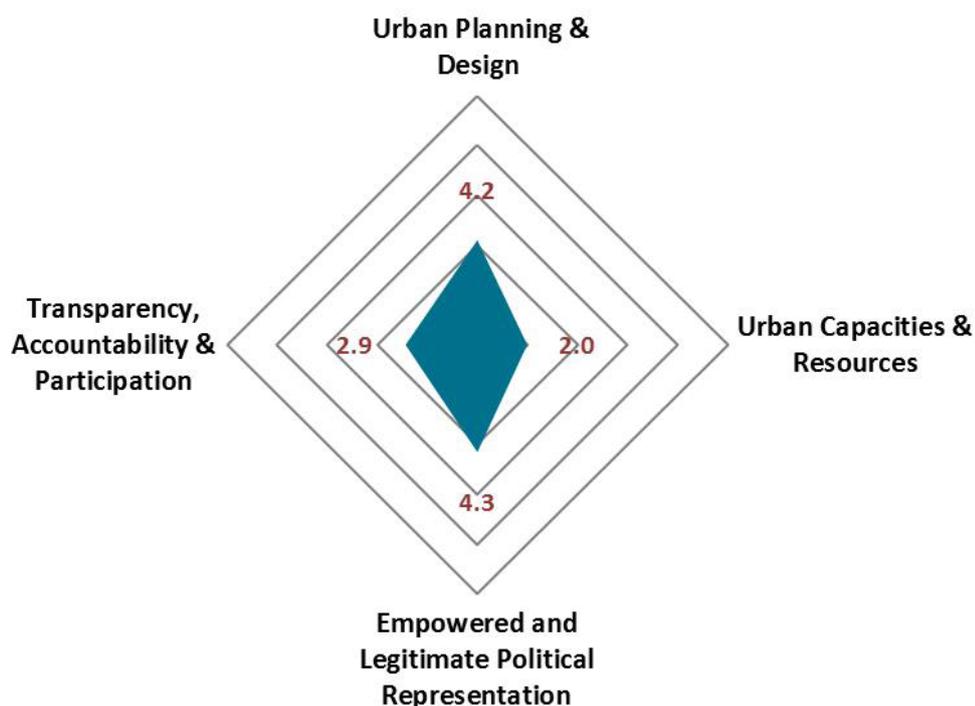
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	5	10	4	4

City-System	+/-	Snapshot
UCR	-	Weak taxation powers (only property tax), low levels of per capita capital spending
UCR	-	Staff adequacy second lowest among Indian cities
ELPR	-	Lowest in functional decentralisation along with Bangalore and Chennai
TAP	+	Both Public Disclosure Law and Community Participation Law enacted



8. Kolkata



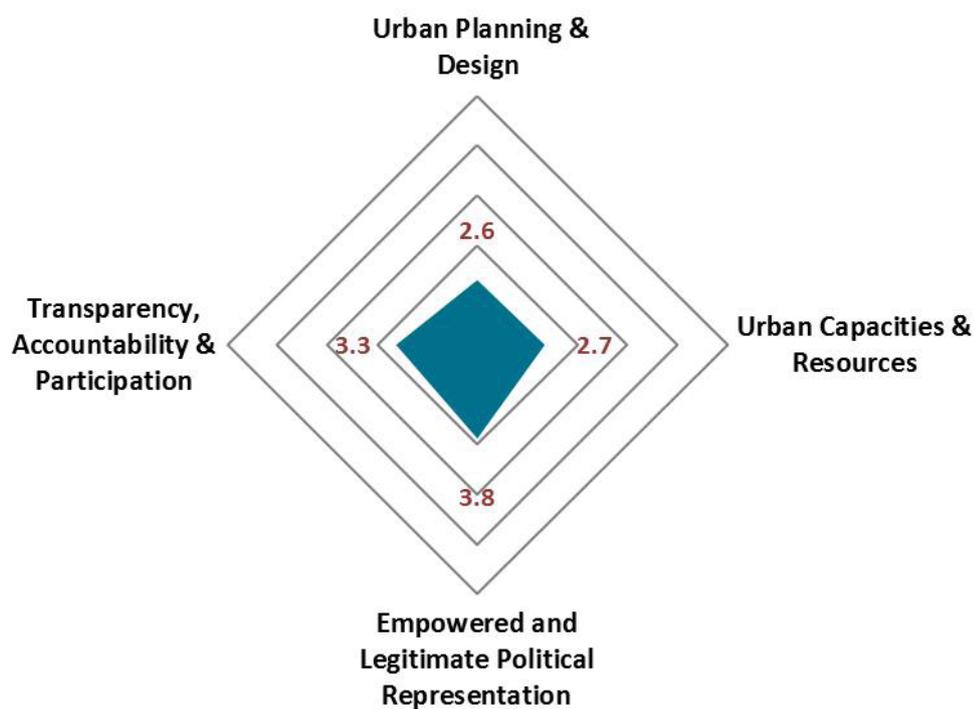
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	1	9	2	7

City-System	+/-	Snapshot
UPD	+	Only Indian city to have a Metropolitan Planning Committee
UCR	-	Relatively weak powers of taxation, borrowings and low per capita Capital spending
ELPR	+	Along with Mumbai and Pune, one of the few cities to have an independent and empowered State Election Commission, responsible for delimitation and reservation of/in the ULB
TAP	-	Weak Public Disclosure Law



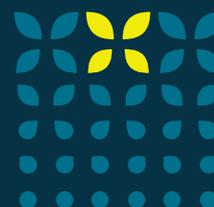
9. Mumbai



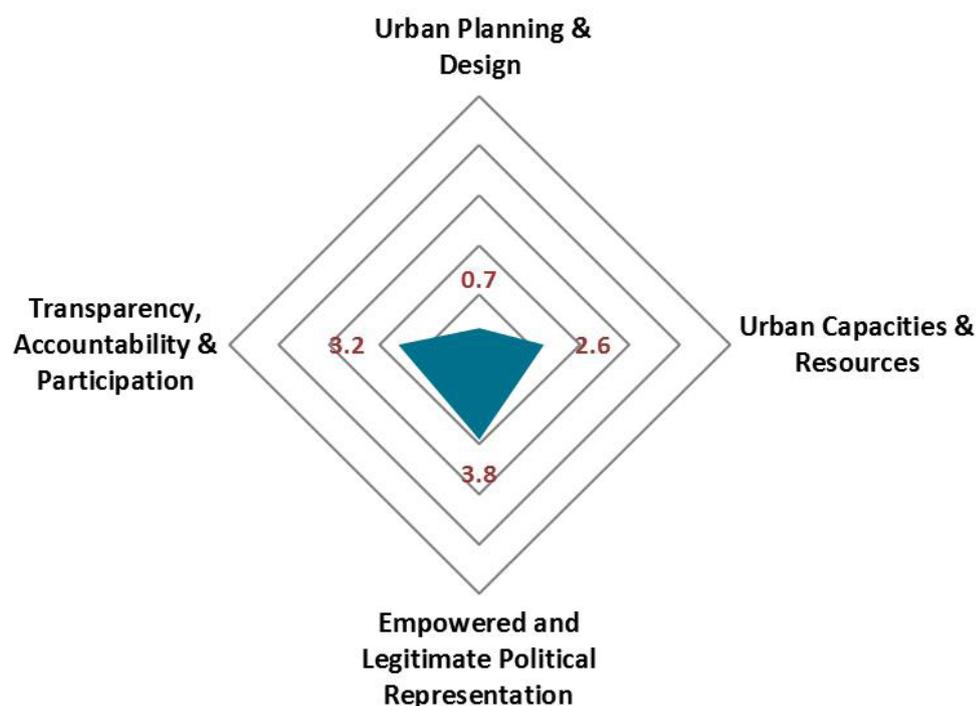
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	6	2	6	2

City-System	+/-	Snapshot
UPD	-	Supposed to have put in place a Metropolitan Planning Committee, but currently dysfunctional
UCR	+	Relatively strong management capacities- across financial and human resources



10. Pune



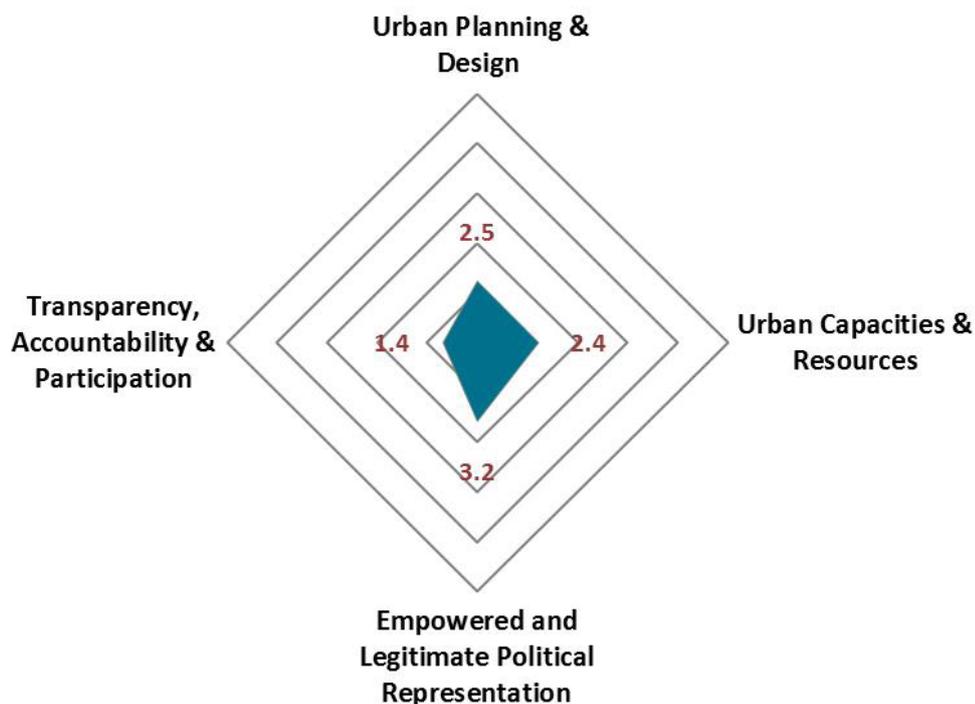
ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	11	3	5	3

City-System	+/-	Snapshot
UPD	-	Only Indian city not to be covered by a Metropolitan Spatial Development Plan; consequently absence of institutional structures for planning
UCR	-/+	Weak powers of taxation but relatively better per capita Capital Spending and staff adequacy, compared to other Indian cities (UCR)
ELPR	-	Relatively weak Mayor, without five year term, direct election and authorities.



11. Surat



ASICS Snapshots

	UPD	UCR	ELPR	TAP
Rank	8	5	8	9

City-System	+/-	Snapshot
ELPR	+	Highest score among Indian cities in number of critical functions handled
ELPR	-	Weak Mayor with no direct election, no five year term or the power to appoint Municipal Commissioner
TAP	-	No Public Disclosure Law, No Community Participation Law resulting in low levels of transparency and participation

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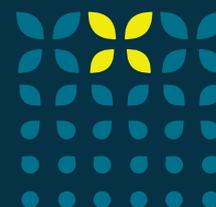
A S I C S



ANNUAL SURVEY
of
INDIA'S CITY-SYSTEMS

2013

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Annual Survey of India's City-Systems: Methodology

1. Introduction

The Annual Survey of India's City-Systems (ASICS) is an objective measure of the state of City-Systems of Indian cities. The Survey is based on a checklist of over seventy main questions covering over a hundred parameters in total, across the four parts of the City-Systems framework- Urban Planning and Design, Urban Capacities and Resources, Empowered and Legitimate Political Representation and Transparency, Accountability and Participation.

One of the unique features of ASICS is that rather than evaluating Quality of Life *symptoms* such as quality of roads, traffic and transport, cleanliness of roads, quality and quantity of water supply, flooding, pollution control etc., it evaluates Quality of *City-Systems*; *City-Systems* being the underlying *root causes* of the Quality of Life symptoms we experience as city-residents.

Therefore, the focus of ASICS is primarily on laws, policies, institutional processes and implementation of all of these, specifically relating to City-Systems. A break-down of ASICS questions across the four parts of City-Systems is given below.

City-Systems	Policy and Institution	Process and Implementation	Total	Parameters
Urban Planning and Design	13	8	21	36
Urban Capacities and Resources	7	9	16	25
Empowered and Legitimate Political Representation	9	1	10	10
Transparency, Accountability and Participation	11	13	24	36
Total	40	31	71	107

2. Choice of Cities

Indian cities were chosen based on their population as per Census 2011. Coverage of States and geographical coverage across India was an additional consideration. Kanpur was added to the list of top ten cities on this basis. Please refer Databook section for population and area of ULBs selected.

Global cities were chosen to serve as benchmarks. New York and London emerged as natural best-fits as global and vibrant cities belonging to strong democracies and having population that is relatively comparable with that of the selected Indian cities.

3. Categories and Questions

i. Categories

Annual Survey of India's City-Systems draws inspiration from Janaagraha's

four-part framework of City-Systems. Therefore the categories are each of the four parts of the City-Systems framework.

ii. Questions

- a. The overarching approach to selection of questions was to identify significant areas of challenges in City-Systems or crucial topics under each of the four parts of the framework and drill down further into their constituent issues. E.g. Spatial Development Plans are a fundamental requirement for robust urban planning and design. Existence, hierarchy, timeliness, compliance etc. are different attributes or aspects of Spatial Plans that have a bearing on the spatial development of a city. Questions relating to the same challenge areas or crucial topics have been grouped together into sub-categories for better analysis. Please refer 'Explanatory Schedules' section for list of sub-categories and corresponding number of questions and parameters.
- b. Questions drawn up based on the above approach were subject to an iterative process of internal deliberations and consultations with select domain experts of national eminence, simultaneously drawing from Janaagraha's work on urban governance and policy reforms in the last decade.
- c. Significant provisions of Constitution (Seventy-fourth Amendment) Act, 1992, Report of the Second Administrative Reforms Commission and Report of the Thirteenth Finance Commission have been considered. Global trends in governance such as Open Data that are equally and seamlessly applicable in the Indian context have been incorporated as well.
- d. A conscious attempt has been made to ensure a reasonable mix of questions relating to laws, policies and resultant institutions on one hand and institutional processes and systemic implementation issues on the other.

4. Sources

Responses to Survey questions were sourced predominantly from the following:

1. Municipal Corporation Acts
2. State Town and Country Planning Acts or Development Authority Acts
3. Expert Opinion, specifically on Urban Planning and Design
4. Report of the Thirteenth Finance Commission
5. Reports of State Finance Commissions
6. Websites of Municipal Corporations
7. Reports of multilateral agencies
8. Scoring as per Janaagraha Urban G2C Awards 2012
9. Press articles, enquiries of ULB personnel and other sources from the internet.

Full list of legislations referred to in the course of our research has been provided in

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the Data book section. Please write to us at asics@janaagraha.org for details on sources referred for specific questions of ASICS by city.

5. Scoring

Each question is generally scored on a scale of zero to ten, with ten being the maximum. Weighted questions have twice the general score and multiple parameters within the same question have scores that together add upto ten or twenty depending on whether the question is weighted or not.

All questions are objective in nature and therefore the scoring is straightforward in all cases. There are few questions that required some basic computation in which the computed values are measured against a common base for all cities to arrive at their scores on ten/twenty.

Please refer Databook section for the detailed ASICS questionnaire that carries details of scoring formula for each question, and Explanatory Schedules for basis of computations for specific questions.

6. Weightages

All four parts of the City-Systems framework have been accorded equal weightage. Each of the four parts of the framework is equally important as a City-System, for a city to achieve best-in-class Quality of Life. Further there are strong synergies between one or more parts, which are critical success factors.

Within each part however, certain questions have been identified for weighting of two times, given their relative significance.

7. Period of Evaluation

The evaluation was carried out over a period of twelve months upto January 2013. Reasonable attempts have been made to ensure that information compiled earlier on during this period have been updated for changes, if any.





Voice of India's Citizens (VOICE) Survey: Executive Summary

The Voice of India's Citizens (VOICE) Survey is a part of the Annual Survey of India's City-Systems (ASICS). It comprises a detailed survey across the eleven Indian cities covered under ASICS principally on citizens' perception of

1. Quality of Life in their cities
2. Quality of City-Systems in their cities
3. Impact of Quality of City-Systems (QoCS) on Quality of Life (QoL)
4. Long term change in QoCS vs short term fixes and
5. Priorities in QoL and QoCS

1. Voice of India's Citizens on Quality of Life

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Mobility System	6.86	5.17	6.17	6.14	5.39	5.73	4.40	6.50	6.31	6.21	6.87
Availability of adequate quantity of clean water	6.84	5.30	6.29	5.73	5.97	5.73	3.81	6.30	6.75	6.89	6.97
Cleanliness	6.71	4.86	5.36	4.83	5.38	5.30	2.96	5.60	5.71	6.44	6.76
Public Amenities	6.83	5.16	6.26	5.32	5.14	5.54	4.43	5.76	6.07	6.36	6.74
Pollution control and greenery	6.29	4.89	5.61	4.67	4.77	5.39	2.93	5.07	5.43	6.40	6.37
Crime and safety	5.57	5.15	5.80	3.70	5.36	5.14	2.14	5.53	5.38	6.66	6.28
Ease of process in Government offices	5.52	5.10	5.58	5.09	5.18	5.28	3.33	5.28	5.77	6.02	5.94
Mean Score	6.37	5.09	5.87	5.07	5.31	5.44	3.43	5.72	5.92	6.43	6.56
City-Wise Ranking											
Mobility System	2	10	6	7	9	8	11	3	4	5	1
Availability of adequate quantity of clean water	3	10	6	8	7	8	11	5	4	2	1
Cleanliness	2	9	7	10	6	8	11	5	4	3	1
Public Amenities	1	9	4	8	10	7	11	6	5	3	2
Pollution control and greenery	3	8	4	10	9	6	11	7	5	1	2
Crime and safety	4	8	3	10	7	9	11	5	6	1	2
Ease of process in Government offices	5	9	4	10	8	6	11	6	3	1	2
Overall Ranking	3	9	5	10	8	7	11	6	4	2	1

- Overall Mean Scores on 10 for each of the seven categories across which Quality of Life was surveyed, are
 - Mobility-6.1
 - Water- 6.2
 - Cleanliness- 5.5
 - Public amenities- 5.8
 - Pollution control and greenery- 5.2



- Crime and safety- 5.1 and
- Ease of Government processes- 5.4
- Only in 25 out of 77 indicator summary scores (i.e. 7 categories as above across 11 cities), scores are 6+ and none 7+, on a scale of 0 to 10
- Only 3 out of 231 data points (i.e. total of 21 indicators surveyed across 11 cities) score 7 +, all 3 between Ahmedabad and Surat
- Majority of the indicators (i.e. not just category level), have scores between 5 and 6
- Setting aside Kanpur that scores low all across (all less than 5, mostly 2-3), Bangalore scores < 5 on 10 on 13 out of the 21 indicators (mobility, cleanliness, public amenities, pollution), Delhi in 10 indicators (crime, pollution, cleanliness and quite surprisingly open spaces) and Hyderabad and Kolkata in 4 indicators each (pollution and public amenities).

2. Voice of India's Citizens on Quality of City-Systems

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Urban Planning and Design	7.20	5.78	6.43	6.57	6.51	5.93	5.16	5.33	6.65	6.03	6.87
Urban Capacities & Resources	6.33	5.25	6.10	5.68	5.80	5.62	4.27	5.22	5.79	5.88	6.90
Empowered and Legitimate Political Representation	6.02	5.26	5.75	5.30	5.72	5.46	4.06	5.55	5.78	5.84	6.86
Transparency, Accountability and Participation	6.17	5.12	5.80	5.24	5.70	5.59	3.57	4.65	5.69	5.55	6.91
Mean Score	6.43	5.35	6.02	5.70	5.93	5.65	4.26	5.19	5.98	5.82	6.88
City-Wise Ranking											
Urban Planning and Design	1	9	6	4	5	8	11	10	3	7	2
Urban Capacities & Resources	2	9	3	7	5	8	11	10	6	4	1
Empowered and Legitimate Political Representation	2	10	5	9	6	8	11	7	4	3	1
Transparency, Accountability and Participation	2	9	3	8	4	6	11	10	5	7	1
Overall Ranking	2	9	3	7	5	8	11	10	4	6	1

- Only 2 out 70 indicators are at 7+, both in Ahmedabad, and none above 8, on a scale of 0 to 10, indicating the overall poor perception of City-Systems among citizens.
- Ahmedabad and Surat have all indicators at 6+ on 10.
- Bangalore has all < 6, with 8 out of 10 indicators at 5.3 or below
- 40% priority has been accorded by citizens on three specific aspects of City-Systems
 - Effective Master Plans,
 - Prevention and control of building violations and
 - Knowledge and competence of civic officials.

Hyderabad stands out with 50% priority accorded to the above three City-System aspects.



3. Voice of India's Citizens on Impact of Quality of City-Systems on Quality of Life

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
% Respondents scoring the Impact (out of 10)											
6+	83	93	94	81	73	98	79	78	94	97	87
7+	59	76	89	61	40	88	34	52	80	76	59
8+	28	26	84	36	9	69	2	23	41	53	27

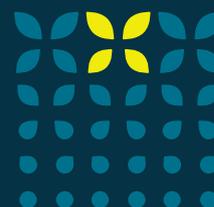
- Strong linkage perceived by citizens with 80-97% scoring 6+ on 10, for linkage between Quality of City-Systems and Quality of Life.

4. Voice of India's Citizens on long term change in QoCS vs short term fixes

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Sometimes, it may be better to have a long term solution, but may cause inconvenience for a short time	59.3	66.0	49.6	53.0	52.7	48.0	56.8	65.8	56.6	60.0	45.2
Sometimes it is desirable to address an issue immediately but this may not be sustainable in the long run	40.7	34.0	50.4	47.0	47.3	52.0	43.2	34.2	43.4	40.0	54.8
Total	100										

City-Wise Ranking											
Sometimes, it may be better to have a long term solution, but may cause inconvenience for a short time	4	1	9	7	8	10	5	2	6	3	11

- Citizens across cities are willing to suffer near term inconveniences, if their City-Systems are fixed leading to sustainably high Quality of Life.



5. Voice of India's Citizens on QoL priorities

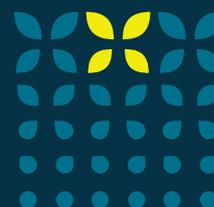
	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Mobility System	14.7	19.1	16.7	20.9	19.0	14.0	18.9	18.6	18.2	14.4	13.4
Availability of adequate quantity of clean water	16.8	18.7	16.9	16.9	17.9	16.5	16.9	17.4	16.7	14.9	15.2
Cleanliness	14.6	14.9	13.4	12.3	12.8	13.1	11.6	15.5	13.8	13.7	14.9
Public Amenities	15.1	12.3	15.1	14.3	12.5	13.0	15.1	14.3	15.0	14.4	14.1
Pollution control and greenery	13.0	13.1	13.6	11.7	12.1	13.8	11.4	11.4	13.0	13.9	14.5
Crime and safety	13.7	12.3	12.6	12.0	12.7	15.2	13.3	12.5	11.6	15.3	14.3
Ease of process in Government offices	12.1	9.6	11.7	11.9	13.0	14.4	12.8	10.4	11.7	13.4	13.5
Total	100										

- Transport and Water highest priorities

6. Voice of India's Citizens on QoCS priorities

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Effectiveness of Master Plan	15.5	16.6	14.0	16.6	20.3	13.3	14.3	13.4	17.2	10.7	13.0
Prevention of building violations	12.8	13.9	13.5	14.5	20.1	12.1	12.0	12.0	14.8	10.5	11.8
Knowledge and Competence of civic officials	10.4	11.6	11.1	10.9	8.6	10.2	12.2	11.2	10.0	9.6	11.0
Adequate number of civic officials	9.2	9.4	10.0	9.2	8.5	9.8	10.3	10.4	8.6	10.1	10.8
Effectiveness of civic officials spending the money in a responsible and fair way	8.1	9.5	8.7	8.4	6.8	9.4	9.4	9.6	8.5	9.6	10.2
Ability and freedom to raise more funds to meet unmet demands	8.4	8.2	9.2	8.3	6.6	9.8	8.8	8.7	8.1	9.2	9.2
Level of sensitivity and commitment of your elected representative	9.0	9.5	8.5	8.1	8.1	9.5	8.9	11.5	9.0	10.2	8.4
Competence of your elected representative	9.2	9.3	8.5	8.1	8.1	8.9	8.8	10.7	8.3	10.2	9.0
Transparency, accuracy and usefulness of annual city budget	8.9	6.5	8.4	8.3	6.6	8.4	7.7	7.5	8.0	9.7	8.2
Level of citizen's participation in the annual budgeting process	8.5	5.5	8.0	7.6	6.2	8.4	7.6	5.0	7.5	10.2	8.5
Total	100										

- Citizens' demand robust Urban Planning, prevention of building violations and knowledgeable and competent civic officials.



Voice of India's Citizens (VOICE) Survey: Methodology

1. Introduction

The VOICE ground surveys were carried out by market research firm TNS based on Janaagraha's requirement. The VOICE survey questionnaire was jointly developed by Janaagraha and TNS.

2. Survey Design

Target respondent	<ul style="list-style-type: none"> • Male / Female • Aged 18 years and above • All Socio Economic Categories (SEC)
Research Technique	<ul style="list-style-type: none"> • Quantitative exercise, Face to Face, Pen and Paper Interviews with Structured questionnaire • Interview duration : Around 20 minutes • Interview duration : Around 20 minutes
Sampling Template	<ul style="list-style-type: none"> • Ward wise polling booth sampling was followed • In order to ensure a proper representation of the city, 20% - 40% of the wards from each city were covered (based on the total wards in each city) • Within each of the wards, two starting points were chosen. • One starting points was exclusively for men and other for women – to ensure equal split of gender.

3. Sample Size

Total number of samples covered under VOICE survey is four thousand two hundred and thirty six, comprising five hundred each in Delhi, Mumbai, Kolkata, four hundred each in Chennai, Bangalore and Hyderabad and three hundred each in the remaining. A total of four hundred and thirty wards were covered during the survey, with a minimum of twenty per city. Samples were weighted using IRS data in order to align the sample to universe proportions. Variables used for weighting are Socio Economic Categories (using Occupation and Education), Age and Gender.

Please write to us at asics@janaagraha.org for further information on methodology of VOICE Survey.

JANAGRAHA



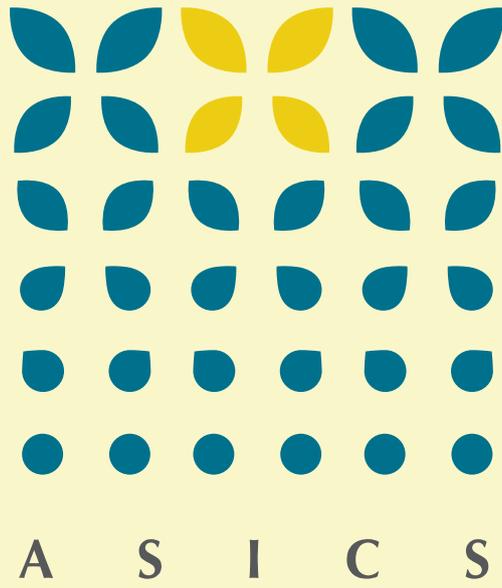
A S I C S



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DATA BOOK



Curtain Raiser of Scores

City wise ASICS Scores on Scale of 0-10

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
Urban Planning and Design (UPD)	2.5	2.9	2.2	3.9	2.9	2.5	2.8	4.2	2.6	0.7	2.5	8.8	8.8
Urban Capacities and Resources (UCR)	2.5	0.9	2.2	2.9	2.1	2.4	1.8	2.0	2.7	2.6	2.4	9.9	8.1
Empowered and Legitimate Political Representation (ELPR)	3.2	1.9	4.1	2.2	2.6	4.5	4.0	4.3	3.8	3.8	3.2	9.4	9.3
Transparency, Accountability and Participation (TAP)	1.5	3.0	2.9	1.2	4.4	1.2	3.1	2.9	3.3	3.2	1.4	8.9	8.1

City wise ASICS Ranking

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur	NYC	Lon
Urban Planning and Design (UPD)	8	3	10	2	3	7	5	1	6	11	8	1	1
Urban Capacities and Resources (UCR)	4	11	7	1	8	6	10	9	2	3	5	1	2
Empowered and Legitimate Political Representation (ELPR)	7	11	3	10	9	1	4	2	6	5	8	1	2
Transparency, Accountability and Participation (TAP)	8	5	6	10	1	11	4	7	2	3	9	1	2

Notes:

Delhi has been reckoned prior to trifurcation of Municipal Corporation of Delhi into three Municipal Corporations. New Delhi Municipal Council (NDMC) is not considered for this purpose. In the case of London, Greater London Authority (GLA) has been considered.

Legend:

Ahd-Ahmedabad, Blr-Bengaluru, Che-Chennai, Del-Delhi, Hyd-Hyderabad, Jpr-Jaipur, Kpr-Kanpur, Kol-Kolkata, Mum-Mumbai, Pun-Pune, Sur-Surat, NYC-New York City, Lon-London.

Category Scores

Sl No.	Urban Planning & Design	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur		NYC	Lon
Urban Planning and Urban Design															
1	Metropolitan Area	0.3	0.7	0.3	0.7	0.3	0.3	0.3	0.3	0.3	0.3	0.3		1.1	1.1
2	Spatial Plans	2.0	2.0	1.7	3.0	2.3	2.0	2.3	2.0	2.0	0.3	2.0		5.0	5.6
3	Metropolitan Planning Committee	-	-	-	-	-	-	-	1.7	-	-	-		-	-
4	Institutional Structures and Powers	0.1	0.2	0.2	0.2	0.2	0.2	0.1	0.2	0.3	-	0.1		1.0	0.4
5	Guaranteed Land Title	-	-	-	-	-	-	-	-	-	-	-		1.7	1.7
	Score out of 10	2.5	2.9	2.2	3.9	2.9	2.5	2.8	4.2	2.6	0.7	2.5		8.8	8.8
Urban Capacities & Resources															
1	Finance	2.0	0.8	1.6	2.1	1.9	2.2	1.4	1.4	2.0	2.0	2.0		4.6	3.8
2	Human Resources	0.5	0.1	0.5	0.8	0.1	0.1	0.5	0.6	0.7	0.6	0.5		2.2	2.0
3	Institutional Structures and Powers	-	-	-	-	-	-	-	-	-	-	-		3.1	2.3
	Score out of 10	2.5	0.9	2.2	2.9	2.1	2.4	1.8	2.0	2.7	2.6	2.4		9.9	8.1
Empowered and Legitimate Political Representation															
1	State Election Commission	1.4	0.7	0.7	0.7	0.7	0.7	0.7	2.1	2.1	2.1	1.4		1.7	1.7
2	Mayor	-	-	2.1	-	0.7	2.1	2.1	0.7	-	-	-		4.2	4.2
3	Council	1.7	1.2	1.2	1.5	1.1	1.7	1.2	1.4	1.6	1.7	1.8		3.6	3.5
	Score out of 10	3.2	1.9	4.1	2.2	2.6	4.5	4.0	4.3	3.8	3.8	3.2		9.4	9.3
Transparency, Accountability and Participation															
1	Transparency	0.1	0.9	0.9	0.1	0.9	0.1	0.8	0.5	0.9	0.9	0.1		1.7	1.7
2	Accountability	1.4	1.7	1.7	1.1	1.7	1.1	1.1	1.3	2.0	1.9	1.2		6.3	5.5
3	Citizen Participation	-	0.4	0.4	-	1.9	-	1.1	1.1	0.4	0.4	-		0.9	0.9
	Score out of 10	1.5	3.0	2.9	1.2	4.4	1.2	3.1	2.9	3.3	3.2	1.4		8.9	8.1

Notes:

- Note: Scores have been rounded to the nearest decimal

Classification of ASICS Questions

Sl No.	Category Classification	Total No. of Qns	Policy and Institution	Process and Implementation
Urban Planning and Urban Design				
1	Metropolitan Area	2	2	-
2	Spatial Plans	8	3	5
3	Metropolitan Planning Committee	6	5	1
4	Institutional Structures and Powers	3	2	1
5	Guaranteed Land Title	2	1	1
	Sub total	21	13	8
Urban Capacities & Resources				
1	Finance	10	5	5
2	Human Resources	2	1	1
3	Institutional Structures and Powers	4	1	3
	Sub-total	16	7	9
Empowered and Legitimate Political Representation				
1	State Election Commission	3	3	-
2	Mayor	3	3	-
3	Council	4	3	1
	Sub-total	10	9	1
Transparency, Accountability and Participation				
1	Transparency	4	1	3
2	Accountability	15	9	6
3	Citizen Participation	5	1	4
	Sub-total	24	11	13

The ASICS 2013 Scorecard

Q No.	Question	Scoring Method	Weightage	Ahd - Ahmedabad	Blr - Bangalore
Urban Planning and Urban Design					
I	Metropolitan Area				
1	Is the demarcation of the Metropolitan Area (MA) legally notified?	YES = 1 NO = 0	10	10	10
2	Is the MA co-terminus with the existing district boundary or boundaries?	YES = 1 NO = 0	10	-	10
II	Spatial Plans				
3	Do the following Spatial Plans exist, together constituting an Integrated Regional Spatial Plan?				
i	Metropolitan Spatial Development Plan	YES = 1 NO = 0	10	10	10
ii	Municipal Spatial Development Plan	YES = 1 NO = 0	10	10	10
iii	Ward Development Plan	YES = 1 NO = 0	10	-	-
4	What is the duration of				
i	Metropolitan Spatial Development Plan?	20-25 years = 1, Other = 0	10	10	10
ii	Municipal Spatial Development Plan?	20-25 years = 1, Other = 0	10	10	10
iii	Ward Development Plan?	5 years = 1, Other = 0	10	-	-
5	What is the time lag in notification between				
i	Metropolitan Spatial Development Plan and Municipal Spatial Development Plan?	<=2 Years = 1, > 2 Years = 0	10	10	0
ii	Municipal Spatial Development Plan and Ward Development Plan?	<=2 Years = 1, > 2 Years = 0	10	-	-
6	Compliance of lower level plans with higher level plans:				
i	Is the Municipal Spatial Development Plan compliant with the Metropolitan Spatial Development Plan?	YES = 1 NO = 0	10	10	10
ii	Is the Ward Development Plan compliant with the Municipal Spatial Development Plan?	YES = 1 NO = 0	10	-	-
7	Does the State Town and Country Planning (T and CP) Act or the Urban Development Authority (DA) Act mandate citizen participation in the preparation of Metropolitan and Municipal Spatial Development Plans?	YES = 1 NO = 0	20	-	-
8	Does the State Public Disclosure Law (PDL) mandate the disclosure of the Metropolitan and/or Municipal Spatial Development Plan in the public domain?	YES = 1 NO = 0	10	-	10
9	Is there a legal provision in the State T and CP Act or the DA Act that mandates disclosure of information on plan violations in the public domain?	YES = 1 NO = 0	10	-	-
10	Is there a long-term financial projection for the constituent Urban Local Bodies (ULB) of the MA which is drawn-up based on the Metropolitan and/or Municipal Spatial Development Plan and allied infrastructure requirements, and is the basis for the ULB's medium-term fiscal plan and annual budgeting process?	YES = 1 NO = 0	10	-	-
III	Metropolitan Planning Committee				
11	Has a Metropolitan Planning Committee (MPC) been created as required by Article 243 ZE of the Constitution (Seventy-fourth) Amendment Act, 1992 (74th CAA)?	YES = 1 NO = 0	20	-	-
12	Is the composition of the MPC in accordance with the provisions of Article 243 ZE?	YES = 1 NO = 0	10	-	-
13	Has the MPC forwarded its plans to the State Government/Planning Board as required under 243 ZE?	YES = 1 NO = 0	10	-	-
14	Has the Regional Development Authority/ Development Authority been made the technical and administrative arm of the MPC?	YES = 1 NO = 0	10	-	-
15	Have sectoral committees been set up in the MPC tasked with drawing up of sectoral plans derived from the Metropolitan Plan, with an executive committee consolidating and integrating such sectoral plans?	YES = 1 NO = 0	10	-	-
16	Are Ward Committees, the ULB and the MPC involved in plan enforcement, with the ULB and the MPC acting as appellate authorities for appeals against decisions of the Ward Committees and ULBs respectively?	YES = 1 NO = 0	10	-	-
IV	Institutional Structures and Powers				
17	Have the following specialised bodies/agencies been created for the MA?		10	4	6
i	Spatial Data Centre	YES = 0.2 NO = 0		0.2	0.2
ii	Transit Authority	YES = 0.2 NO = 0		-	0.2
iii	Environment Cell	YES = 0.2 NO = 0		0.2	0.2
iv	Heritage Authority	YES = 0.2 NO = 0		-	-

Che - Chennai	Del - New Delhi	Hyd - Hyderabad	Jpr - Jaipur	Kpr - Kanpur	Kol - Kolkata	Mum - Mumbai	Pun - Pune	Sur - Surat	Category	Weightage	NYC - New York	Lon - London
10	10	10	10	10	10	10	10	10	Policy and Institution	10	10	10
-	10	-	-	-	-	-	-	-	Policy and Institution	10	10	10
									Process and Implementation			
10	10	10	10	10	10	10	0	10			NA	NA
10	10	10	10	10	10	10	10	10		10	10	10
-	10	-	-	-	-	-	-	-		10	10	10
									Process and Implementation			
-	10	10	10	10	10	10	0	10			NA	NA
-	10	10	10	10	10	10	0	10		10	10	10
-	10	-	-	-	-	-	-	-		10	0	10
									Process and Implementation			
10	10	10	10	10	10	10	-	10			NA	NA
-	-	-	-	-	-	-	-	-		10	10	10
									Process and Implementation			
10	10	10	10	10	10	10	0	10			NA	NA
-	10	-	-	-	-	-	-	-		10	10	10
-	-	-	-	-	-	-	-	-	Policy and Institution	20	20	20
10	-	10	-	10	-	-	-	-	Policy and Institution	10	10	10
-	-	-	-	-	-	-	-	-	Policy and Institution	10	0	0
-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	10
-	-	-	-	-	20	-	-	-	Policy and Institution		NA	NA
-	-	-	-	-	10	-	-	-	Policy and Institution		NA	NA
-	-	-	-	-	-	-	-	-	Process and Implementation		NA	NA
-	-	-	-	-	10	-	-	-	Policy and Institution		NA	NA
-	-	-	-	-	10	-	-	-	Policy and Institution		NA	NA
-	-	-	-	-	-	-	-	-	Policy and Institution		NA	NA
6	6	6	6	4	6	8	-	4	Policy and Institution	10	8	8
0.2	0.2	0.2	0.2	0.2	0.2	0.2	-	0.2			0.2	0
0.2	0.2	0.2	-	-	-	0.2	-	-			0.2	0.2
0.2	0.2	0.2	0.2	0.2	0.2	0.2	-	0.2			0.2	0.2
-	-	-	0.2	-	0.2	0.2	-	-			0	0.2

Q No.	Question	Scoring Method	Weightage	Ahd - Ahmedabad	Blr - Bangalore
v	Economic and Statistical Data Authority	YES = 0.2 NO = 0		-	-
18	Does the MA have a single base map that is used by all the civic service providers in the MA?	YES = 1 NO = 0	10	-	-
19	Does the ULB have the authority to permit land-use change in consonance with the Municipal Spatial Development Plan?	YES = 1 NO = 0	10	-	-
V	Guaranteed Land Title				
20	Is there a law that provides for Guaranteed Land Titling in the MA/ULB?	YES = 1 NO = 0	20	-	-
21	Has a Land Titling Authority been created by such law?	YES = 1 NO = 0	10	-	-
Urban Capacities and Resources					
I	Finance				
1	Is the ULB empowered to set and collect the following taxes?		10	5	5
i	Property tax	YES = 0.25 NO = 0		0.25	0.25
ii	Entertainment tax	YES = 0.25 NO = 0		-	-
iii	Profession tax	YES = 0.25 NO = 0		0.25	-
iv	Advertisement tax	YES = 0.25 NO = 0		-	0.25
2	"What is the Per Capita Capital Expenditure of the ULB? (Please refer to Explanatory Schedules for additional details)"	<u>Per Capita Capital Expenditure</u> Per Capita Expenditure of NY	10	1.1	1.6
3	Is the ULB authorised to raise borrowings without State Government/ Central Government approval?	YES = 1 NO = 0	10	-	-
4	Is the ULB authorised to make investments or otherwise apply surplus funds without specific State Government/ Central Government approval?	YES = 1 NO = 0	10	10	-
5	Does the ULB receive specific relief in lieu of civic service delivery commitments arising out of transport/ other major infrastructure created in its area of jurisdiction by State Government/Central Government or other parastatal agencies (e.g. metro rail, business districts/ parks etc.)?	YES = 1 NO = 0	10	-	-
6	Does the Annual Budget of the ULB have to be approved by the State Government?	NO = 1 YES = 0	10	10	-
7	Have four State Finance Commissions (SFC) been constituted by the State Government? (Please refer to Explanatory Schedules for additional details)	Number of SFCs constituted /4 (ideal)	10	7.5	7.5
8	Have the SFCs been constituted with a time interval of five years each?	YES = 1 NO = 0	10	-	-
9	Has the Action Taken Report of the last SFC been placed before the state legislature before the expiry of six months from the date of submission of the report, as recommended by the Second Administrative Reforms Commission (SARC)?	YES = 1 NO = 0	10	-	-
10	Is the ULB required by law to have a Long-Term and/or Medium-Term Fiscal Plan ?	YES = 1 NO = 0	10	-	-
II	Human Resources				
11	Does the ULB have the following powers with respect to its employees?		10	6	-
i	Appointment	YES = 0.2 NO = 0		0.2	-
ii	Promotion	YES = 0.2 NO = 0		-	-
iii	Disciplinary Action	YES = 0.2 NO = 0		0.2	-
iv	Termination	YES = 0.2 NO = 0		0.2	-
v	Incentivisation	YES = 0.2 NO = 0		-	-
12	Does the ULB have adequate staff commensurate with the population within its jurisdiction? (Please refer to Explanatory Schedules for additional details)	<u>No. of employees/100,000 population</u> Corresponding benchmark of NY	20	2.6	1.4
III	Institutional Structures and Powers				
13	Is there an institutional mechanism that empowers the ULB to control, manage, supervise, intervene in or veto crucial decisions of other parastatal/civic agencies in respect of their operations in its jurisdiction in so far as they impact citizens and Quality of Life?	YES = 1 NO = 0	10	-	-
14	Is the ULB required to put in place a Performance Management Information System/alternate decision-support system that institutionalises performance based reviews of/decisions in respect of finances and operations?	YES = 1 NO = 0	10	-	-
15	Has the ULB put in place a Digital Governance Roadmap?	YES = 1 NO = 0	10	-	-
16	Does the ULB have an incident or emergency management system?	YES = 1 NO = 0	10	-	-
Empowered and Legitimate Political Representation					
I	State Election Commission				

	Che - Chennai	Del - New Delhi	Hyd - Hyderabad	Jpr - Jaipur	Kpr - Kanpur	Kol - Kolkata	Mum - Mumbai	Pun - Pune	Sur - Surat	Category	Weightage	NYC - New York	Lon - London
	-	-	-	-	-	-	-	-	-			0.2	0.2
	-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	0
	-	-	-	-	-	-	-	-	-	Policy and Institution		NA	NA
	-	-	-	-	-	-	-	-	-	Policy and Institution	20	20	20
	-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	10
	7.5	5	5	7.5	2.5	5	2.5	2.5	5	Policy and Institution	10	10	2.5
	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25			0.25	0.25
	-	-	-	-	-	-	-	-	-			0.25	0
	0.25	-	-	0.25	-	-	-	-	0.25			0.25	0
	0.25	0.25	0.25	0.25	-	0.25	-	-	-			0.25	0
	0.4	1.1	0.4	0.2	0.7	0.7	1.9	1.6	0.8	Process and Implementation	10	10	7.1
	-	-	-	-	-	-	-	-	-	Policy and Institution	10	10	10
	-	10	10	-	10	-	10	10	10	Policy and Institution	10	10	10
	-	-	-	10	-	-	-	-	-	Process and Implementation		NA	NA
	10	10	10	-	-	10	10	10	10	Policy and Institution	10	10	10
	10	10	7.5	10	10	7.5	10	10	7.5	Process and Implementation		NA	NA
	-	-	-	-	-	-	-	-	-	Process and Implementation		NA	NA
	-	-	-	10	-	-	-	-	-	Process and Implementation		NA	NA
	-	-	-	-	-	-	-	-	-	Policy and Institution	10	10	10
	6	6	-	-	6	6	6	6	6	Policy and Institution	10	8	8
	0.2	0.2	-	-	0.2	0.2	0.2	0.2	0.2			0.2	0.2
	-	-	-	-	-	-	-	-	-			0.2	0.2
	0.2	0.2	-	-	0.2	0.2	0.2	0.2	0.2			0.2	0.2
	0.2	0.2	-	-	0.2	0.2	0.2	0.2	0.2			0.2	0.2
	-	-	-	-	-	-	-	-	-			0	0
	3.34	7.52	2.37	2.38	1.83	4.67	5.47	3.78	2.37	Process and Implementation	20	20	18.3
	-	-	-	-	-	-	-	-	-	Policy and Institution	10	10	10
	-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	10
	-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	0
	-	-	-	-	-	-	-	-	-	Process and Implementation	10	10	10

Q No.	Question	Scoring Method	Weightage	Ahd - Ahmedabad	Blr - Bangalore
1	Has the State Election Commission (SEC) been constituted, with powers to perform functions specified under Article 243ZA of the 74th CAA?	YES = 1 NO = 0	10	10	10
2	Is the SEC empowered to decide in matters of electoral delimitation of the ULB/Council?	YES = 1 NO = 0	10	-	-
3	Is the SEC in charge of reservation and rotation of seats in the Council?	YES = 1 NO = 0	10	10	-
II Mayor					
4	Does the Mayor of the ULB have a five year term?	YES = 1 NO = 0	10	-	-
5	Is the Mayor directly elected?	YES = 1 NO = 0	20	-	-
6	Does the Mayor or the Council have the authority to recruit and appoint the Municipal Commissioner/Chief Executive of the ULB?	YES = 1 NO = 0	20	-	-
III Council					
7	Is the ULB responsible for providing ten specific and critical functions and services? (out of a total of twenty functions and services arrived at by taking together eighteen functions and services listed under Schedule XII of the 74th CAA and recommendations of the SARC, and eliminating overlapping items)?(Please refer to Explanatory Schedules for additional details)	No. of 10 identified critical functions performed by the ULB 10 critical functions	20	10	2
8	Is there a reservation policy for a) the Council and b) leadership positions in the Council?	YES = 1 NO = 0	10	10	10
9	Is there a register of interests/ equivalent disclosure that is publicly available and widely disseminated capturing related party interests, relationships and transactions in respect of Councillors?	YES = 1 NO = 0	20	-	-
10	What was the voting percentage in the last Council elections?	Based on Actual Voting %	10	4.4	4.5

Transparency, Accountability and Participation

I	Transparency				
1	Has the State Government enacted the PDL?	YES = 1 NO = 0	10	-	10
2	Have Rules implementing the PDL been notified?	YES = 1 NO = 0	10	-	10
3	Does the ULB have a comprehensive website?	Score as per Janaagraha Urban G2C Awards 2012	10	2.1	4.2
4	Does the ULB have an Open Data policy or framework whereby all financial and operational records of the ULB are made easily accessible to the public through suo motu disclosures, including in electronic form on their websites.	YES = 1 NO = 0	20	-	-
II Accountability					
5	Does the State Municipal law/other law provide for a Local Government Ombudsman in the State?	YES = 1 NO = 0	10	-	-
6	Is the Ombudsman authorized to:		10	-	-
i	Investigate corruption	YES = 0.5 NO = 0		-	-
ii	Resolve inter-agency disputes	YES = 0.5 NO = 0		-	-
7	Does the ULB's External Auditor report to the Council and/or the State Legislature?	YES = 1 NO = 0	10	10	10
8	Is the ULB required by its governing legislation to have its Annual Accounts audited before the expiry of six months from the end of a financial year?	YES = 1 NO = 0	10	-	-
9	Is the ULB required by its governing legislation to respond to observations raised by its Auditors within a specified time period?	YES = 1 NO = 0	10	-	10
10	Is the ULB required by its governing legislation to present responses to Auditors' observations which are then placed before the Council/State Legislature?	YES = 1 NO = 0	10	-	-
11	Is the ULB required by its governing legislation to carry out an Internal Audit within a predetermined frequency, at least annual?	YES = 1 NO = 0	10	10	-
12	Is the ULB required by its governing legislation to hold public consultations/facilitate other form of citizen participation in the Annual Budget preparation process?	YES = 1 NO = 0	10	-	-
13	Is the ULB required by its governing legislation to comply with Fiscal Responsibility and Budget Management targets/thresholds/other equivalent provisions?	YES = 1 NO = 0	10	-	-
14	Citizens' Charter		10	2.5	-
i	Does the ULB have a Citizens' Charter in place for the services provided by it?	YES = 0.25 NO = 0		0.25	-
ii	Does the Citizens' Charter comprehensively describe the target levels of service?	YES = 0.25 NO = 0		-	-
iii	Does the Citizens' Charter provide timelines for delivery of services?	YES = 0.25 NO = 0		-	-
iv	Does the Citizens' Charter provide protocols for obtaining relief, where service levels are not met?	YES = 0.25 NO = 0		-	-
15	Online Complaint Management System (OCMS)		10	10	10
i	Has the ULB put in place an OCMS?	YES = 0.5 NO = 0		0.5	0.5

	Che - Chennai	Del - New Delhi	Hyd - Hyderabad	Jpr - Jaipur	Kpr - Kanpur	Kol - Kolkata	Mum - Mumbai	Pun - Pune	Sur - Surat	Category		Weightage	NYC - New York	Lon - London
	10	10	10	10	10	10	10	10	10	Policy and Institution		10	10	10
	-	-	-	-	-	10	10	10	-	Policy and Institution		10	10	10
	-	-	-	-	-	10	10	10	10	Policy and Institution			NA	NA
	10	-	10	10	10	10	-	-	-	Policy and Institution		10	10	10
	20	-	-	20	20	-	-	-	-	Policy and Institution		20	20	20
	-	-	-	-	-	-	-	-	-	Policy and Institution		20	20	20
	2	6	6	8	2	4	8	8	10	Policy and Institution		20	20	18
	10	10	5	10	10	10	10	10	10	Policy and Institution			NA	NA
	-	-	-	-	-	-	-	-	-	Policy and Institution		20	20	20
	4.8	4.3	4.8	5.2	4.1	6.2	4.6	5.3	4.2	Process and Implementation		10	3.0	3.9
	10	-	10	-	10	10	10	10	-	Policy and Institution		10	10	10
	10	-	10	-	10	-	10	10	-	Process and Implementation			NA	NA
	3.33	2.874	3.76	2.16	1.511	3.48	3.734	4.268	3.136	Process and Implementation		10	8.2	8.1
	-	-	-	-	-	-	-	-	-	Process and Implementation		20	20	20
	-	-	-	-	-	-	-	-	-	Policy and Institution		10	10	10
	-	-	-	-	-	-	-	-	-	Policy and Institution		10	10	10
	-	-	-	-	-	-	-	-	-			0.5	0.5	
	-	-	-	-	-	-	-	-	-			0.5	0.5	
	10	10	10	10	-	-	10	10	10	Policy and Institution		10	10	10
	-	-	-	-	-	-	-	-	-	Policy and Institution		10	10	0
	10	-	-	-	-	-	-	-	-	Policy and Institution		10	0	10
	10	-	-	10	-	-	-	-	-	Policy and Institution		10	0	10
	-	10	10	-	10	10	10	10	10	Policy and Institution		10	10	10
	-	-	-	-	-	-	-	-	-	Policy and Institution		10	10	0
	-	-	-	-	-	-	-	-	-	Policy and Institution		10	10	0
	-	-	10	-	10	10	-	10	2.5	Process and Implementation		10	7.5	2.5
	-	-	0.25	-	0.25	0.25	-	0.25	0.25				0.25	0.25
	-	-	0.25	-	0.25	0.25	-	0.25	-				0.25	0
	-	-	0.25	-	0.25	0.25	-	0.25	-				0	0
	-	-	0.25	-	0.25	0.25	-	0.25	-				0.25	0
	10	5	10	5	10	10	10	10	10	Process and Implementation		10	10	10
	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5				0.5	0.5

Q No.	Question	Scoring Method	Weightage	Ahd - Ahmedabad	Blr - Bangalore
ii	Can a complaint regarding any service provided by the ULB be processed by this system?	YES = 0.5 NO = 0		0.5	0.5
16	Ease of Doing Business (Please refer to Explanatory Schedules for additional details)		10	5.7	6.3
i	What is the time taken in days to obtain a construction permit in the city?	$\frac{\text{No. of days in New York City}}{\text{No. of days in the city}}$		0.5	0.7
ii	What is the number of procedures to be dealt with to obtain a construction permit in the city?	$\frac{\text{No. of procedures in New York City}}{\text{No. of procedures in the city}}$		2.5	2.5
iii	What is the time taken in days to register a property in the city?	$\frac{\text{No. of days in New York City}}{\text{No. of days in the city}}$		0.7	1.1
iv	What is the number of procedures to be dealt with to register a property in the city?	$\frac{\text{No. of procedures in New York City}}{\text{No. of procedures in the city}}$		2.0	2.0
17	Does the ULB maintain a comprehensive database of approvals, certificates and permits granted/issued and share the same with the Metropolitan Economic and Statistical Data Authority?	YES = 1 NO = 0	10	-	-
18	Does the ULB have an e-procurement system (including vendor registration)?	YES = 1 NO = 0 as per Janaagraha Urban G2C Awards 2012	10	-	10
19	Are the Audited Annual Financial Statements of the ULB available in the public domain including the website of the ULB?(Please refer to Explanatory Schedules for additional details)	2011-12 = 1 2010-11 = 0.5 2009-10 = 0.25 Prior to 2009-10 = 0	20	-	-
III	Citizen Participation				
20	Has the State Government enacted the Community Participation Law (CPL)?	YES = 1 NO = 0	10	-	10
21	Have Rules implementing the CPL been notified?	YES = 1 NO = 0	10	-	-
22	Have Ward Committees been constituted for all wards of the ULB?	YES = 1 NO = 0	10	-	-
23	Have Area Sabhas been constituted in all wards of the ULB?	YES = 1 NO = 0	20	-	-
24	Does the ULB harness the spirit of volunteerism among its citizens and provide opportunities for citizens to participate in the process of improving the Quality of Life in their cities, thereby also fostering a spirit of community and citizenship?	YES = 1 NO = 0	10	-	-
	Urban Planning and Design			2.5	2.9
	Urban Capacities and Resources			2.5	0.9
	Empowered and Legitimate Political Representation			3.2	1.9
	Transparency, Accountability and Participation			1.5	3.0

	Che - Chennai	Del - New Delhi	Hyd - Hyderabad	Jpr - Jaipur	Kpr - Kanpur	Kol - Kolkata	Mum - Mumbai	Pun - Pune	Sur - Surat	Category		Weightage	NYC - New York	Lon - London
	0.5	-	0.5	-	0.5	0.5	0.5	0.5	0.5				0.5	0.5
	5.0	5.0	6.0	5.7	NA	4.0	4.0	NA	NA	Process and Implementation		10	10	7.5
	0.5	0.5	0.8	0.4	NA	0.3	0.3	NA	NA				2.5	0.7
	2.5	2.0	2.3	2.0	NA	1.4	1.0	NA	NA				2.5	4.2
	0.6	0.5	0.8	1.3	NA	0.3	0.7	NA	NA				2.5	1.0
	1.4	2.0	2.0	2.0	NA	2.0	2.0	NA	NA				2.5	1.7
	-	-	-	-	-	-	-	-	-	Process and Implementation		10	10	10
	-	-	-	-	-	-	10	10	-	Process and Implementation		10	10	10
	-	-	-	-	-	-	10	-	-	Process and Implementation		20	20	20
	10	-	10	-	10	10	10	10	-	Policy and Institution			NA	NA
	-	-	10	-	10	10	-	-	-	Process and Implementation			NA	NA
	-	-	10	-	10	10	-	-	-	Process and Implementation		10	10	10
	-	-	20	-	-	-	-	-	-	Process and Implementation			NA	NA
	-	-	-	-	-	-	-	-	-	Process and Implementation		10	10	10
	2.2	3.9	2.9	2.5	2.8	4.2	2.6	0.7	2.5				8.8	8.8
	2.2	2.9	2.1	2.4	1.8	2.0	2.7	2.6	2.4				9.9	8.1
	4.1	2.2	2.6	4.5	4.0	4.3	3.8	3.8	3.2				9.4	9.3
	2.9	1.2	4.4	1.2	3.1	2.9	3.3	3.2	1.4				8.9	8.1

ASICS 2013 Benchmark - NYC

Q No.	Question	Scoring Method	Weightage	Weighted Score
Urban Planning and Urban Design				
I	Planning Area			
1	Is the New York City (NYC) planning area formed by complete administrative regions?	YES = 1 NO = 0	10	10
2	Is the demarcation of the planning area legally notified?	YES = 1 NO = 0	10	10
II	Spatial Plans			
3	Do the following Spatial Plans exist, together constituting an Integrated Regional Spatial Plan?			
i	Spatial Development Plan for the NYC area (NYC Plan)	YES = 1 NO = 0	10	10
ii	Borough Plans for each borough	YES = 1 NO = 0	10	10
4	What is the duration of			
i	Spatial Development Plan for the NYC area	20-25 years = 1 Other = 0	10	10
ii	Borough Plans	<= 5 years = 1; > 5 years = 0	10	-
5	What is the time-lag in notification between NYC Plan and Borough plans?	<=2 Years = 1; > 2 Years = 0	10	10
6	Are Borough Plans compliant with the NYC Plan?	YES = 1 NO = 0	10	10
7	Is there legal provision for citizen participation in the plan preparation process for NYC area?	YES = 1 NO = 0	20	20
8	Is the NYC Plan disclosed in the public domain?	YES = 1 NO = 0	10	10
9	Are violations of NYC Plan and Borough Plans disclosed in the public domain?	YES = 1 NO = 0	10	-
10	Is there a long term financial projection drawn up based on the NYC Plan and allied infrastructure requirements, which forms the basis for financial planning by the NYC government?	YES = 1 NO = 0	10	10
11	Is the NYC Plan required to be approved by the State Government?	NO = 1 YES = 0	10	10
III	Institutional Structures & Powers			
12	Have the following bodies been created for the City?		10	8
i	Spatial Data Centre	YES = 0.2 NO = 0		0.2
ii	Transit Authority	YES = 0.2 NO = 0		0.2
iii	Environment Cell	YES = 0.2 NO = 0		0.2
iv	Heritage Authority	YES = 0.2 NO = 0		-
v	Economic and Statistical Data Authority	YES = 0.2 NO = 0		0.2
13	Does NYC have a single base map that is used by all the civic service providers in the city?	YES = 1 NO = 0	10	10
IV	Guaranteed Land Title			
14	Is there a legislative and policy framework that provides for Guaranteed Land Titling?	YES = 1 NO = 0	20	20
15	Has a Land Titling Authority been created by such law?	YES = 1 NO = 0	10	10
Urban Capacities and Resources				
I	Finance			
1	Does the NYC government have the power to set and collect		10	10
i	Property tax	YES = 0.25 NO = 0		0.25
ii	Entertainment tax	YES = 0.25 NO = 0		0.25
iii	Professional tax/Unincorporated business tax	YES = 0.25 NO = 0		0.25
iv	Advertisement tax/Income tax	YES = 0.25 NO = 0		0.25
2	What is the Per Capita Capital Expenditure of NYC government?(Please refer to Explanatory Schedules for additional details)	NYC is the benchmark	10	10
3	Is the NYC government authorised to raise borrowings without State Government/Federal Government approval?	YES = 1 NO = 0	10	10
4	Is the NYC government authorised to make investments without State Government/Federal Government approval?	YES = 1 NO = 0	10	10
5	Does the Annual Budget of the NYC government have to be approved by the State Government?	NO = 1 YES = 0	10	10

Q No.	Question	Scoring Method	Weightage	Weighted Score
6	Is the NYC government required to have a Long-term and/or Medium-term fiscal plan?	YES = 1 NO = 0	10	10
II Human Resources				
7	Does the NYC council have the following powers with respect to all its employees?		10	8
i	Appointment	YES = 0.2 NO = 0		0.2
ii	Promotion	YES = 0.2 NO = 0		0.2
iii	Disciplinary Action	YES = 0.2 NO = 0		0.2
iv	Termination	YES = 0.2 NO = 0		0.2
v	Incentivisation	YES = 0.2 NO = 0		-
8	Does the NYC government have adequate staff commensurate with the population within its jurisdiction? (Please refer to Explanatory Schedules for additional details)	NYC is the benchmark	20	20
III Institutional Structures				
9	Is there an institutional mechanism that empowers the NYC government to control, manage, supervise, intervene in or veto crucial decisions of other parastatal/civic agencies in respect of their operations in its jurisdiction in so far as they impact citizens and Quality of Life?	YES = 1 NO = 0	10	10
10	Has the NYC government put in place a Performance Management Information System/ alternate decision-support system that institutionalises performance based reviews of/decisions in respect of finances and operations?	YES = 1 NO = 0	10	10
11	Has the NYC government put in place a digital governance roadmap?	YES = 1 NO = 0	10	10
12	Does the NYC government have an incident management system to deal with emergencies?	YES = 1 NO = 0	10	10
Empowered & Legitimate Political Representation				
I Elections				
1	Is there an independent/autonomous organisation that is responsible for delimitation of electoral units in the city?	YES = 1 NO = 0	10	10
2	Is there an independent body mandated to conduct City Council elections?	YES = 1 NO = 0	10	10
II Mayor				
3	Is the Mayor of the City directly elected?	YES = 1 NO = 0	20	20
4	Does the Mayor have a 4 year term?	YES = 1 NO = 0	10	10
5	Does the Mayor and/or the council have the authority to appoint the senior management of the NYC government?	YES = 1 NO = 0	20	20
III Council				
6	Is the NYC government responsible for providing ten specific and critical functions and services? (out of a total of twenty functions and services arrived at by taking together eighteen functions and services listed under Schedule XII of the 74th CAA and recommendations of the SARC, and eliminating overlapping items)? (Please refer to Explanatory Schedules for additional details)	No. of identified major functions <u>performed by the City Government</u> 10 major functions	20	20
7	Is there a register of interests/ equivalent disclosure that is publicly available and widely disseminated capturing related party interests, relationships and transactions in respect of Councillors?	YES = 1 NO = 0	20	20
8	What was the voting percentage in the last Council elections?	Actual Voting %	10	3
Transparency, Accountability & Participation				
I Transparency				
1	Is there a law in force that mandates extensive public disclosure of information by the City Government?	YES = 1 NO = 0	10	10
2	Does the NYC government have a comprehensive website?	Score as per Janaagraha Urban G2C Awards 2012	10	8.2
3	Does the NYC government have an Open Data policy or framework whereby all its financial and operational records are made easily accessible to the public through suo motu disclosures, including in electronic form on their websites.	YES = 1 NO = 0	20	20
II Accountability				
4	Is there a law that provides for a Local Government Level ombudsman?	YES = 1 NO = 0	10	10

Q No.	Question	Scoring Method	Weightage	Weighted Score
5	Is the ombudsman authorized to:		10	10
i	Investigate corruption	YES = 0.5 NO= 0		0.5
ii	Resolve inter-agency disputes	YES = 0.5 NO= 0		0.5
6	Does the NYC government's External Auditor report to the City Council and/or the State Legislature?	YES = 1 NO = 0	10	10
7	Is the NYC government required by its governing legislation to get its annual accounts audited before expiry of six months from the end of a financial year?	YES = 1 NO = 0	10	10
8	Is the NYC government required to respond to observations raised by Auditors within a specified time period?	YES = 1 NO = 0	10	-
9	Is the Mayor required to present responses to Auditors' observations in the Council/ State Legislature?	YES = 1 NO = 0	10	-
10	Is the NYC government required by its governing legislation to carry out an Internal Audit within a predetermined frequency, at least annual?	YES = 1 NO = 0	10	10
11	Is the NYC government required to hold public consultations/facilitate other form of citizen participation in the Annual Budget preparation process?	YES = 1 NO = 0	10	10
12	Is the NYC government required by law to comply with Fiscal Responsibility and Budget Management targets/thresholds/other equivalent provisions?	YES = 1 NO = 0	10	10
13	Citizens' Charter		10	7.5
i	Does the NYC government have a Citizens' Charter in place for the services provided by it?	YES = 0.25 NO = 0		0.25
ii	Does the Citizens' Charter comprehensively describe the target levels of service?	YES = 0.25 NO = 0		0.25
iii	Does the Citizens' Charter provide timelines for delivery of services?	YES = 0.25 NO = 0		-
iv	Does the Citizens' Charter provide protocols for obtaining relief, where service levels are not met?	YES = 0.25 NO = 0		0.25
14	Online Complaint Management System (OCMS)		10	10
i	Has the NYC government put in place an OCMS?	YES = 0.5 NO = 0		0.5
ii	Can a complaint regarding any service provided by the City government be processed by this system?	YES = 0.5 NO = 0		0.5
15	Ease of Doing Business(Please refer to Explanatory Schedules for additional details)		10	10
i	What is the time taken in days to obtain a construction permit in the city?	New York City is the benchmark		2.5
ii	What is the number of procedures to be dealt with to obtain a construction permit in the city?	New York City is the benchmark		2.5
iii	What is the time taken in days to register a property in the city?	New York City is the benchmark		2.5
iv	What is the number of procedures to be dealt with to register a property in the city?	New York City is the benchmark		2.5
16	Does the NYC government maintain a comprehensive database of approvals, certificates and permits granted/issued?	YES = 1 NO = 0	10	10
17	Does the NYC government have an e-procurement system?	YES = 1 NO = 0 as per Janaagraha Urban G2C Awards 2012	10	10
18	Are the Audited Annual Financial Statements of the NYC government available in the public domain including on its website?(Please refer to Explanatory Schedules for additional details)	2011-12 = 1 2010-11 = 0.5 2009-10 = 0.25 Prior Years = 0	20	20
III	Citizen Participation			
19	Are there structured institutionalised platforms for citizen participation in civic administration, in a tiered manner below the level of the Council?	YES = 1 NO = 0	10	10
20	Does the NYC government harness the spirit of volunteerism among its citizens and provide opportunities for citizens to participate in the process of improving the Quality of Life in their cities, thereby also fostering a spirit of community and citizenship?	YES = 1 NO = 0	10	10
		Urban Planning & Design	8.8	
		Urban Capacities & Resources	9.9	
		Empowered and Legitimate Political Representation	9.4	
		Transparency, Accountability and Participation	8.9	

ASICS 2013 Benchmark - London

Q No.	Question	Scoring Method	Weightage	Weighted Score
Urban Planning & Design				
I	Planning Area			
1	Is the Greater London Authority (GLA) planning area formed by complete administrative areas?	YES = 1 NO = 0	10	10
2	Is the demarcation of the planning area legally notified?	YES = 1 NO = 0	10	10
II	Spatial Plans			
3	Do the following Spatial Plans exist (together constituting an Integrated Regional Spatial Plan)			
	i. A Spatial development plan for the GLA area	YES = 1 NO = 0	10	10
	ii. A Borough Plan for each borough	YES = 1 NO = 0	10	10
4	What is the duration of the:			
	i. Spatial development plan for the GLA area	20-25 years = 1 Other = 0	10	10
	ii. Borough Plans	<= 5 years = 1; > 5 years = 0	10	10
5	What is the time-lag in notification between spatial development plan for GLA area and Borough Plans?	<=2 Years = 1; > 2 Years = 0	10	10
6	Are the Borough plans compliant with the spatial development plan for GLA area?	YES = 1 NO = 0	10	10
7	Is there a legal provision for citizen participation in the spatial development plan preparation process for GLA area?	YES = 1 NO = 0	20	20
8	Is the spatial development plan disclosed in the public domain?	YES = 1 NO = 0	10	10
9	Are violations of spatial development plan for GLA area and Borough Plans disclosed in the public domain?	YES = 1 NO = 0	10	0
10	Is there a long term financial projection drawn up based on the spatial development plan for the GLA area and allied infrastructure requirements, which forms the basis for financial planning by the GLA?	YES = 1 NO = 0	10	10
11	Is the Spatial development plan for the GLA area required to be approved by the Union Government?	NO = 1 YES = 0	10	10
III	Institutional Structures & Powers			
12	Have the following bodies been created for the GLA?		10	8
	i. Spatial Data Centre	YES = 0.2 NO = 0		-
	ii. Transit Authority	YES = 0.2 NO = 0		0.2
	iii. Environment Cell	YES = 0.2 NO = 0		0.2
	iv. Heritage Authority	YES = 0.2 NO = 0		0.2
	v. Economic and Statistical Data Authority	YES = 0.2 NO = 0		0.2
13	Does GLA have a single base map that is used by all the civic service providers in the city?	YES = 1 NO = 0	10	-
IV	Guaranteed Land Title			
14	Is there a legislative and policy framework that provides for Guaranteed Land Titling?	YES = 1 NO = 0	20	20
15	Has a Land Titling Authority been created by such law?	YES = 1 NO = 0	10	10
Urban Capacities & Resources				
I	Finance			
1	Do the GLA/ Boroughs have the power to Set & Collect:		10	2.5
	i. Property tax	YES = 0.25 NO = 0		0.25
	ii. Entertainment Tax	YES = 0.25 NO = 0		-
	iii. Professional tax	YES = 0.25 NO = 0		-
	iv. Advertisement tax	YES = 0.25 NO = 0		-
2	What is the Per Capita Capital Expenditure of GLA?(Please refer to Explanatory Schedules for additional details)	Per Capita Capital Expenditure Per Capita Capital Expenditure of NY	10	7.1
3	Is the GLA authorised to raise borrowings without Union Government approval?	YES = 1 NO = 0	10	10
4	Is the GLA authorised to make investments without Union Government approval?	YES = 1 NO = 0	10	10

Q No.	Question	Scoring Method	Weightage	Weighted Score
5	Does the Annual Budget of the GLA have to be approved by the Union Government?	NO = 1 YES = 0	10	10
6	Is the GLA required to have a Long term and/or medium term fiscal plan ?	YES = 1 NO = 0	10	10
II	Human Resources			
7	Does the GLA have the following powers with respect to its employees?		10	8
i	Appoint	YES = 0.2 NO = 0		0.2
ii	Promote	YES = 0.2 NO = 0		0.2
iii	Take Disciplinary Action	YES = 0.2 NO = 0		0.2
iv	Terminate	YES = 0.2 NO = 0		0.2
v	Incentivise	YES = 0.2 NO = 0		-
8	Do the GLA and the boroughs have adequate staff commensurate with the population within their jurisdiction?(Please refer to Explanatory Schedules for additional details)	<u>No. of employees/100,000 population</u> Corresponding benchmark of NY	20	18.3
III	Institutional Structures			
9	Is there an institutional mechanism that empowers the GLA to control, manage, supervise, intervene, veto, or otherwise influence crucial decisions of other parastatal/civic agencies in respect of their operations in the GLA jurisdiction area in so far as they impact citizens?	YES = 1 NO = 0	10	10
10	Has the GLA put in place a Performance Management Information System/alternate decision-support system that institutionalises performance based reviews of/decisions in respect of finances and operations?	YES = 1 NO = 0	10	10
11	Has the GLA put in place a digital governance roadmap?	YES = 1 NO = 0	10	-
12	Does the GLA have an incident management system to deal with emergencies?	YES = 1 NO = 0	10	10
Empowered & Legitimate Political Representation				
I	Elections			
1	Is there an independent/ autonomous organisation that is responsible for delimitation of wards in the city?	YES = 1 NO = 0	10	10
2	Is there a body mandated to conduct local body level elections?	YES = 1 NO = 0	10	10
II	Mayor			
3	Is the Mayor of the city directly elected?	YES = 1 NO = 0	20	20
4	Does the Mayor have a 4 year term?	YES = 1 NO = 0	10	10
5	Does the Mayor and/or the council have the authority to appoint the senior management of the GLA?	YES = 1 NO = 0	20	20
III	Council			
6	Is the GLA responsible for providing ten specific and critical functions and services? (out of a total of twenty functions and services arrived at by taking together eighteen functions and services listed under Schedule XII of the 74th CAA and recommendations of the SARC, and eliminating overlapping items)? (Please refer to Explanatory Schedules for additional details)	<u>No. of identified major functions performed by the GLA</u> 10 major functions	20	18
7	Is there a register of interest/ equivalent disclosure i.e. publicly available and widely disseminated capturing related party interests, relationships and transactions in respect of councillors?	YES = 1 NO = 0	20	20
8	What was the voting percentage in the last Council elections?	Actual Voting %	10	3.9
Transparency, Accountability & Participation				
I	Transparency			
1	Is there a law that mandates public disclosure of activities/ information of Local Government?	YES = 1 NO = 0	10	10
2	Does the GLA have a comprehensive website?	Score as per Janaagraha Urban G2C Awards 2012	10	8.1
3	Does the GLA have an Open Data policy or framework whereby all financial and operational records of the city are made easily accessible to the public through suo motu disclosures, including in electronic form on their websites.	YES = 1 NO = 0	20	20
II	Accountability			
4	Is there a law that provides for a Local Government Level ombudsman?	YES = 1 NO = 0	10	10

Q No.	Question	Scoring Method	Weightage	Weighted Score
5	Is the ombudsman authorized to:		10	10
i	Investigate corruption	YES = 0.5 NO = 0		0.5
ii	Resolve inter-agency disputes	YES = 0.5 NO = 0		0.5
6	Does the GLA's External Auditor report to the City Council and/or the State Legislature?	YES = 1 NO = 0	10	10
7	Is the GLA required by its governing legislation to get its annual accounts audited before expiry of six months from the end of a financial year?	YES = 1 NO = 0	10	-
8	Is the GLA required to respond to observations raised by Auditors within a specified time period?	YES = 1 NO = 0	10	10
9	Is the GLA/ Mayor required to present responses to Auditor's observations in the Council/ State Legislature?	YES = 1 NO = 0	10	10
10	Is the GLA required by its governing legislation to carry out an Internal Audit within a pre-determined frequency, at least annual?	YES = 1 NO = 0	10	10
11	Is the GLA required to hold public consultations/facilitate other form of citizen participation in the Annual Budget preparation process?	YES = 1 NO = 0	10	-
12	Is the GLA required by law to comply with Fiscal Responsibility and Budget Management targets/thresholds/other provisions?	YES = 1 NO = 0	10	-
13	Citizens' Charter		10	2.5
i	Is there a Citizens' charter for the services provided by the GLA?	YES = 0.25 NO = 0		0.25
ii	Does the Citizens' charter comprehensively describe the levels of service that will be provided?	YES = 0.25 NO = 0		-
iii	Does the Citizens' Charter provided timelines for delivery of services provided?	YES = 0.25 NO = 0		-
iv	Does the Citizen's' Charter provide protocols for obtaining relief?	YES = 0.25 NO = 0		-
14	Online Complaint Management System(OCMS)		10	10
i	Is there an online complaint management system of the GLA?	YES = 0.5 NO = 0		0.5
ii	Can a complaint regarding the GLA be processed by this system?	YES = 0.5 NO = 0		0.5
15	Ease of Doing Business(Please refer to Explanatory Schedules for additional details)		10	7.5
i	What is the time taken (in days) to get a building permission in the city?	$\frac{\text{No. of days in New York City}}{\text{No. of days in the city}}$		0.7
ii	What is the number of procedures to be complied with to construct a building (a warehouse)?	$\frac{\text{No. of procedures in New York City}}{\text{No. of procedures in the city}}$		4.2
iii	What is the time taken to register a property in the city?	$\frac{\text{No. of days in New York City}}{\text{No. of days in the city}}$		1.0
iv	What is the number of procedures complied to register a property?	$\frac{\text{No. of procedures in New York City}}{\text{No. of procedures in the city}}$		1.7
16	Does the GLA maintain a comprehensive database of approvals, certificates and permits granted/issued?	YES = 1 NO = 0	10	10
17	Does the GLA have an e-procurement system?	YES = 1 NO = 0 as per Janaagraha Urban G2C Awards 2012	10	10
18	Are the Audited Annual Financial Statements of the GLA available in the public domain including on its website? (Please refer to Explanatory Schedules for additional details)	2011-12 = 1 2010-11 = 0.5 2009-10 = 0.25 Prior Years = 0	20	20
III	Citizen Participation			
19	Are there structured institutionalised platforms for citizen participation in civic administration, in a tiered manner below the level of the Council?	YES = 1 NO = 0	10	10
20	Does the GLA harness the spirit of volunteerism among its citizens and provide opportunities for citizens to participate in the process of improving the Quality of Life in their cities, thereby also fostering a spirit of community and citizenship?	YES = 1 NO = 0	10	10
		Urban Planning & Design	8.8	
		Urban Capacities & Resources	8.1	
		Empowered and Legitimate Political Representation	9.3	
		Transparency, Accountability and Participation	8.1	

Explanatory Schedules

City Snapshots

#	City	State	UA PopIn (Mn)	ULB/MC PopIn (Mn)	Area (Km ²)
1	Ahmedabad	Gujarat	6.4	5.6	464
2	Bengaluru	Karnataka	8.5	8.4	741
3	Chennai	Tamil Nadu	8.7	4.7	426
4	Delhi	Delhi	16.3	11.0	1,483
5	Hyderabad	Andhra Pradesh	7.7	6.8	650
6	Jaipur	Rajasthan	3.1	3.1	467
7	Kanpur	Uttar Pradesh	2.9	2.8	230
8	Kolkata	West Bengal	14.1	4.5	185
9	Mumbai	Maharashtra	18.4	12.5	438
10	Pune	Maharashtra	5.0	3.1	244
11	Surat	Gujarat	4.6	4.5	327
Total		9 states	95.7	67.0	5,655
% of India Urban Population			25.42	17.8	

Notes: UA - Urban Agglomeration; MC - Municipal Corporation

Urban Capacities and Resources

Question 2: What is the Per Capita Capital Expenditure of the ULB?

Capital Expenditure Per Capita	Ahd	Blr	Che	Del	Hyd	
Capital Expenditure (Rs Crores)	1,269	2,790	365	2,550	565	
Population	55,70,585	84,25,970	46,81,087	1,10,07,835	68,09,970	
Capital Expenditure Per Capita (Rs)	2,278	3,311	780	2,316	830	
Score on 10 based on NY as benchmark	1.1	1.6	0.37	1.1	0.4	
Reference Year	2010-11	2010-11	2010-11	2010-11	2011-12	
Basis	Actual	Derived	Actual	Actual	Actual	

Notes:

1. Capital Expenditure figures for ULBs sourced from Annual Budget documents.
2. In the case of Pune and Hyderabad, in the absence of availability of Actual 2010-11 data despite several attempts, the best available alternatives have been considered.
3. In the case of Bangalore, given that split of Capital and Revenue items is not provided for the Actual figures, Capital-Revenue ratio of Budget 2012-13 has been applied on the Actual 2010-11 total. Bangalore in the recent past has had unrealistic budgets. Therefore even the capital expenditure figure considered above is far higher than actuals.
4. In case of New York, Capital Spending of USD 11.4 bn has been converted at Rs 44.72 to a USD, the exchange rate as at 30 June 2011 to arrive at the above Capital Expenditure figure.

	Jpr	Kpr	Kol	Mum	Pun	Sur	NY	Lon
	106	427	644	5,090	1,055	740	17,580	12,400
	30,73,350	27,67,031	44,48,679	1,24,78,447	31,15,431	44,62,002	82,44,910	81,70,000
	344	1,544	1,448	4,079	3,386	1,659	21,322	15,177
	0.2	0.7	0.7	1.9	1.6	0.8	10.0	7.1
	2010-11	2010-11	2010-11	2010-11	2011-12	2010-11	2010-11	2010-11
	Actual	Actual	Actual	Actual	Budget	Actual	Actual	Actual

5. In case of London, Capital Spending of GBP 5 bn has been converted at Rs 71.92 to 1 GBP, the exchange rate as at 31 March 2011 to arrive at the above Capital Expenditure figure.
6. Purchasing Power Parity (PPP) adjustment factor of 2.9 has been considered for both USD and GBP.
7. No adjustment has been made for variations in nature and number of functions handled between ULBs.

Question 7: Have four State Finance Commissions (SFC) been constituted by the State Government?

	Gujarat	Karnataka	Tamil Nadu	Delhi
	Ahd/Sur	Ban	Che	Del
First State Finance Commission (SFC)				
Date of Constitution	15-09-1994	10-06-1994	23-04-1994	Apr-95
Period Covered	1996-97 to 2000-01	1996-97 to 2000-01	1997-98 to 2001-02	Not Available
Second SFC				
Date of Constitution	19-11-2003	25-10-2000	03-03-2000	Jan-01
Period Covered	2005-06 to 2009-10	2005-06 to 2009-10	2002-03 to 2006-07	Not Available
Third SFC				
Date of Constitution	Date not available	28-08-2006	14-12-2004	Oct-04
Period Covered		2010-11 to 2014-15	2007-08 to 2011-12	Not Available
Fourth SFC				
Date of Constitution	Not Constituted	Not Constituted	01-12-2009	14-09-2009
Period Covered			Not Available	Not Available

Question 12: Does the ULB have adequate staff commensurate with the population?

	Ahd	Blr	Che	Del	Hyd
Number of employees in ULB	22,000	17,749	23,538	1,24,388	24,240
Population	55,70,585	84,25,970	46,81,087	1,10,07,835	68,09,970
Employees per 100,000 population	395	211	503	1,130	356
Score on 20 with NY as benchmark	2.6	1.4	3.34	7.5	2.4

Notes:

1. Number of employees sourced from ULB websites, press articles, other secondary sources.
2. Number of employees for Mumbai, London and New York exclude employees of respective transport agencies.
3. Number of employees for New York and London also exclude number of employees in respective Police departments.
4. Number of employees for Bangalore reckoned as sanctioned posts in the absence of any alternative credible data.
5. Indian ULBs have varying models in respect of full time, contract and outsourced employees especially for solid waste

	Andhra Pradesh	Rajasthan	Uttar Pradesh	West Bengal	Maharashtra
	Hyd	Jpr	Kpr	Kol	Mum/Pun
	22-06-1994	23-04-1994	22-10-1994	30-05-1994	23-04-1994
	1997-98 to 1999-00	1995-96 to 1999-00	1997-98 to 2000-01	1996-97 to 2000-01	1994-95 to 1996-97
	08-12-1998	07-05-1999	25-02-2000	14-07-2000	22-06-1999
	2000-01 to 2004-05	2000-01 to 2004-05	2001-02 to 2005-06	2001-02 to 2005-06	1999-00 to 2001-02
	29-12-2004	15-09-2005	23-12-2004	22-02-2006	15-01-2005
	2005-06 to 2009-10	2005-06 to 2009-10	2006-07 to 2010-11	2008-09 to 2012-13	2006-07 to 2010-11
	Not Constituted	13-04-2011	Constituted	Not Constituted	Constituted
	Not Available				

	Jpr	Kpr	Kol	Mum	Pun	Sur	NY	Lon
	11,000	7,600	31,221	1,02,626	17,701	15,906	2,47,917	2,25,100
	30,73,350	27,67,031	44,48,679	1,24,78,447	31,15,431	44,62,002	82,44,910	81,70,000
	358	275	702	822	568	356	3,007	2,755
	2.4	1.8	4.7	5.5	3.8	2.4	20.0	18.3

management and sanitation services. Attempts have been made to eliminate any impact of the same on scoring by reckoning the highest probable number quoted out of the various sources referred.

- Date of employee data varies between cities but generally ranges from 2010 to 2012.
- Population for all Indian ULBs and also New York and London as per respective Census 2011 data.

Empowered and Legitimate Political Representation

Question 7: Is the ULB responsible for providing ten specific and critical functions and services? (Question 6 in case of NYC and Lon)

Critical Civic Functions and Services	Ahd	Blr	Che	Del	Hyd	
Urban planning including land use and management						
Planning for economic and social development	✓			✓	✓	
Roads and bridges	✓	✓	✓	✓	✓	
Water supply (domestic, industrial and commercial)	✓					
Fire and emergency services	✓					
Promotion of cultural, educational and aesthetic aspects					✓	
Public health, including community health centres/area hospitals	✓			✓		
School education						
Traffic management and civic policing activities						
Urban environment management and heritage						
Total	5	1	1	3	3	
Score on 20	10	2	2	6	6	

Notes:

- Out of the eighteen functions listed under Schedule XII to the Constitution (Seventy-fourth) Amendment Act, 1992 and the five functions recommended by the Second Administrative Reforms Commission for inclusion under the remit of ULBs, we have selected for analysis ten critical functions and services from a citizen Quality of Life standpoint.

Question 4: Does the Mayor of the ULB have a five year term?

	Ahd	Blr	Che	Del	Hyd	
Term of the Mayor (In years)	2.5	1	5	1	5	

	Jpr	Kpr	Kol	Mum	Pun	Sur	NY	Lon
							✓	
	✓					✓	✓	✓
	✓		✓	✓	✓	✓	✓	✓
				✓	✓	✓	✓	✓
	✓		✓	✓	✓	✓	✓	✓
	✓	✓					✓	✓
				✓	✓	✓	✓	✓
							✓	✓
							✓	✓
	4	1	2	4	4	5	10	9
	8	2	4	8	8	10	20	18

Jpr	Kpr	Kol	Mum	Pun	Sur	NY	Lon
5	5	5	2.5	2.5	2.5	4	4

Transparency, Accountability and Participation

Question 16: Ease of Doing Business (Question 15 in case of NYC and Lon)

	Ahd	Blr	Che	Del	Hyd	
Dealing with construction permits						
Time taken in days to obtain construction permit	144	97	143	144	80	
Number of procedures to be dealt with	15	15	15	19	16	
Score on 10 based on NY as benchmark						
Time taken in days to obtain construction permit	0.5	0.7	0.5	0.5	0.8	
Number of procedures to be dealt with	10.0	10.0	10.0	7.9	9.4	
Registering Property						
Time taken in days to register a property	42	28	48	55	37	
Number of procedures to be dealt with	5	5	7	5	5	
Score on 10 based on NY as benchmark						
Time taken in days to register a property	0.7	1.1	0.6	0.5	0.8	
Number of procedures to be dealt with	8.0	8.0	5.7	8.0	8.0	

Notes:

1. Data sourced from World Bank's Doing Business in India Report 2012

	Jpr	Kpr	Kol	Mum	Pun	Sur	NY	Lon
	151	NA	258	200	NA	NA	27	99
	19	NA	27	37	NA	NA	15	9
	0.4	NA	0.3	0.3	NA	NA	1.0	0.7
	7.9	NA	5.6	4.1	NA	NA	10.0	16.7
	24	NA	107	44	NA	NA	12	29
	5	NA	5	5	NA	NA	4	6
	1.3	NA	0.3	0.7	NA	NA	10.0	1.0
	8.0	NA	8.0	8.0	NA	NA	10.0	6.7

VOICE Survey: Results

Voice of India's Citizens on Quality of Life

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Mobility System	6.86	5.17	6.17	6.14	5.39	5.73	4.40	6.50	6.31	6.21	6.87
Availability of adequate quantity of clean water	6.84	5.30	6.29	5.73	5.97	5.73	3.81	6.30	6.75	6.89	6.97
Cleanliness	6.71	4.86	5.36	4.83	5.38	5.30	2.96	5.60	5.71	6.44	6.76
Public Amenities	6.83	5.16	6.26	5.32	5.14	5.54	4.43	5.76	6.07	6.36	6.74
Pollution control and greenery	6.29	4.89	5.61	4.67	4.77	5.39	2.93	5.07	5.43	6.40	6.37
Crime and safety	5.57	5.15	5.80	3.70	5.36	5.14	2.14	5.53	5.38	6.66	6.28
Ease of process in Government offices	5.52	5.10	5.58	5.09	5.18	5.28	3.33	5.28	5.77	6.02	5.94
City-Wise Ranking											
Mobility System	2	10	6	7	9	8	11	3	4	5	1
Availability of adequate quantity of clean water	3	10	6	8	7	8	11	5	4	2	1
Cleanliness	2	9	7	10	6	8	11	5	4	3	1
Public Amenities	1	9	4	8	10	7	11	6	5	3	2
Pollution control and greenery	3	8	4	10	9	6	11	7	5	1	2
Crime and safety	4	8	3	10	7	9	11	5	6	1	2
Ease of process in Government offices	5	9	4	10	8	6	11	6	3	1	2

Voice of India's Citizens on QoL priorities

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Mobility System	14.7	19.1	16.7	20.9	19.0	14.0	18.9	18.6	18.2	14.4	13.4
Availability of adequate quantity of clean water	16.8	18.7	16.9	16.9	17.9	16.5	16.9	17.4	16.7	14.9	15.2
Cleanliness	14.6	14.9	13.4	12.3	12.8	13.1	11.6	15.5	13.8	13.7	14.9
Public Amenities	15.1	12.3	15.1	14.3	12.5	13.0	15.1	14.3	15.0	14.4	14.1
Pollution control and greenery	13.0	13.1	13.6	11.7	12.1	13.8	11.4	11.4	13.0	13.9	14.5
Crime and safety	13.7	12.3	12.6	12.0	12.7	15.2	13.3	12.5	11.6	15.3	14.3
Ease of process in Government offices	12.1	9.6	11.7	11.9	13.0	14.4	12.8	10.4	11.7	13.4	13.5
Total	100										
City-Wise Ranking											
Mobility System	3	1	2	1	1	4	1	1	1	3	7
Availability of adequate quantity of clean water	1	2	1	2	2	1	2	2	2	2	1
Cleanliness	4	3	5	4	4	6	6	3	4	6	2
Public Amenities	2	5	3	3	6	7	3	4	3	3	5
Pollution control and greenery	6	4	4	7	7	5	7	6	5	5	3
Crime and safety	5	5	6	5	5	2	4	5	7	1	4
Ease of process in Government offices	7	7	7	6	3	3	5	7	6	7	6

Voice of India's Citizens on QoCS

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Effectiveness of Master Plan	7.2	5.9	6.6	6.7	6.6	6.0	5.5	5.4	6.9	6.1	7.0
Prevention of building violations	7.2	5.7	6.3	6.4	6.4	5.9	4.9	5.3	6.4	6.0	6.8
Knowledge and Competence of civic officials	6.4	5.3	6.2	6.0	5.9	5.6	4.7	5.5	6.1	5.9	6.9
Adequate number of civic officials	6.5	5.3	6.1	5.7	5.7	5.6	4.6	5.2	5.8	6.0	7.0
Effectiveness of civic officials spending the money in a responsible and fair way	6.2	5.2	6.0	5.4	5.8	5.7	3.9	5.1	5.6	5.7	6.8
Ability and freedom to raise more funds to meet unmet demands	6.3	5.2	6.1	5.6	5.7	5.6	3.9	5.1	5.7	5.9	6.9
Level of sensitivity and commitment of your elected representative	6.0	5.3	5.8	5.3	5.7	5.5	4.1	5.6	5.8	5.9	6.8
Competence of your elected representative	6.0	5.2	5.7	5.3	5.8	5.4	4.0	5.5	5.8	5.7	6.9
Transparency, accuracy and usefulness of annual city budget	6.2	5.2	5.8	5.5	5.6	5.6	3.7	5.1	5.8	5.7	6.9
Level of citizen's participation in the annual budgeting process	6.2	5.1	5.8	5.0	5.8	5.6	3.5	4.2	5.6	5.4	7.0
Category Score											
Urban Planning and Design	7.20	5.78	6.43	6.57	6.51	5.93	5.16	5.33	6.65	6.03	6.87
Urban Capacities & Resources	6.33	5.25	6.10	5.68	5.80	5.62	4.27	5.22	5.79	5.88	6.90
Empowered and Legitimate Political Representation	6.02	5.26	5.75	5.30	5.72	5.46	4.06	5.55	5.78	5.84	6.86
Transparency, Accountability and Participation	6.17	5.12	5.80	5.24	5.70	5.59	3.57	4.65	5.69	5.55	6.91
Mean Score	6.43	5.35	6.02	5.70	5.93	5.65	4.26	5.19	5.98	5.82	6.88
City-Wise Ranking											
Effectiveness of Master Plan	1	9	6	4	5	8	10	11	3	7	2
Prevention of building violations	1	9	6	4	4	8	11	10	3	7	2
Knowledge and Competence of civic officials	2	10	3	5	6	8	11	9	4	7	1
Adequate number of civic officials	2	9	3	7	6	8	11	10	5	4	1
Effectiveness of civic officials spending the money in a responsible and fair way	2	9	3	8	4	6	11	10	7	5	1
Ability and freedom to raise more funds to meet unmet demands	2	9	3	8	5	7	11	10	6	4	1
Level of sensitivity and commitment of your elected representative	2	10	4	9	6	8	11	7	5	3	1
Competence of your elected representative	2	10	6	9	3	8	11	7	3	5	1
Transparency, accuracy and usefulness of annual city budget	2	9	3	8	7	6	11	10	3	5	1
Level of citizen's participation in the annual budgeting process	2	8	4	9	3	5	11	10	6	7	1
Category Ranking											
Urban Planning and Design	1	9	6	4	5	8	11	10	3	7	2
Urban Capacities & Resources	2	9	3	7	5	8	11	10	6	4	1
Empowered and Legitimate Political Representation	2	10	5	9	6	8	11	7	4	3	1
Transparency, Accountability and Participation	2	9	3	8	4	6	11	10	5	7	1
Overall Ranking	2	9	3	7	5	8	11	10	4	6	1

Voice of India's Citizens on QoCS priorities

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Effectiveness of Master Plan	15.5	16.6	14.0	16.6	20.3	13.3	14.3	13.4	17.2	10.7	13.0
Prevention of building violations	12.8	13.9	13.5	14.5	20.1	12.1	12.0	12.0	14.8	10.5	11.8
Knowledge and Competence of civic officials	10.4	11.6	11.1	10.9	8.6	10.2	12.2	11.2	10.0	9.6	11.0
Adequate number of civic officials	9.2	9.4	10.0	9.2	8.5	9.8	10.3	10.4	8.6	10.1	10.8
Effectiveness of civic officials spending the money in a responsible and fair way	8.1	9.5	8.7	8.4	6.8	9.4	9.4	9.6	8.5	9.6	10.2
Ability and freedom to raise more funds to meet unmet demands	8.4	8.2	9.2	8.3	6.6	9.8	8.8	8.7	8.1	9.2	9.2
Level of sensitivity and commitment of your elected representative	9.0	9.5	8.5	8.1	8.1	9.5	8.9	11.5	9.0	10.2	8.4
Competence of your elected representative	9.2	9.3	8.5	8.1	8.1	8.9	8.8	10.7	8.3	10.2	9.0
Transparency, accuracy and usefulness of annual city budget	8.9	6.5	8.4	8.3	6.6	8.4	7.7	7.5	8.0	9.7	8.2
Level of citizen's participation in the annual budgeting process	8.5	5.5	8.0	7.6	6.2	8.4	7.6	5.0	7.5	10.2	8.5
Total	100										

City-Wise Ranking											
Effectiveness of Master Plan	1	1	1	1	1	1	1	1	1	1	1
Prevention of building violations	2	2	2	2	2	2	3	2	2	2	2
Knowledge and Competence of civic officials	3	3	3	3	3	3	2	4	3	8	3
Adequate number of civic officials	4	6	4	4	4	4	4	6	5	6	4
Effectiveness of civic officials spending the money in a responsible and fair way	10	4	6	5	7	7	5	7	6	8	5
Ability and freedom to raise more funds to meet unmet demands	9	8	5	6	8	4	7	8	8	10	6
Level of sensitivity and commitment of your elected representative	6	4	7	8	5	6	6	3	4	3	9
Competence of your elected representative	4	7	7	8	5	8	7	5	7	3	7
Transparency, accuracy and usefulness of annual city budget	7	9	9	6	8	9	9	9	9	7	10
Level of citizen's participation in the annual budgeting process	8	10	10	10	10	9	10	10	10	3	8

Voice of India's Citizens on long term change in QoCS vs short term fixes

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Sometimes, it may be better to have a long term solution, but may cause inconvenience for a short time	59.3	66.0	49.6	53.0	52.7	48.0	56.8	65.8	56.6	60.0	45.2
Sometimes it is desirable to address an issue immediately but this may not be sustainable in the long run	40.7	34.0	50.4	47.0	47.3	52.0	43.2	34.2	43.4	40.0	54.8
Total	100										
City-Wise Ranking											
Sometimes, it may be better to have a long term solution, but may cause inconvenience for a short time	4	1	9	7	8	10	5	2	6	3	11

Citizen outlook on QoL in the next 5 years

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores (%)											
Agree	83.8	79	57.6	56.6	65.5	83.1	34.2	67.3	62.8	72.5	86.9
Neither agree nor disagree	15.5	14.8	8.5	16.3	27.7	11.6	18.5	20.8	21.9	12.7	12.9
Disagree	0.7	6.2	19.7	23.9	6.7	2.7	41.3	11.8	12.6	14.8	0.2
Dont Know/ Can't Say (DK/CS)	-	-	14.2	3.1	0.2	2.6	6	0.2	2.7	-	-

Citizen outlook on QoL in the next 10 years

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores (%)											
Agree	61.9	87.1	66	61.5	70.2	78.9	40.9	58.8	65.3	75.9	69.1
Neither agree nor disagree	32	10.2	18.2	20.4	26.5	16.2	30.1	30.5	23.8	12.3	30.1
Disagree	6.0	2.8	3.4	15.4	3.4	2.6	16.9	10.3	7.5	11.8	0.6
DK/ CS	-	-	12.4	2.7	-	2.3	12.1	0.4	3.5	-	0.2

Impact of QoCS on QoL

	Ahd	Blr	Che	Del	Hyd	Jpr	Kpr	Kol	Mum	Pun	Sur
City-Wise Scores											
Base:All Respondents [Un-weighted]	300	400	411	501	399	302	302	500	517	304	300
No effect at all	-	-	-	12.9	-	-	1.5	-	-	-	-
2	0.2	0.5	-	-	-	-	0.2	-	0.1	-	-
3	0.9	2.2	0.3	-	-	-	1.6	0.4	0.1	-	-
4	1.1	1.4	1.7	0.4	2.6	0.2	1.6	1.9	0.6	0.4	0.7
5	5	1.8	2.9	5.9	24.4	1.9	16.6	19.7	4	2.8	6.8
6	24.2	17.1	5.2	20.4	33	9.8	44.1	26.2	13.8	20.4	28.1
7	30.7	49.9	4.9	25	30.4	18.8	32.7	28.3	39.8	23.8	31.8
8	22.1	24.2	12.7	26.4	9	39.5	1.7	21.4	24.1	43.9	20.5
9	3.4	2.1	17.3	8.9	0.3	20.9	-	1.8	11.3	7.7	4.7
To a very large extent	2.6	-	53.7	0.2	-	8.8	-	0.2	5.1	1	1.7
Don't Know/ Can't say	9.7	0.8	1.4	-	0.4	-	-	-	1	-	5.8
% Respondents scoring the linkage											
6+	83	93	94	81	73	98	79	78	94	97	87
7+	59	76	89	61	40	88	34	52	80	76	59
8+	28	26	84	36	9	69	2	23	41	53	27
Mean Score	6.94	6.92	8.94	6.21	6.2	7.94	6.02	6.53	7.37	7.35	6.91
Overall Rank	5	6	1	9	10	2	11	8	3	4	7

Please write to us at asics@janaagraha.org for further information on the VOICE Survey

List of Legislations

Act	City Covered
Municipal Corporation Acts	
Bombay Provincial Municipal Corporations Act, 1949	Ahmedabad, Surat
Karnataka Municipal Corporation Acts, 1976	Bangalore
Chennai City Municipal Corporation Act, 1919	Chennai
The Delhi Municipal Corporation Act, 1957	Delhi
Greater Hyderabad Municipal Corporation Act, 1955	Hyderabad
Rajasthan Municipalities Act, 2009	Jaipur
Uttar Pradesh Municipal Corporations Act, 1959	Kanpur
Kolkata Municipal Corporation Act, 1980	Kolkata
Mumbai Municipal Corporation Act, 1888	Mumbai
Bombay Provincial Municipal Corporations Act, 1949	Pune
Global Benchmarks	
Greater London Authority Act, 1999	London
New York City Charter	NYC
Town & Country Planning Acts	
Gujarat Town Planning & Urban Development Act, 1976	Ahmedabad, Surat
Bangalore Development Authority Act, 1976	Bangalore
The Tamil Nadu Town & Country Planning Act, 1971	Chennai
The Delhi Development Act, 1957	Delhi
Hyderabad Metropolitan Development Authority Act, 2008	Hyderabad
Jaipur Development Authority Act, 1982	Jaipur
Uttar Pradesh (Urban Planning & Development) Act, 1973	Kanpur
West Bengal Town & Country (Planning & Development) Act, 1979	Kolkata
The Maharashtra Regional and Town Planning Act, 1966	Mumbai
Bombay Provincial Municipal Corporations Act, 1949	Pune
Metropolitan Planning Committee Acts	
West Bengal Metropolitan Planning Committee Act, 1994	Kolkata
State Finance Commission Acts	
Maharashtra State Finance Commission Act, 1994	Bombay, Pune

Notes:

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Janaagraha Centre for Citizenship and Democracy

4th Floor, UNI Building, Thimmaiah Road, Vasanth Nagar, Bangalore - 560052

Tel: 080-40790400 Fax: 080-41277104

Website: www.janaagraha.org Email: asics@janaagraha.org

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