



Jana Urban Space Foundation (India)



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY



A S I C S



ANNUAL SURVEY OF INDIA'S CITY-SYSTEMS

2015

SHAPING INDIA'S URBAN AGENDA





About Janaagraha Centre for Citizenship and Democracy

The Janaagraha Centre for Citizenship and Democracy is a non-profit organisation based in Bengaluru, India. We aim to improve quality of life in urban India, through systemic change. Janaagraha sees 'quality of life' as comprising two distinct, but inter-related aspects – 'quality of urban infrastructure and services' (the quality of urban amenities such as roads, drains, traffic, transport, water supply etc.) and 'quality of citizenship' (the role that urban citizens play by participating in their local communities). We work with both citizens and government to catalyse civic participation from the grassroots up, as well as governance reforms from the top down. You can read more about Janaagraha at www.janaagraha.org



About Jana Urban Space Foundation (Jana USP)

Jana Urban Space Foundation (Jana USP), a sister organisation of Janaagraha is a non-partisan, not-for-profit trust working on the core premise that urban planning & urban design are central to shaping vibrant cities and city regions, thus enhancing quality of life.

You can read more about Jana USP at www.janausp.org

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IDFC Foundation primarily focuses on CSR activities as well-defined projects or programmes promoting the development of (a) livelihoods, (b) rural areas, (c) social infrastructure such as healthcare and education and (d) other infrastructure that would meet the objectives of inclusion and environmental sustainability such as water supply, sanitation, sustainable urbanisation, public transport system, renewable energy, slum re-development and affordable housing.

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ANNUAL SURVEY OF INDIA'S CITY-SYSTEMS 2015 SHAPING INDIA'S URBAN AGENDA



Foreword	2	3	Executive Summary
Urban Planning & Design	5	15	Urban Capacities & Resources
Empowered & Legitimate Political Representation	23	29	Transparency, Accountability & Participation
Reforms Roadmap	35	40	Methodology
Data Sources	43	45	Errata
Annexure Scorecard	47	61	Scores : Principal Questions
Overall Scores	63		

Abbreviations

Ahd	Ahmedabad
ASICS	Annual Survey of India's City-Systems
BBMP	Bruhat Bengaluru Mahanagara Palike
BCP	Bangalore City Police
BDA	Bangalore Development Authority
BESCOM	Bangalore Electricity supply company Ltd.
Bho	Bhopal
Bhu	Bhubaneswar
Blr	Bengaluru
BMTC	Bangalore Metropolitan Transport Corporation
BTP	Bangalore Traffic Police
BWSSB	Bangalore Water Supply and Sewerage Board
CA	Chartered Accountant
CAG	Comptroller and Auditor General of India
Capex	Capital Expenditure
Chd	Chandigarh
Che	Chennai
CPL	Community Participation Law
Deh	Dehradun
Del	Delhi
ELPR	Empowered and Legitimate Political Representation
FRBM	Fiscal Responsibility and Budget Management
GIS	Geographical Information System
GLA	Greater London Authority
Hyd	Hyderabad
JnNURM	Jawaharlal Nehru National Urban Renewal Mission
Jpr	Jaipur
Kol	Kolkata
Kpr	Kanpur
KSFES	Karnataka State Fire & Emergency Services
KSPCB	Karnataka State Pollution Control Board
KSRTC	Karnataka State Road Transport Corporation
Lck	Lucknow
Lon	London
Lud	Ludhiana
MA	Metropolitan Area
MC	Municipal Corporation
MPC	Metropolitan Planning Committee
Mum	Mumbai
NUSPD	National Urban Spatial Planning & Development Guidelines
NYC	New York City
Pat	Patna
PDL	Public Disclosure Law
PPP	Public-Private Partnership
Pun	Pune
Rai	Raipur
Ran	Ranchi
RTI	Right to Information
SARC	Second Administrative Reforms Commission
SDP	Spatial Development Plan (Master Plan)
SEC	State Election Commission
SFC	State Finance Commission
Sur	Surat
TAP	Transparency, Accountability and Participation
Thi	Thiruvananthapuram
UA	Urban Agglomeration
UCR	Urban Capacities and Resources
ULB	Urban Local Body
UPD	Urban Planning and Design
74th CAA	Constitution (Seventy-fourth Amendment) Act, 1992

Foreword

For decades, we have been repeatedly confronting the same quality of life challenges in our cities. On the one hand, hundreds of thousands of crores are being spent on urban projects beginning with the Jawaharlal Nehru National Urban Renewal Mission (JnNURM) over a decade ago and followed up through AMRUT, Smart Cities Mission and the Swachh Bharat Mission. During the same decade, the floods in Mumbai, the garbage crisis in Bangalore, and more recently the air pollution levels in Delhi and the Chennai floods are alarm bells that more of the same solutions i.e. a series of patchwork projects, will not suffice. Root causes need to be identified and addressed; the disease needs to be treated and not just the symptoms.

Our work has led us to the firm belief that there are a common set of root causes that underlie most quality of life challenges in our cities. We have synthesised these root causes into a City-Systems framework that comprises the following four components

- Urban Planning and Design (Spatial Planning, Urban Design standards)
- Urban Capacities and Resources (Municipal Finance, Municipal Staffing, Performance Management and Process efficiencies)
- Empowered and Legitimate Political Representation (Powers and functions and legitimacy of city council and elected leaders)
- Transparency, Accountability and Participation (public disclosure of civic data, accountability for service levels and citizen services, citizen participation in neighbourhood decisions)

The phrase “city-systems” connotes the interconnected nature of the root causes and the systemic nature of our cities, their challenges and solutions.

The Annual Survey of India's City-Systems (ASICS) is an objective evaluation of Indian cities based on the City-Systems framework. In its third edition now, ASICS covers 21 cities across 18 states, including all state capitals. New York and London are covered as benchmark cities. With 11 principal questions and 83 detailed parameters, ASICS is intended to serve as a health diagnostic of cities. The better a city's score on ASICS, the more likely it is to be able to deliver a better quality of life over the medium and long-term.

We believe that ASICS, with its rich data and insights on city-systems would aid elected and administrative leaders across levels to identify specific reform agendas for their cities. A City Blueprint to effect transformative, holistic change or specific city-system blueprints such as a Municipal Finance Blueprint or a Citizen Participation Blueprint could be logical next steps. It is for State Governments to take the leadership in transforming the quality of our city-systems through such actionable blueprints.



Srikanth Viswanathan
Coordinator-Advocacy and Reforms, Research and Insights

Executive Summary

The Annual Survey of India's City-Systems (ASICS) seeks to provide an objective basis to evaluate the quality of governance in our cities. It measures the health of India's City-Systems. Like a health check-up, ASICS shows us the deep systemic flaws in our cities and highlights the corrective actions that need to be taken. We believe that the quality of life experienced by the citizen on the street is a derivative of the quality and robustness of the laws and policies that govern the city, as well as their implementation.

In its third edition, ASICS 2015 evaluates 21 major cities from 18 states of the country. The survey uses the Janaagraha City-Systems Framework as its basis – Urban Planning and Design (UPD), Urban Capacities and Resources (UCR), Empowered and Legitimate Political Representation (ELPR) and Transparency, Accountability and Participation (TAP). Each of the four components of this framework has been broken down into a few critical questions that we believe every city must ask itself. In all, there are 11 such 'BIG QUESTIONS'. Each of the 21 cities has been evaluated and scored on these 11 questions.

Additional questions introduced in the survey this year include those on the quality of leadership in our cities, specifically the stability of tenure and relevant experience of the Commissioner of the Municipal Corporation. We also scored the cities on whether they conduct citizen satisfaction surveys and whether they require public disclosure of related party interests by Councillors. Also included are questions to assess the mechanisms that cities have in place to deter plan violations.

The findings have been presented in a simplified manner, so that the reader can easily relate to the issues highlighted. Visuals and graphs have been used to portray key data nuggets. Also, a few best practices and case studies have been cited to showcase how certain governments and non-government organizations have successfully tackled some of the challenges in urban governance.

The 11 BIG QUESTIONS around which the report has been structured are:

Urban Planning and Design

- Does your city have a decentralised system of Spatial Development Planning?
- How successfully has your city implemented its SDPs?
- Does your city have effective mechanisms to deter plan violations?
- Does your city encourage Participatory Planning?

Urban Capacities and Resources

- Does your city have adequate number of skilled human resources?
- Does your city invest adequate funds in public infrastructure and services?
- Does your city make optimum use of information technology?

Empowered and Legitimate Political Representation

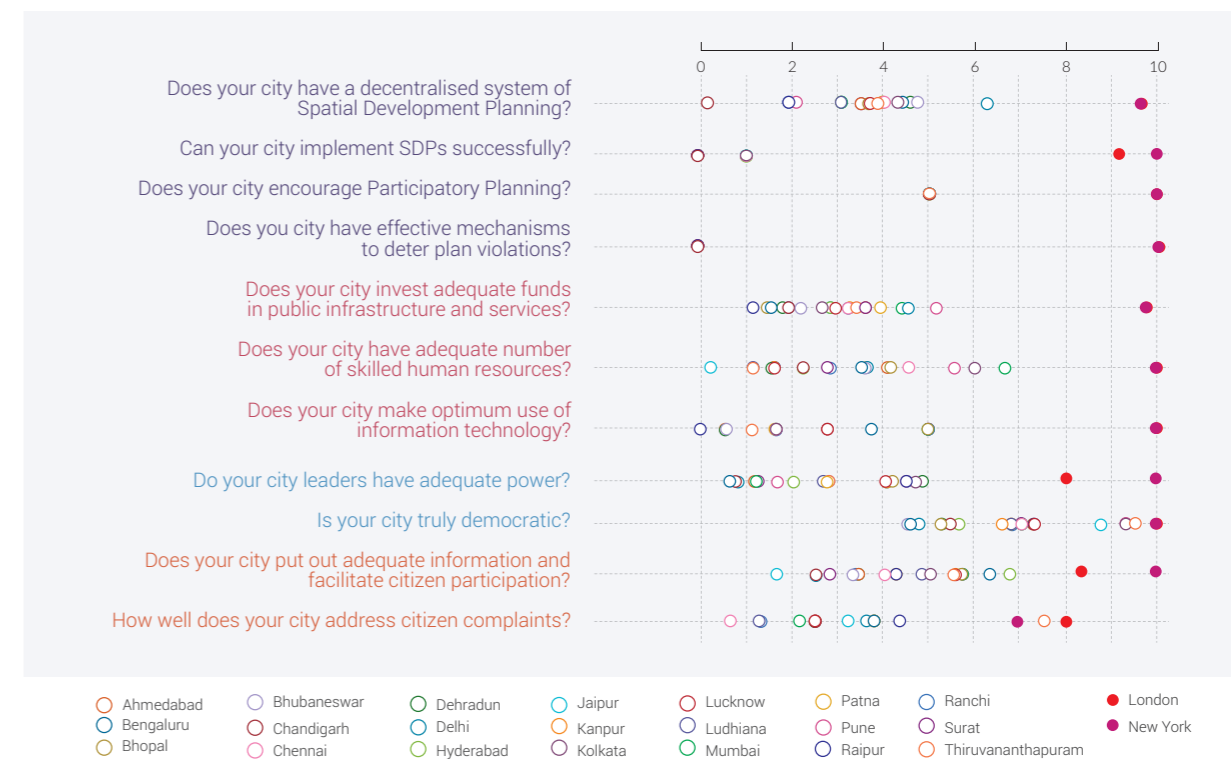
- Do your city leaders have adequate power?
- Is your city truly democratic?

Transparency, Accountability and Participation

- Does your city put out adequate information and facilitate citizen participation?
- How well does your city address citizen complaints?

Highlights of Scores

Indian cities continue to score in the range of 2.0 to 4.4 on 10, as against the global benchmarks of London and New York, which have scored 9.4 and 9.7 respectively. On the individual City-Systems components, our cities have scored in a range of 0.6 to 6.4. These scores imply that Indian cities are grossly under-prepared to deliver a high quality of life that is sustainable in the long term. This is particularly worrisome, given the rapid pace of urbanisation in India and the huge backlog in public service delivery. Only robust City-Systems can prepare Indian cities to surmount both these challenges.



Interdependence between the City-Systems components shows the systemic nature of the challenge. For example, lack of adequate number of skilled staff in Municipalities (an aspect measured under the question on quality of human resources) could lead to lower property tax collections and own revenues, which affects a city's financial resources. However, the ability to attract quality talent requires financial self-sufficiency. Similarly, land and spatial planning under UPD are crucial for financial self-sufficiency, but empowered political leadership, an aspect under ELPR, is essential to harness those opportunities.

It is disappointing to note that the scores in this survey do not, by and large, show any significant improvement over those in the last edition. Mumbai and Pune improved their scores under TAP, due to the passage of the Maharashtra Rights to Public Services Act. The Act assures that essential services are delivered in a time-bound manner and at nominal charges. The state government has notified more than 110 services and says it will make most of them available online in the near future. Kolkata, the best performing city in the last edition, has marginally slipped in the rankings this year.

We believe this survey will serve as a diagnostic for city leaders. It can help them identify the systemic reforms that have to be undertaken to strengthen the governance framework in their cities, ultimately leading to a better quality of life for their citizens.

Janaagraha Centre for Citizenship and Democracy and Jana Urban Space Foundation are committed to partnering with city leaders across the country who are willing to commit to the City-Systems approach for transforming quality of life in their cities.



URBAN PLANNING & DESIGN

Urban planning may be described as a technical and political process concerning the welfare of people, control of the use of land, design of the urban environment including transportation and communication networks, and protection and enhancement of the natural environment.

In this section, the cities are scored on these four key questions to assess adherence to the process and principles in the development of its spatial plan:

- Does your city have a decentralised system of Spatial Development Planning?
- Can your city implement SDPs successfully?
- Does your city have effective mechanisms to deter plan violations?
- Does your city encourage participatory planning?

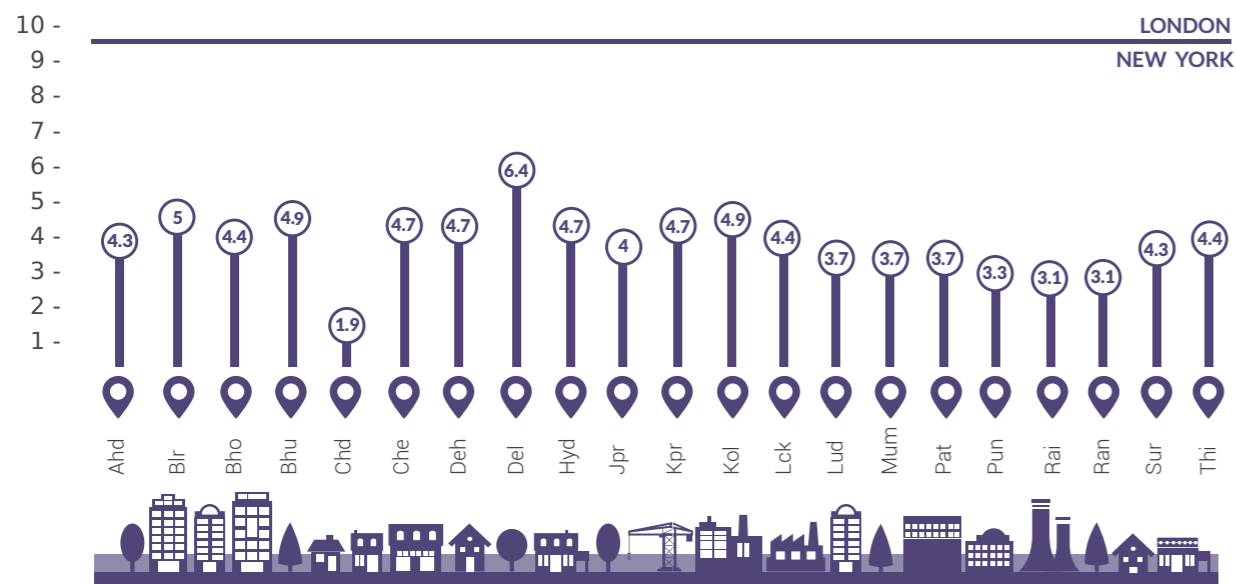
Does your city have a decentralised system of Spatial Development Planning?

CASE STUDY : Kollam Decentralised Planning Process

Decentralised spatial planning allows local empowerment and favors the successful implementation of urban projects. Including the lowest levels of urban governance leverages additional resources and information about the ground reality. Inclusive planning allows a common strategy to be adopted and enforced at the city level, therefore curbing the risk of implementation failures.

urban integration and neighbourhood-level development. Haphazard timelines and boundaries of various ULBs and parastatals further complicate the implementation of vision statements. The level of coordination between various levels of urban governance (neighbourhood, city, and region) is indicative of how authentically citizens' aspirations and needs are represented in the plans. This component scores cities on their efforts at integrated, coordinated planning for holistic urban development.

Currently, there is a limited interpretation of Spatial Development Plans (SDPs), which fail to pay attention to rural-



Reform Roadmap

Listed below are key reforms to be undertaken

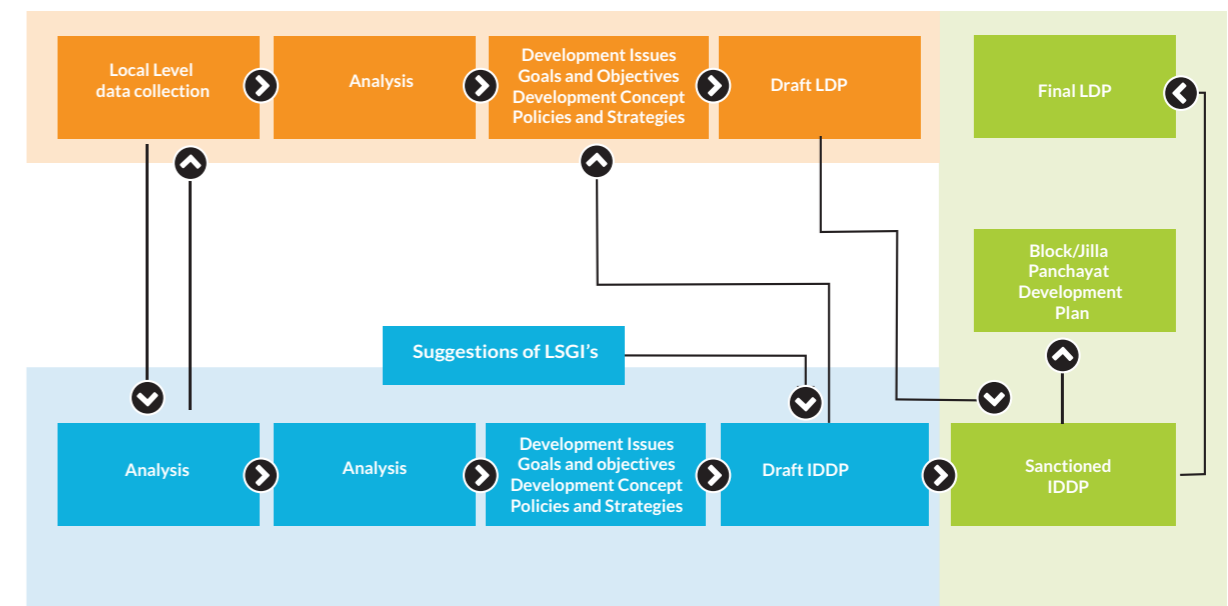
Immediate

STATE

- Amend Planning Act:
 - » To mandate Regional, Municipal and Ward level plans in a nested structure, with concurrent timelines
 - » To clearly define objective and contents for each level of SDP
- Amend Cadre and Recruitment Rules to ensure that adequate skilled workforce is available
- Constitute:
 - » A Metropolitan Planning Committee anchored by municipal elected representatives for formulating city's metropolitan plan
 - » A State Spatial Planning Board with well-defined composition, powers and functions
- Create a common digital base map shared by all Planning Authorities which is updated by all civic agencies through GIS at fixed periodic intervals

In 2003, the Kollam District Planning Committee initiated an Integrated District Development Plan (IIDP) and Local Development Plan (LDP) under a project of the Kerala State Planning Board. The project aimed to improve the well-established process of plan preparation in Panchayats and Municipalities, by introducing the "spatial" element in the decentralised planning process. This element was to be incorporated in every aspect of planning such as: data collection as part of the stock-taking and envisioning exercise; presentation of data to decision makers in the District Planning Committee and Panchayats; and visualisation and depiction of the plan. As information was collected and presented location wise, the exercise prompted thinking in the direction of proper land use planning.

The project also integrated Geographic Information System (GIS) technology into spatial presentations. A sectoral analysis was carried out for 18 basic services/ primary sectors i.e. health education, water supply, poverty alleviation, etc. In each sector, problems and initiatives were identified with location-specific details. An analysis of completed projects/ programmes was also carried out with location-specific analysis and suggestions. This incorporated Human Resource Development and the availability of finances, presenting these aspects spatially. Thus, at every stage of the decentralised planning and participative planning process, stakeholders were encouraged to give suggestions on the overall development plan and take decisions on the appropriate locations. Therefore, spatial decisions were also captured in the participative process with suggestions and solutions prompted by the District Planning Committee. The execution plan, drawn from this perspective plan is currently under implementation and is being monitored.



Source: Planning Commission Documents

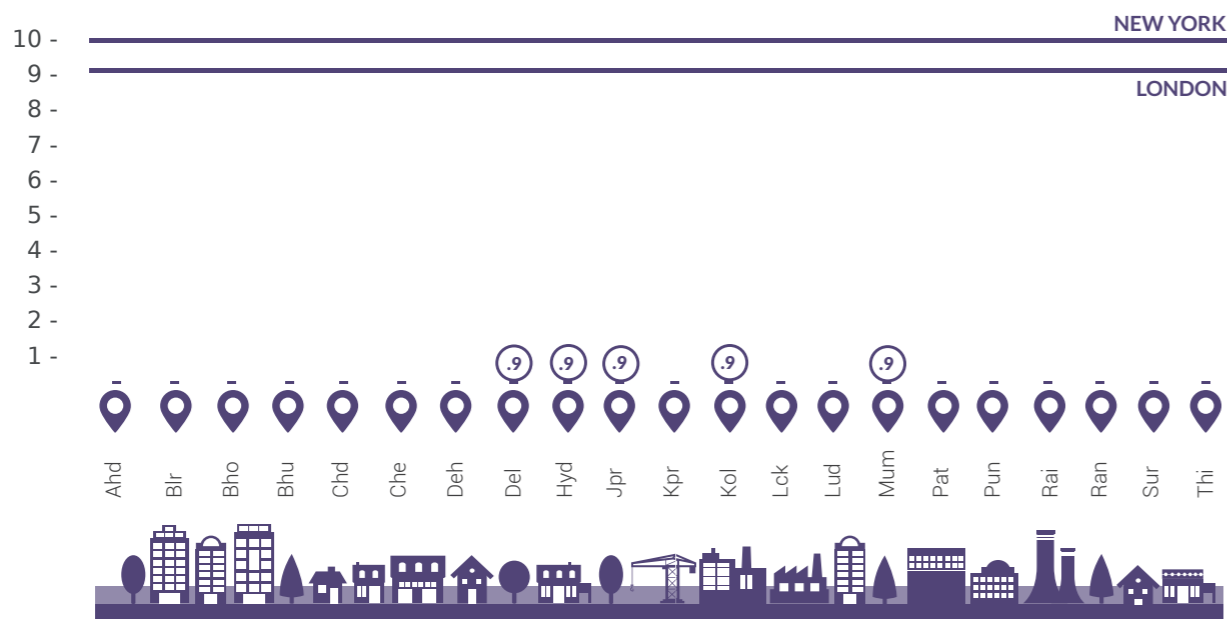
The integrated development plan of Kollam is a perspective plan of 15-20 years dealing with long-term issues of settlement patterns, district-level policies for urban/rural integrated development, best spatial strategies to adopt for optimum resource utilisation and long-term regional infrastructure projects covering water management, energy, transport network and tourism. The uniqueness of the Kollam participatory planning exercise lay in the successful conversion of sectoral policies of various development agencies into spatial plans. The Kollam experience, particularly the methodologies developed by it can be easily replicated to other districts too.

* For a detailed list of reform recommendations, please refer to the section under reforms - Page 36
 ** For details on parameters used for scoring, please refer to Pages 45 & 46

Can your city implement SDP's successfully?

A critical factor for the success of implementation of metropolitan SDPs is the ability of ULBs to coordinate and work together when needed. This translates to harmony of space and time in the planning ideals and objectives. The lack of a harmonious timeline makes SDPs more vulnerable

to political change and to challenging visions/conflicts in project implementation which, in turn, has a severe impact on the delivery of municipal services. This component assesses the measures and frameworks adopted by the cities to enable the implementation of spatial plans.



Reform Roadmap

Listed below are key reforms to be undertaken, classified by the relevant level of government.

Immediate

CITY/STATE

- Institute
 - » A robust framework to measure success of the SDP against quantitative benchmarks
 - » A mechanism to ensure adequate institutional capacity to enforce SDPs
 - » Urban design standards to guide the execution of urban projects
 - » Single window clearance for development projects that are in conformity with SDPs

Medium-term

CENTRE/STATE

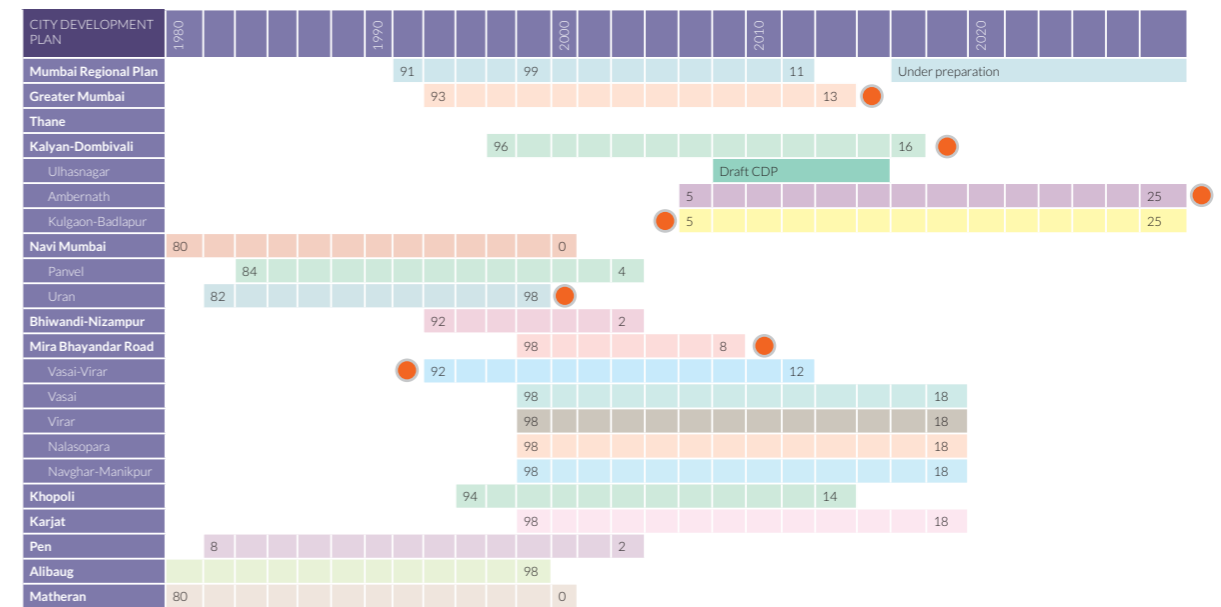
- Create enabling policies to:
 - » Guarantee land title
 - » Maximize land utilization for development and financing

* For a detailed list of reform recommendations, please refer to section under reforms - Page 36.
 ** For details on parameters used for scoring, please refer to Pages 47 & 48.

A Closer Look

Incongruent Development Plan Timelines for Mumbai

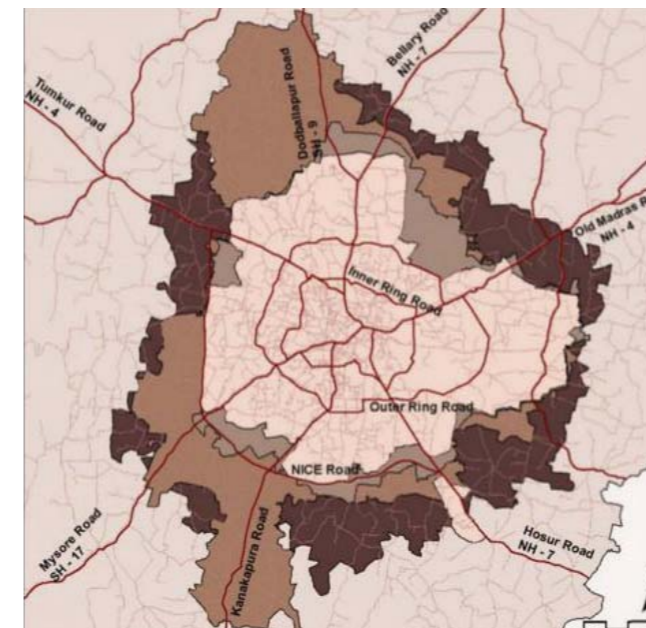
The local development plans of ULBs in the Mumbai Metropolitan Region are clearly disconnected. For example, the plans of the localities of Vasai-Virar stretch from 1998 to 2018 while Kalyan-Dombivali have theirs extending until 2025.



Unconnected start and end dates for local development plans

Source: City Development Plans
 * Only 8-10% of plan approved by the Urban Development Department of Maharashtra state.

Service Provider Jurisdictions in Bengaluru



In Bengaluru, discontinuity in administration boundaries between different city and state agencies leads to disrupted decision-making processes, as well as conflicts over governance. This has dire consequences on the efficiency of administration in those areas and affects the delivery of civic services.

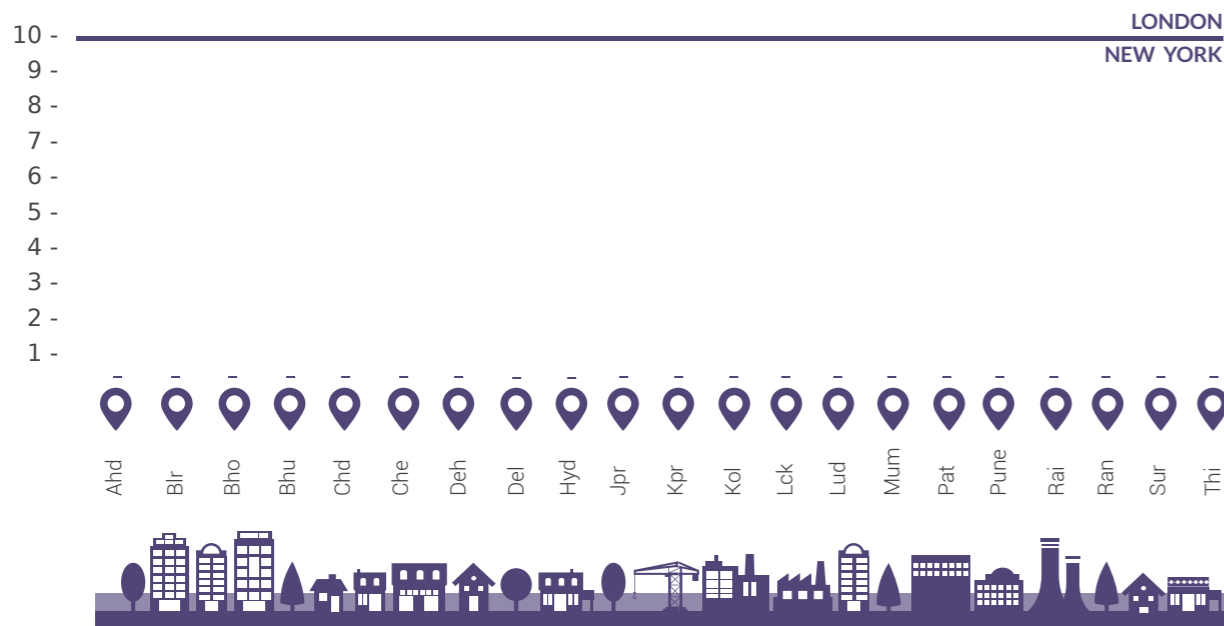
LEGEND
 BRTC Routes
 Major Roads
 BWSSB Boundary
 BBMP Boundary
 BESCOM - Metropolitan Zone
 BDA Boundary
 BESCOM - Rural Zone

Source : www.bbmprestructuring.org

Does your city have effective mechanisms to deter plan violations?

Complicated development controls and building codes can cause confusion and uncertainty. Coupled with the lack of coordination between planning bodies and enforcement agencies, this can cause frequent plan deviations. Plan enforcing agencies remain excluded from the planning

exercise, despite having an implementation-level understanding of practical problems. This indicates a lack of accountability in SDP execution. This component looks at how well cities deter plan violations and manipulations.



Reform Roadmap

Listed below are key reforms to be undertaken, classified by the relevant level of government.

Immediate

CITY/STATE

- Implement an effective system to monitor and prevent plan violations in a decentralised manner and to penalize the same

* For a detailed list of reform recommendations, please refer to the section under reforms - Page 36
 ** For details on parameters used for scoring, please refer to Pages 47 & 48

A Closer Look

Regularisation of Unauthorised Colonies in New Delhi

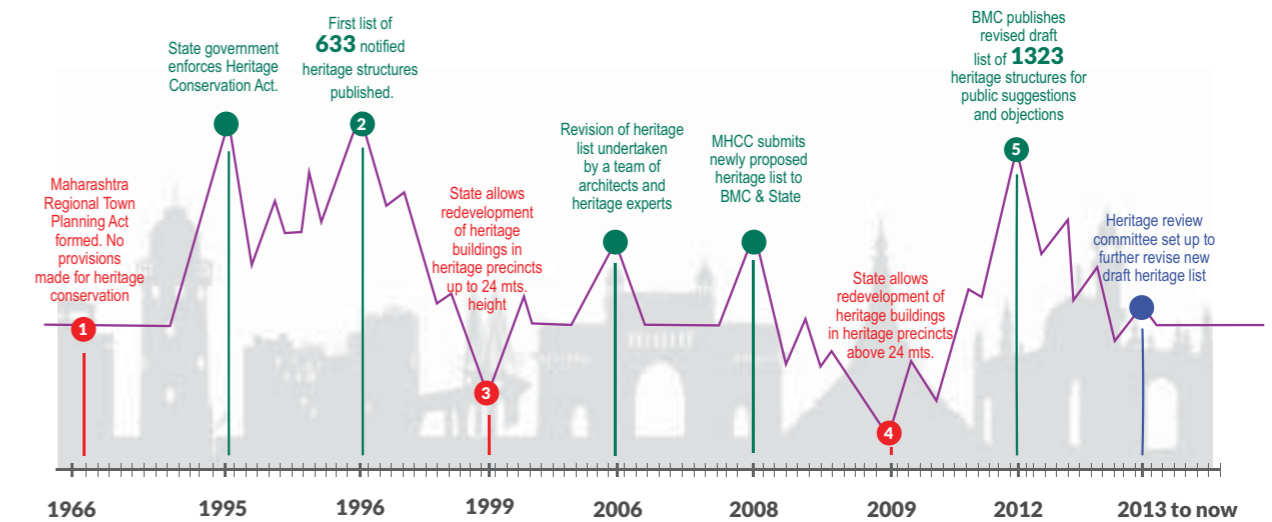
Today, more than 30% of Delhi's population lives in illegal settlements. Since the 1960s, Delhi's flawed masterplans with insufficient allocation for low-cost housing have led to the mushrooming of illegal housing colonies in the face of large-scale migration from neighbouring states. Since then, the government has undertaken a range of efforts to legitimize these settlements.



* Final approval from the Centre is awaited

Source: *Planned Illegalities: The Production of Housing in Delhi 1947-2010*, Gautam Bhan

Mumbai : Distortion of heritage conservation in urban planning



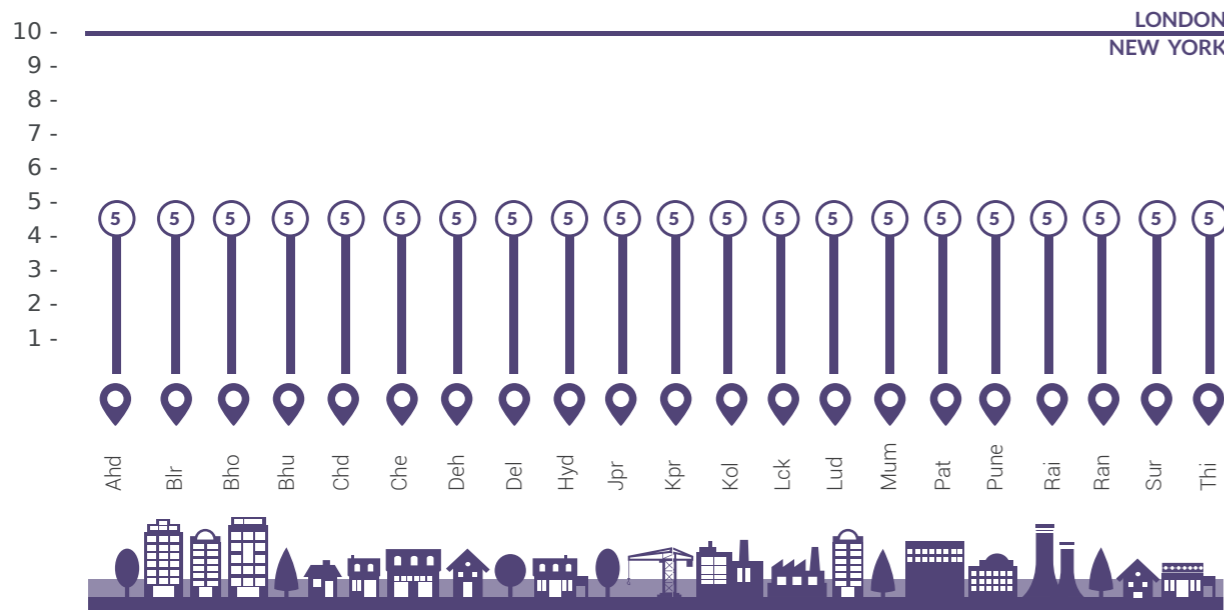
Source: www.mcgm.gov.in

- No heritage structures/precincts protected.
- Heritage list includes precincts/ structures/ buildings in Mumbai island city.
- New redevelopment policy threatens heritage character of the city. Exposes list of 633 structures to unplanned modification
- New redevelopment policy further threatens heritage character. Existing and new proposed list of structures/ precincts exposed to unplanned modification.
- New list of 1323 structures awaits final notification by state government. It includes 455 originally listed structures + 868 newly proposed structures covering Mumbai suburbs. Incentives to promote heritage conservation recommended to State (awaiting notification).

Does your city encourage participatory planning?

Participatory planning brings citizens to the fore in shaping the character of their city. It also helps raise a consensus around the vision for the city, which in turn, consolidates the legitimacy of SDPs. Citizens must have a voice in deciding the vision for the city, choosing the process followed for framing the vision, and in evaluating its progress. To integrate local development plans for the city and its peri-urban and rural surrounding regions, efforts should be co-ordinated between

the Metropolitan, Municipal and Ward-level authorities. Elected representatives, Area Sabhas and Agencies must be actively engaged for scrutiny, raising objections and responses to ensure the SDPs are prepared keeping in mind equitable development of civic infrastructure and service delivery. This component evaluates the policies in place to encourage citizen participation in plan preparation.



Reform RoadMap

Listed below are key reforms to be undertaken, classified by the relevant level of government

Medium-term

CITY/STATE

- Enforce:
 - » Participation of agencies and elected representatives at respective levels for SDP, i.e. Metropolitan, Municipal and Ward.
 - » Dissemination of SDP and meaningful participation of citizens in its formulation

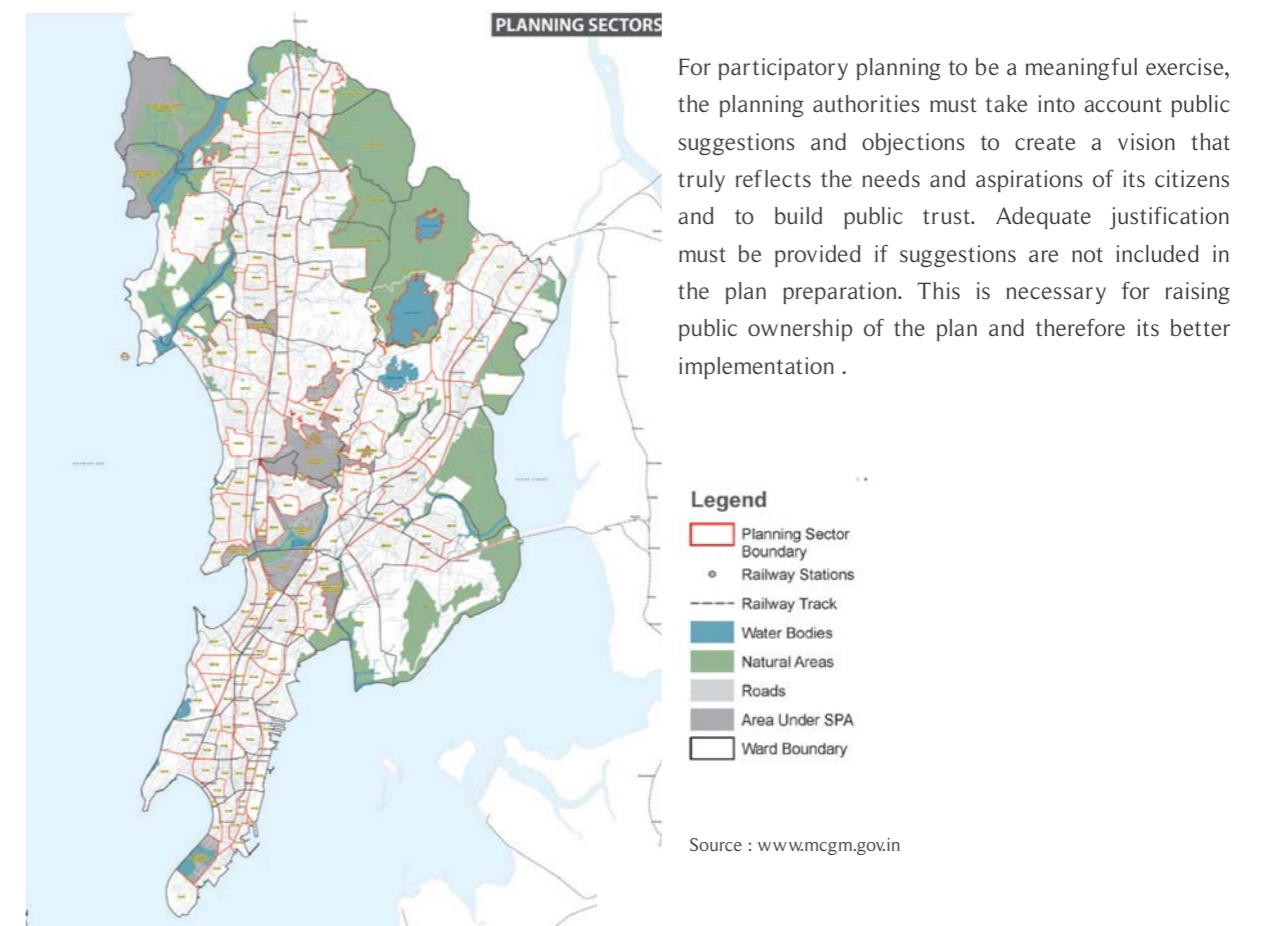
* For a detailed list of reform recommendations, please refer to the section under reforms - Page 36
 ** For details on parameters used for scoring, please refer to Pages 47 & 48

CASE STUDY : Mumbai Development Plan (2014-34)

The Maharashtra Regional Town Planning (MRTP) Act of 1966 specifies that every Municipal Corporation must prepare a development plan to be implemented over 20 years. The first Development Plan (DP) for Mumbai was adopted in 1967 and was superseded by the revised DP in 1994. The preparation of DP 1994-2014 started in 1977 and it was finally adopted in 1994. The work on preparation of the Development Plan for 2014-34 was begun by the MCGM in 2011 and was scheduled to be completed by December 2013.

The Plan, still in its draft stage is delayed by over two years and is expected to be delayed further. While it is mandatory under the Maharashtra Regional Town Planning (MRTP) Act of 1966, to engage the public in the draft preparation, the civic administration has been criticized for holding public consultations for previous plans, only after the draft DPs were at the final stage. However, on account of sustained public pressure, the BMC modified the process in 2012 to seek more inputs from citizens. MCGM was also accused of not making available existing land use (ELU) maps, prepared as part of the planning schedule, to the public.

When the newly proposed Mumbai DP 2014-34 was published in February 2015 for public scrutiny, it was seriously reproached for its lack of meaningful public participation. Though the BMC had sought inputs through stakeholder consultation workshops, the final draft of the Development Plan was criticized for not having incorporated citizens observations and comments. The DP was said to have ignored several crucial aspects in slum mapping, integrating special planned areas and economic zones etc. Under public pressure, Maharashtra Chief Minister Devendra Phadnavis withdrew the proposed DP and demanded that a revised plan be prepared with increased public participation.





URBAN CAPACITIES & RESOURCES

Adequate financial resources and skilled manpower is a sine qua non for cities and yet in India, it is our weakest link. Any effort to transform Indian cities needs to begin here.

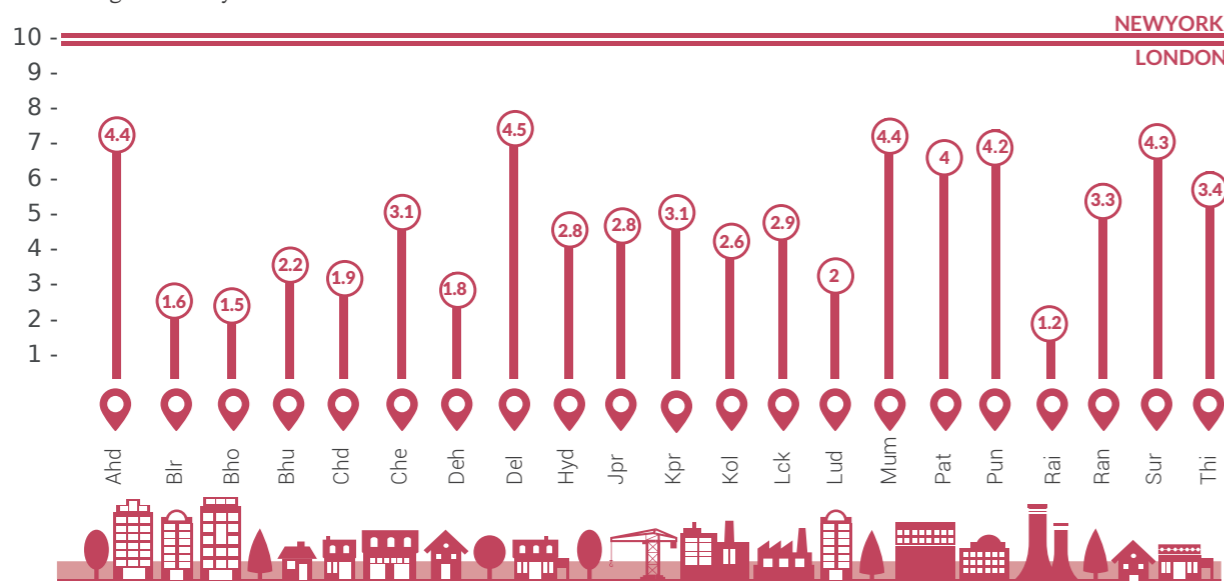
In this section, the cities are scored on three key questions to assess the quality and strength of their key resources:

- Does your city invest adequate funds in public infrastructure and services?
- Does your city have adequate number of skilled human resources?
- Does your city make optimum use of information technology?

Does your city invest adequate funds in public infrastructure & services?

The financial sustainability of ULBs is essential for the sustenance and growth of cities. The ability of ULB to invest in improving its infrastructure and civic services has a significant impact on the quality of life the city can provide. Yet, municipal revenues continue to underperform, accounting for barely 0.75 % of India's GDP. To enhance

sustainability, financial independence (including powers for raising resources, investment and expenditure) is a necessity. This component scores the cities on the adequacy of the laws and policies governing their fiscal powers and their adherence to sound budgetary practices.



Reform Roadmap

Listed below are key reforms to be undertaken, classified by the relevant level of government.

Immediate

STATE

- Amend Municipal Corporation Act to:
 - Mandate a medium-term Fiscal Plan
 - Empanel CAs to audit annual accounts
 - Make public the Annual Report with audited annual accounts, operational performance, including service levels, significant projects accomplished, best practices, risks and mitigants and plans for subsequent year
 - To fully devolve powers to set tax rates and the underlying base values to the city in respect of: Entertainment tax.
- Establish a comprehensive and integrated financial management information system for the city and its constituent entities, which can serve as a City Resource Planning platform, on the lines of an ERP system for the city

Medium-term

STATE

- Amend Municipal Corporation Act to fully devolve powers to set tax rates and the underlying base values to the city in respect of: Property tax & Profession tax

CITY

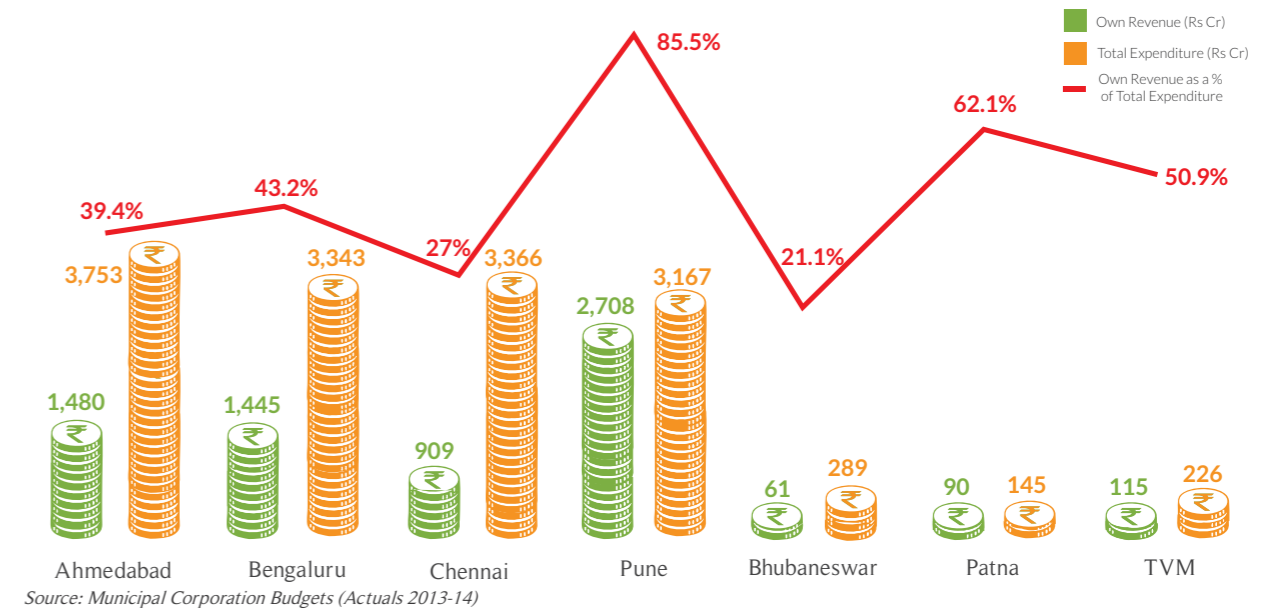
- Establish a Land and Property Management division to:
 - Create a GIS-based database of all land and property owned by the central, state and city governments in the city
 - Optimise return on assets
 - Mark to Market lease agreements

CENTRE

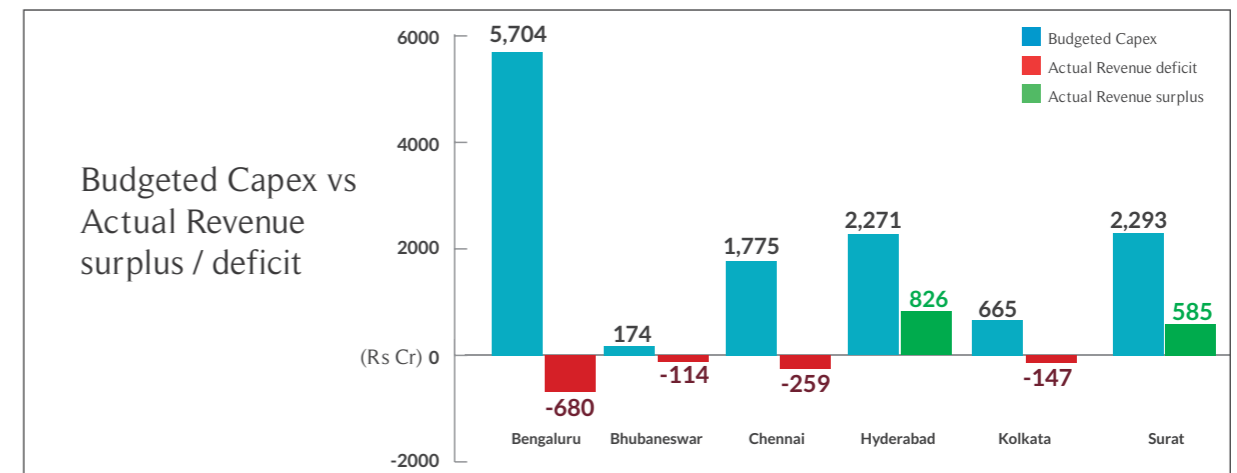
- Make all municipal bond issuances tax-exempt, incentivise insurance companies and pension funds to invest in the same

A Closer Look

Own Revenues / Total Expenditure

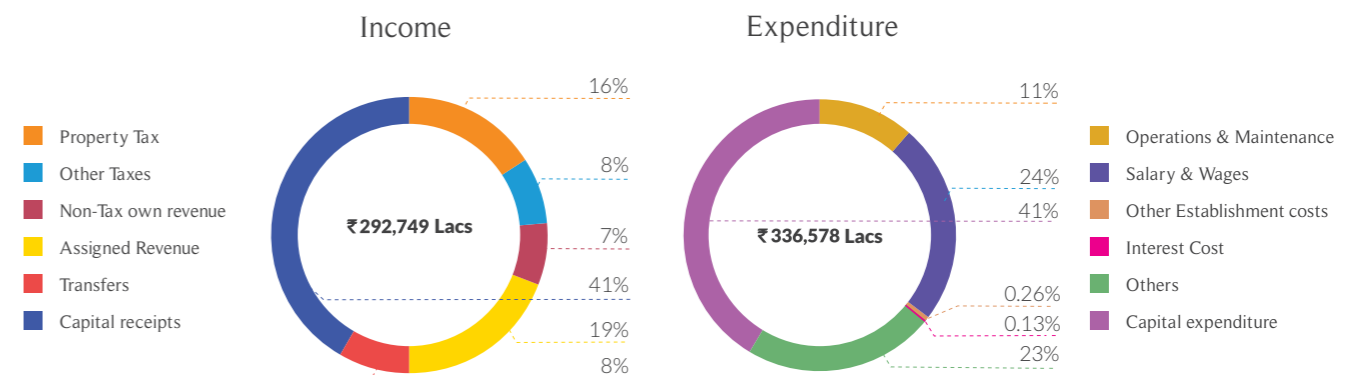


Source: Municipal Corporation Budgets (Actuals 2013-14)



Source: Municipal Corporation Budgets (Actuals 2013-14)

Where does the money come from and where does it go?



Source: Chennai Municipal Corporation Budget (Actual 2013-14)

Salaries and wages constitute a significant portion of municipal expenditure, leaving little for capital expenditure. Cities remain heavily dependent on state and central grants to fund civic infrastructure.

Does your city have adequate number of skilled human resources?

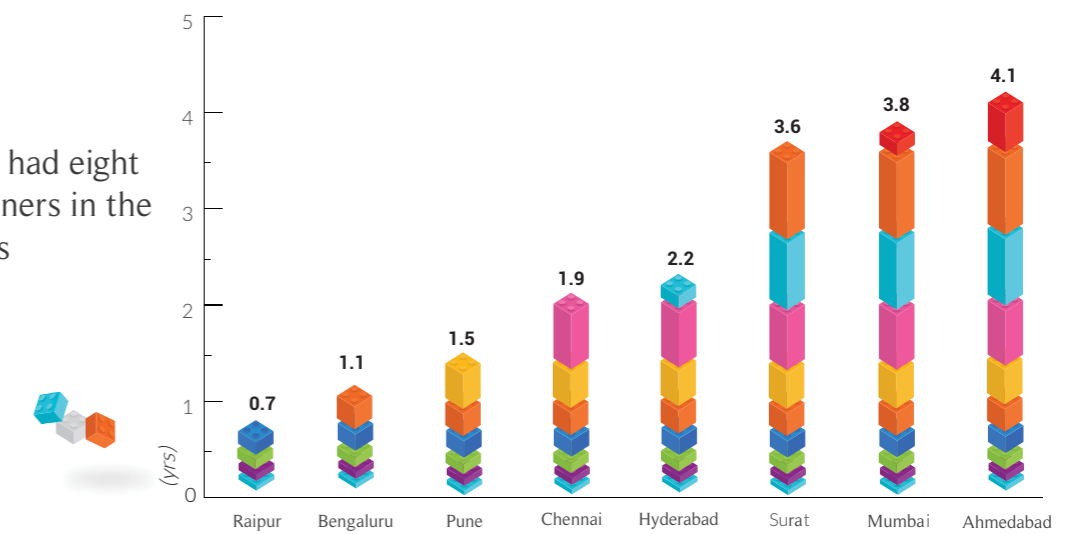
ULBs must be equipped with adequate number of skilled human resources to satisfactorily dispense all of its responsibilities. In order to be run efficiently, it is essential to empower the ULB with powers for managing their human resources to achieve desired results. This component scores the cities on the adequacy of the policies governing their manpower resources, including adequacy of manpower, stability of top leadership and relevant experience.



A Closer Look

Average tenure of a municipal commissioner in office

Raipur has had eight commissioners in the last 5 years



Note: Data covers tenure for previous two Commissioners
Source: Municipal Corporations

Reform Roadmap

Listed below are key reforms to be undertaken, classified by the relevant level of government.

Immediate

STATE

- Update Cadre and Recruitment Rules incorporating the following:
 - » Detailed and specific job descriptions
 - » Dynamic workforce planning
 - » Lateral hiring in key departments
 - » Security of tenure of at least 3 years for senior leadership

CITY

- Explore outsourcing of tax and fee collections such as property tax, parking fee and non-core activities
- Implement a medium-term workforce plan and an annual workforce plan linked to target service levels, which is factored into annual budgets

Medium-term

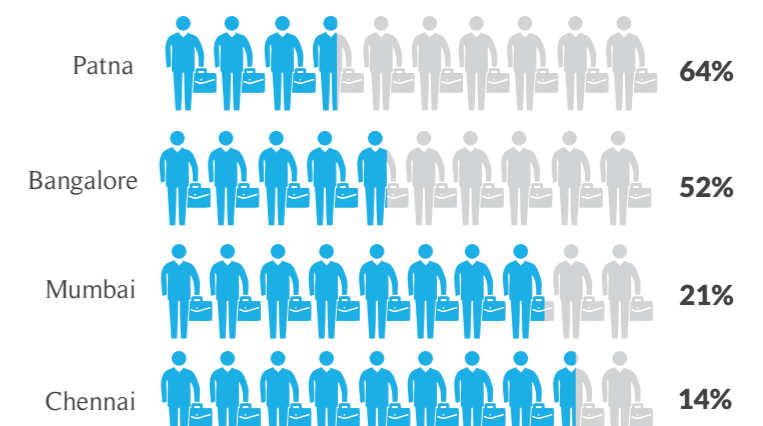
STATE

- Update Cadre and Recruitment Rules incorporating the following:
 - » Introduction of performance incentives and a robust performance evaluation process



Staff Vacancies in Municipal Corporations

Most corporations have huge vacancies which severely impacts the quality of service delivery and operational efficiency



Source: Municipal Corporation Data

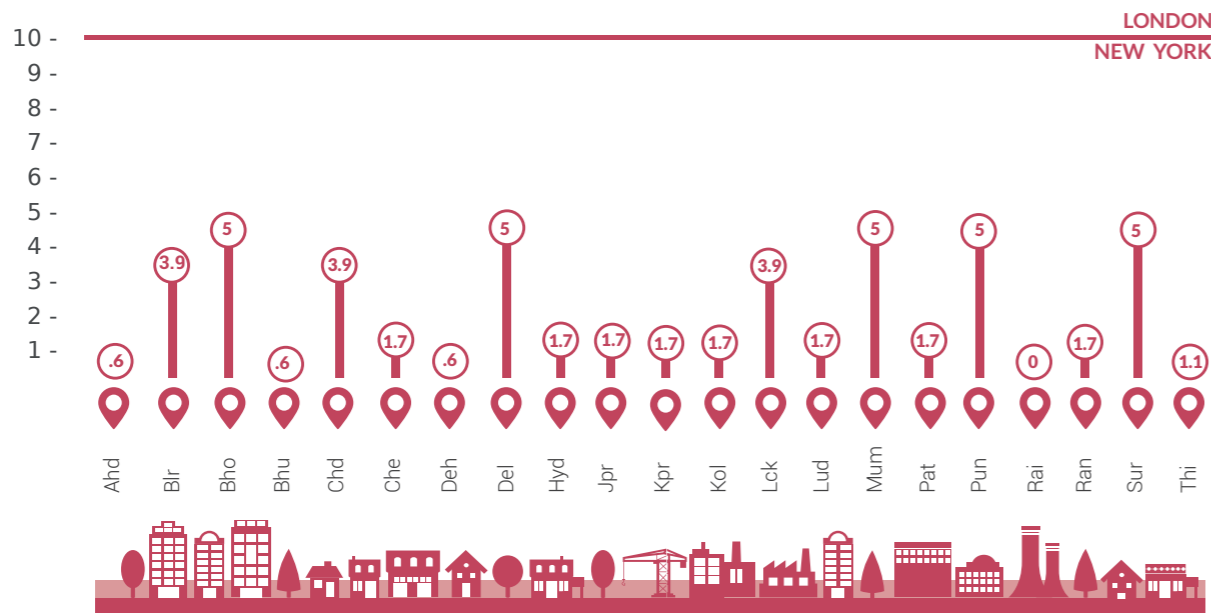
* For a detailed list of reform recommendations, please refer to the section under reforms - Pags 37
** For details on parameters used for scoring, please refer to Pages 51 & 52

Does your city make optimum use of information technology?

Information Technology comprises, digital media and tools for enhancing the productivity of individual employees and the connectivity within the organization to augment decision-making processes and render quality services to citizens through more efficient and transparent structures. Information Technology tools for Municipalities include web-based citizen services like property tax payments or birth-death registration and enterprise management tools

such as Management Information System (MIS), Financial Management System (FMS), or Performance Management System (PMS)

This component scores the cities on how well they have harnessed technology including sharing of information online on schemes and services rendered and the use of e-procurement systems



Reform Roadmap

Listed below are key reforms to be undertaken

Immediate

CITY

- Leverage digital platforms including the ULB website and social media platforms for two-way engagement with citizens for sharing information and soliciting feedback to improve service delivery

Medium term

CITY

- Implement a real-time works management system to track the lifecycle of each civic work with detailed schedule, progress, payment schedule

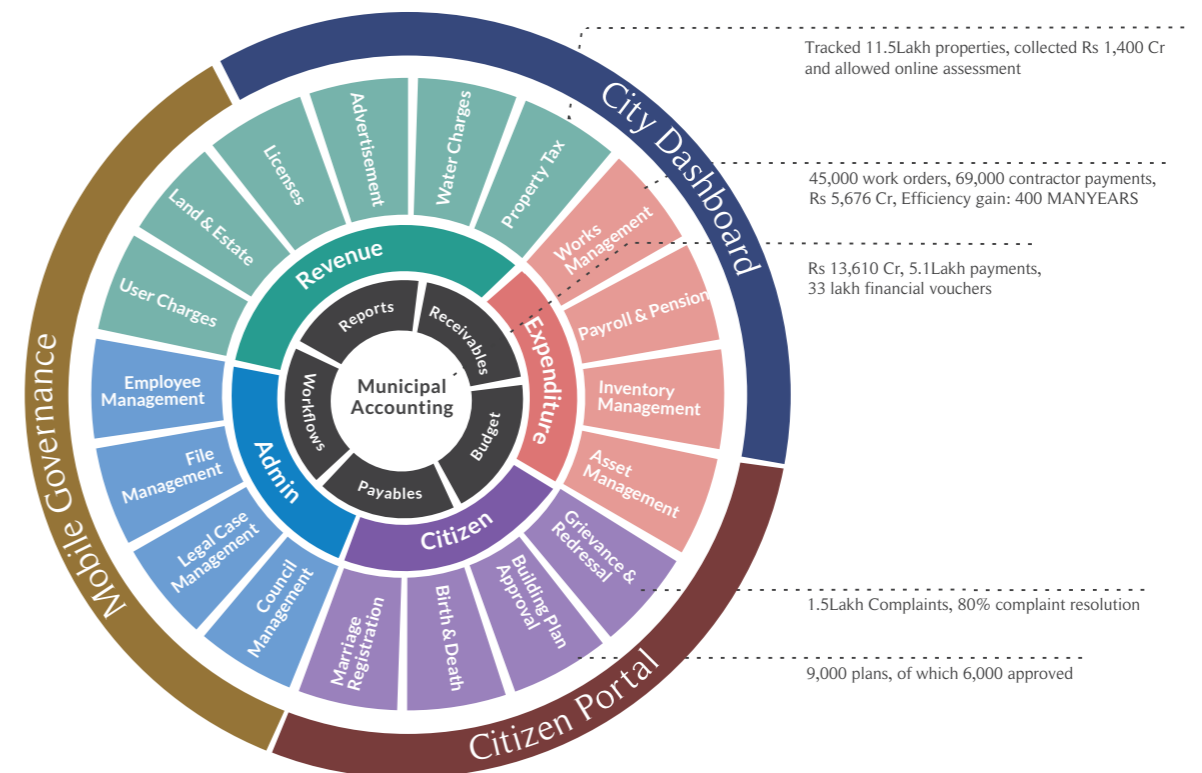
* For a detailed list of reform recommendations, please refer to the section under reforms - Pages 37
 ** For details on parameters used for scoring, please refer to Pages 51 & 52

CASE STUDY: Chennai Corporation e-Municipal ERP

Chennai Municipal Corporation is the oldest Municipal Corporation in India, having been established on September 29, 1688. The city has grown in size, with a population of 6.5 million spread over 426 sq. km. To provide efficient services to citizens, administrators and elected representatives, the Corporation of Chennai opted implemented an integrated web-based ERP that would cater to all its departments. The implementation of the eMunicipal ERP was undertaken with the help of eGovernments Foundation in 2009.

The objectives of the implementation included:

- Re-engineering processes for better service delivery to the beneficiaries.
- Shift from process accountability to productivity accountability and from transactional to transformative governance.
- Improvement of administrative processes by cutting cost and managing performance.
- Empowering officials and decision makers with accurate information using the data captured.
- Provision of integrated and simplified services to citizens with single-window delivery for services and information.



Source: e-governments foundation

Over the last 7 years, the Corporation has notched up significant successes:

- 100% of all payments and receipt transactions are captured in the IT system.
- Official reviews are conducted based on data available in the IT system in real-time.
- A seamless, fully integrated system across departments has improved the efficiency of the Corporation.
- Historical data informs future planning and budgeting.
- Convenient online delivery of services including payment of property tax, profession tax, application for trade license, building plan approval, application etc.



EMPOWERED & LEGITIMATE POLITICAL REPRESENTATION

City Councils speak for the people of the city. As the body elected by urban citizens and representative of them, the quality of the Council, the powers it exercises and its legitimacy are important factors which determine the quality of life that citizens enjoy.

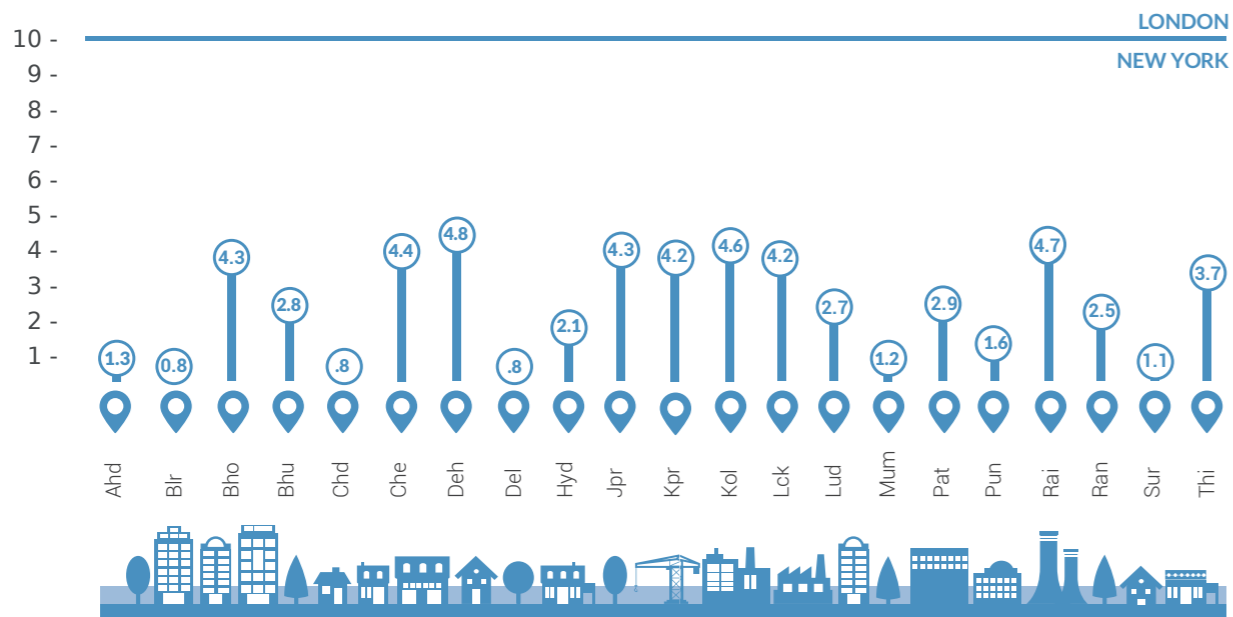
In this section, the cities are scored on two key questions to assess if the City Councillors are truly empowered and legitimate:

- Do your city leaders have adequate power?
- Is your city truly democratic?

Do your city leaders have adequate power?

Even after the passage of 22 years since the 74th Amendment to the Constitution, several of its provisions relating to the devolution of powers and functions to ULBs are yet to take effect. While a ULB in India does not have legislative powers, it is an elected body responsible for providing citizen-centric services and infrastructure in the

city. Delivery of these functions requires adequate powers – executive and financial – to be devolved to the council who are legitimate representatives of the citizens. This component scores the cities on the level of devolution, in respect of powers of the elected representatives.



Reform Roadmap

Listed below are key reforms to be undertaken, classified by the relevant level of government

Immediate

STATE

- Ensure Councillors are reasonably compensated and are equipped with adequate resources

Medium-term

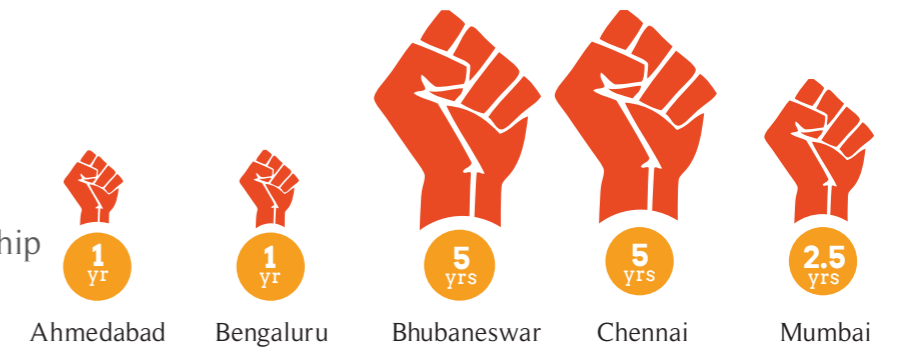
STATE

- Amend Municipal Corporation Act to :
 - » Extend the term of Mayor to 5 years
 - » Devolve all 18 functions to ULBs, as stated under Schedule 12 of the Constitution of India
 - » Grant reasonable powers to the Council over budgets, expenditure, investments, loans and certain city specific policies
- Revise the number of wards and delimit ward boundaries based on the city's spatial growth

* For a detailed list of reform recommendations, please refer to the section under reforms - Page 38
 ** For details on parameters used for scoring, please refer to Pages 53 & 54

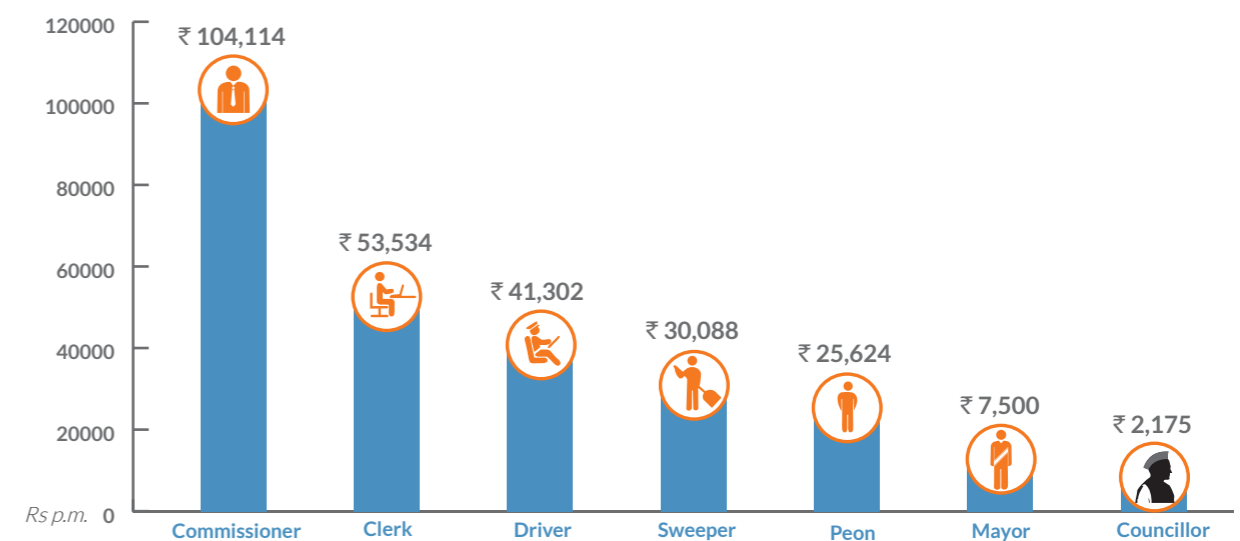
A Closer Look

Many cities grant a one-year term for its mayor significantly weakening city leadership

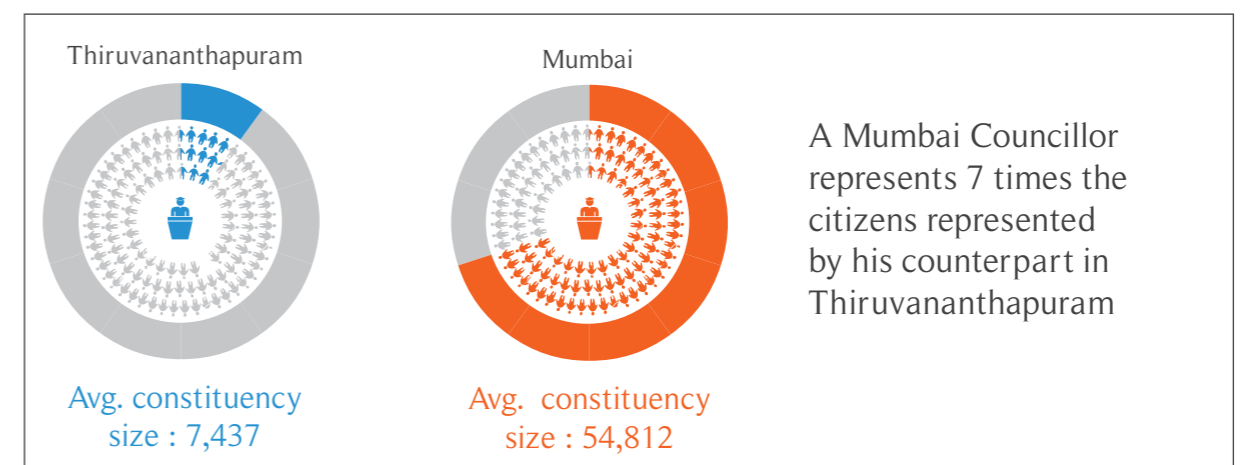


Source: Municipal Corporation Acts

In most cities, the Councillors are paid even lesser than Grade D employees



Source: Jaipur Municipal Corporation



A Mumbai Councillor represents 7 times the citizens represented by his counterpart in Thiruvananthapuram

Source: Census of India

Is your city truly democratic?

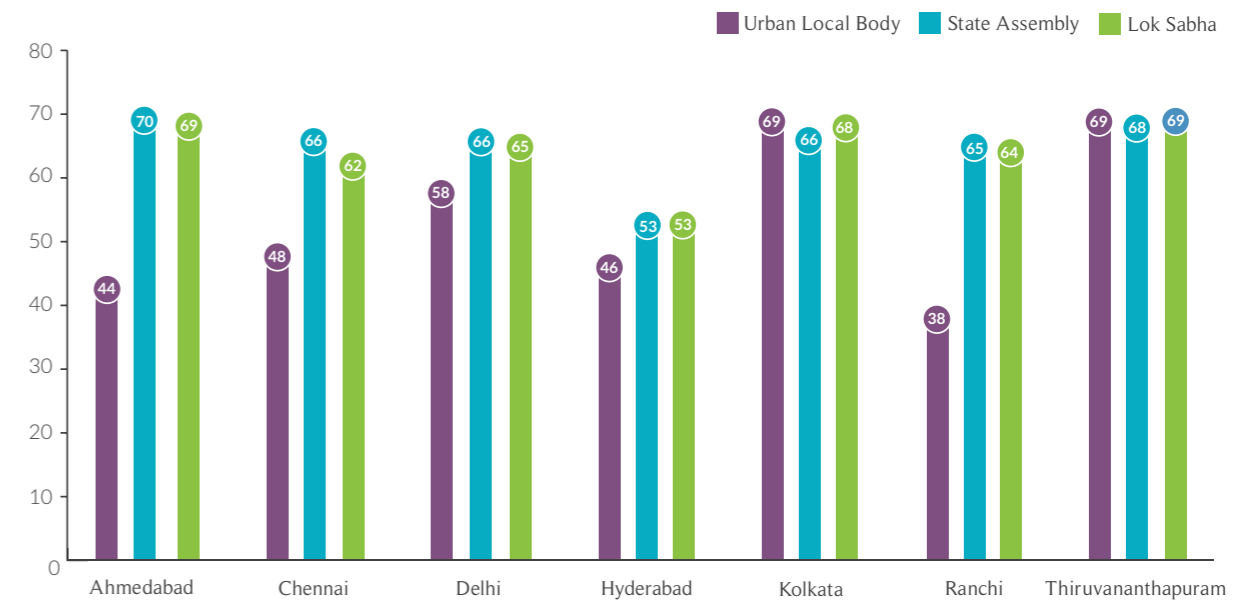
For a city to flourish, urban governments must be democratic and take into account citizens' aspirations. As the third tier of urban governance, voter turnout and adequate numbers of elected Councillors for citizens shows how well the population's needs are represented in Municipal Councils. The establishment of SECs with adequate controls is

indicative of states' eagerness to devolve powers for good quality city governance. This component scores cities based on the strength of their democracy in law and practice. It scores the cities on aspects such as voter participation in local body elections and the powers of the State Election Commission



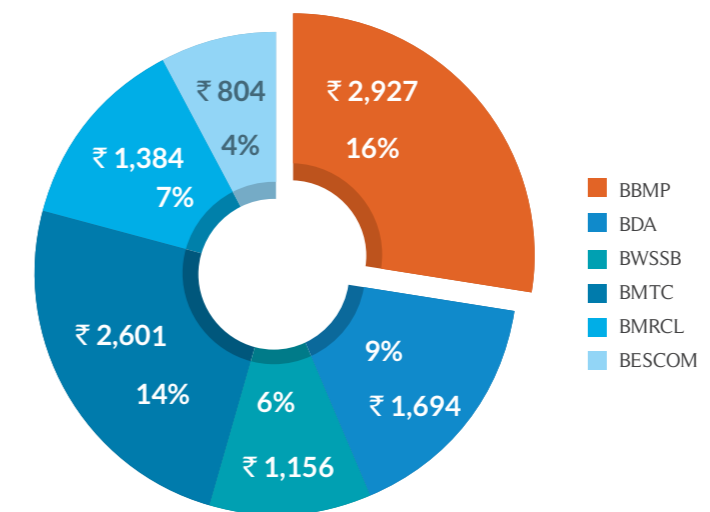
A Closer Look

More cities experience lower voter turnout in municipal elections. Notable exceptions are Kolkata and Thiruvananthapuram where voter turnouts are at par with turnouts for Lok Sabha elections.



Source: Election Commission of India

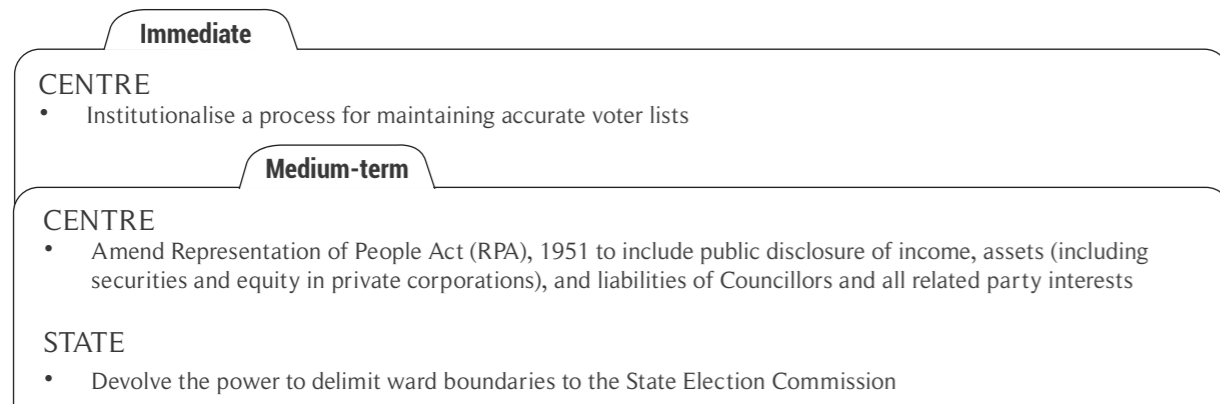
Over 66 % of the spending in the city of Bengaluru is outside the purview of the elected Council.



Source: ISEC compilation: Revised Estimate 2014-15

Reform Roadmap

Listed below are key reforms to be undertaken, classified by relevant level of government



* For a detailed list of reform recommendations, please refer to the section under reforms - Page 38

** For details on parameters used for scoring, please refer to Pages 53 & 54



TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION

In transparency reform, audits both operational and financial are a key area of concern, exposing serious gaps in the accountability structures in place in Indian cities.

In this section, the cities are scored on two key questions that assess adherence to the process and principles in the development of its spatial plan:

- Does your city put out adequate information and facilitate citizen participation?
- How well does your city address citizen complaints?

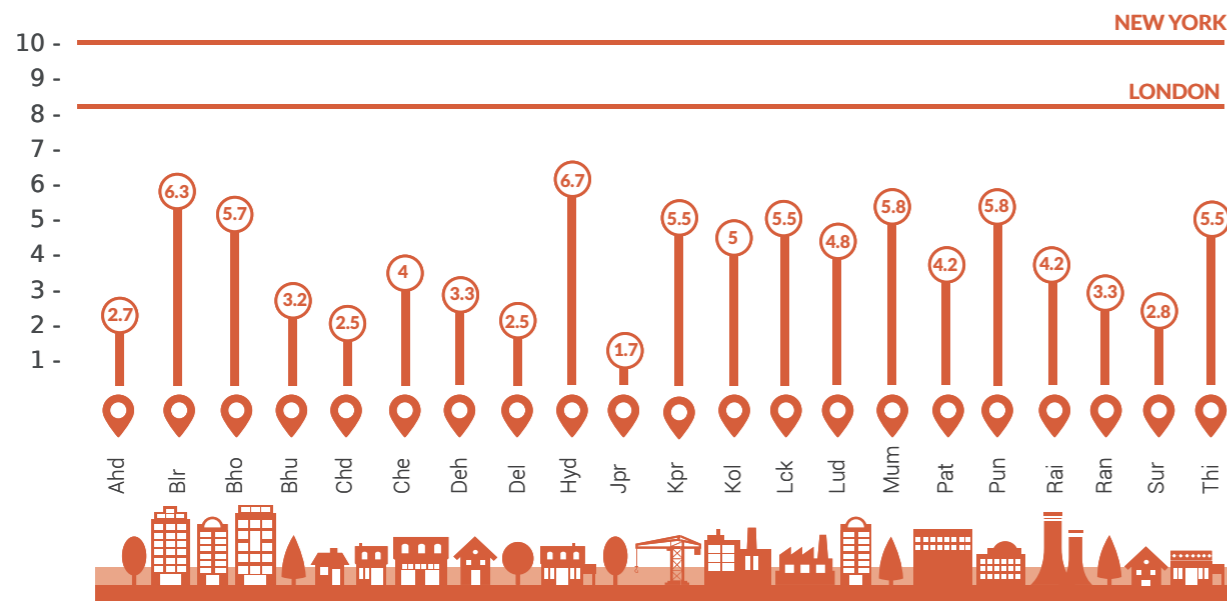
Does your city put out adequate information and facilitate citizen participation?

A Closer Look

Increased transparency in the functioning of city governments is fundamental to fostering public trust and improving the quality of life. Presently, most Indian cities have a poor track record of disclosing accurate up-to-date information on its various policies and decisions for citizens.

This section assesses the quality of public disclosure of local bodies such as, information on its financial position, audit information and quality of services rendered. This component scores the cities on the implementation of laws on Public Disclosure and Community Participation.

Janaagraha's Open Works platform envisages a seamless integration of data, in driving the decision-making processes in Bengaluru. Through a periodic assessment of the adequacy and quality of infrastructure and services available in a ward, it aims to inform work and budgetary allocations in the city, by also making the acquired data understandable and usable by both citizens and government officials.



Reform Roadmap

Listed below are key reforms to be undertaken

Immediate

CITY

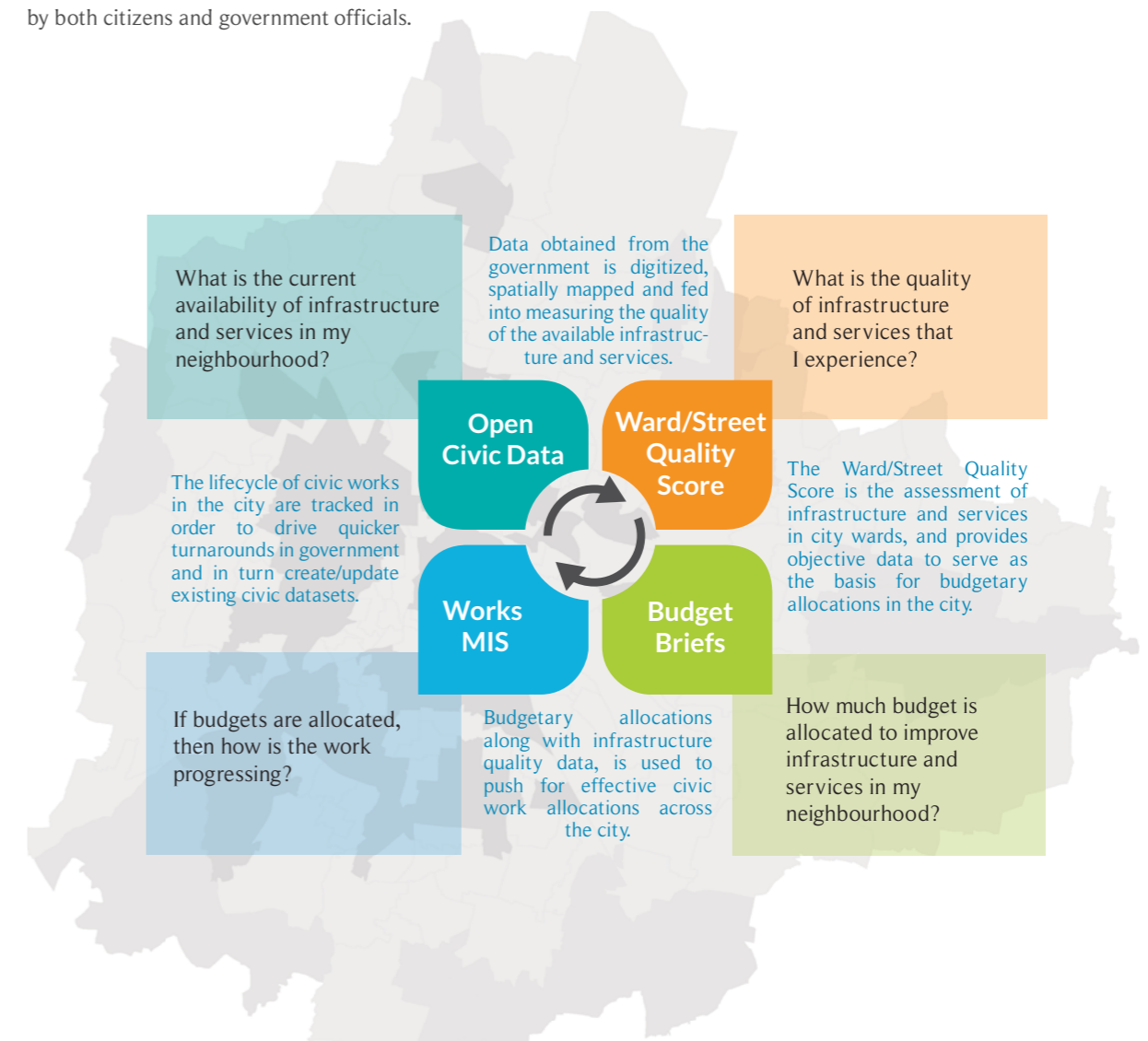
- Create and maintain a robust, user-friendly website which serves as the primary source of information of all services and functions of the ULB. Institutionalise a process to ensure regular and accurate sharing of information on the same
- Create a position of Chief MIS Officer with a team of specialist staff for regular and systematic release of accurate data relating to the operations and performance of the ULB
- Implement a practical Participatory Budgeting cycle, where a portion of the city's budget is allocated based on citizens' inputs

Medium-term

CITY

- Adopt Open-Data standards, publish both raw and synthesised data in public domain
- Make the information based on real-time Works Management System accessible to citizens at the neighbourhood/street level with end-to-end information including lifecycle of each civic work, vendor information, progress and payment schedule

* For a detailed list of reform recommendations, please refer to the section under reforms - Page 38
 ** For details on parameters used for scoring, please refer to Pages 55 & 56



The recent release of Janaagraha's Street Quality Score (SQS) 2015 was a step forward in this connection. SQS is an objective measure of street-level quality of life (Footpaths, Pedestrian Crossings, Street Lighting, Bus Stops and Air Pollution) in Bengaluru. The underlying street-level data that was collected highlights the fact that Bengaluru requires more targeted budgeting measures to ensure that resources are specifically allocated to the wards/sectors that need the most work, in order to gradually improve the quality of life in the city.

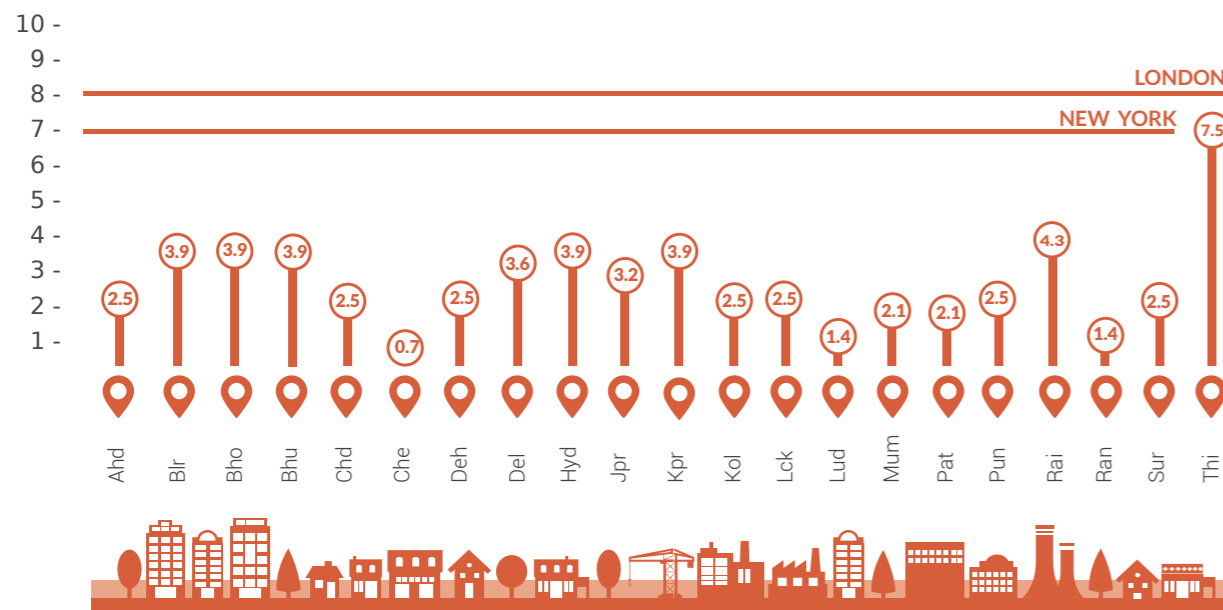
Decisions made based on data, along with citizen participation, drive a more significant and transparent process of prioritization of funds and works and keeps elected representatives accountable to any variances in priorities, to gradually enable a more participatory budgeting process.

How well does your city address citizen complaints?

CASE STUDY : Janaagraha's IChangeMyCity

As providers of civic services, Municipalities are obliged to address gaps in services and complaints received. Citizens are their primary stakeholders, under whose taxes and elected legitimacy Municipalities operate. Grievances received from citizens can be on the quality of service or the quality of infrastructure in their neighbourhood. The scores below

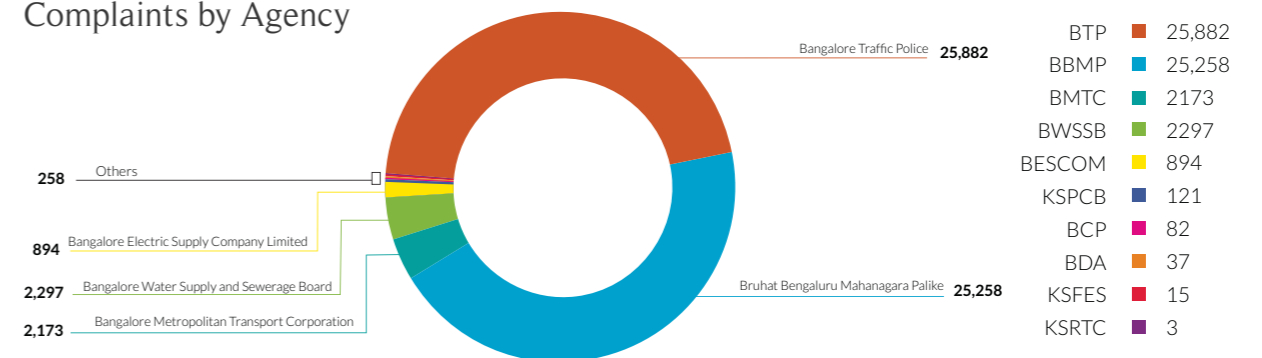
assess the approaches adopted by Municipalities across India to address citizens' grievances. A robust mechanism for citizens to air their grievances and seek redressal is a necessary component of a healthy urban democracy. This component scores the cities on the mechanisms they have in place to address citizen complaints effectively.



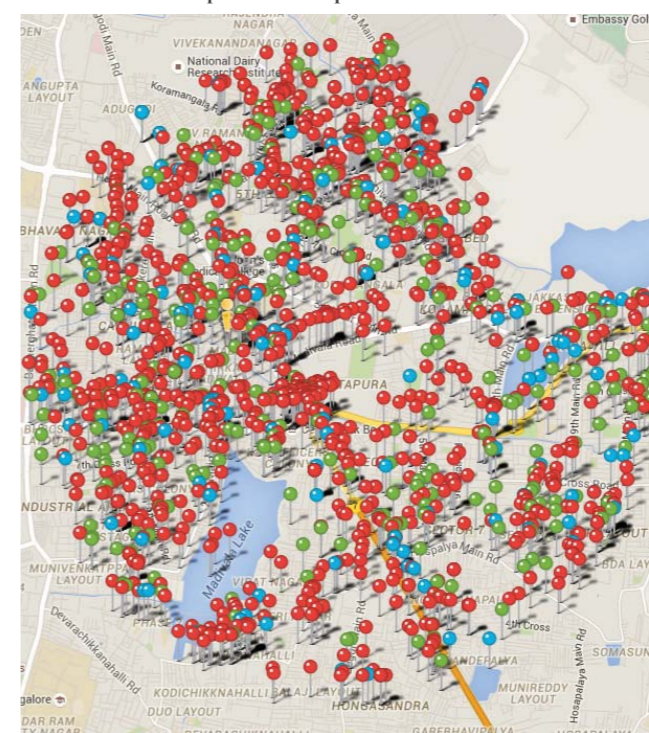
I Change My City (www.ichangemycity.com), an online initiative of Janaagraha, is a social network that allows users to build communities of active citizens at the local level, using online grievance-redressal as a trigger. The complaints that citizens post on www.ichangemycity.com are forwarded to the civic agencies in the city and are followed up actively for resolution. The portal also encourages citizens to vote up on issues and work with their neighbours in resolving civic issues at the neighbourhood level.

ICMyC has on-boarded seven parastatal agencies which oversee the majority of Bengaluru's infrastructure and services. They include: BBMP, Bengaluru Development Authority (BDA) and Bengaluru Water Supply and Sewerage Board (BWSSB). There are currently over 3.5 lakh ICMYC users, who have logged in more than 1,25,000 complaints. The portal reported a resolution rate of 50%.

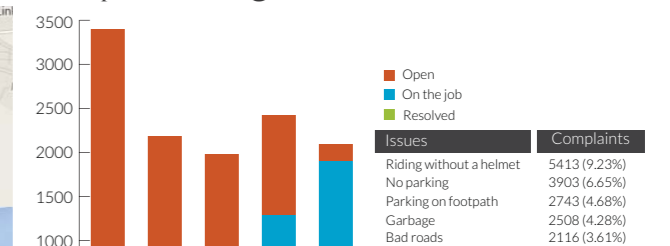
Complaints by Agency



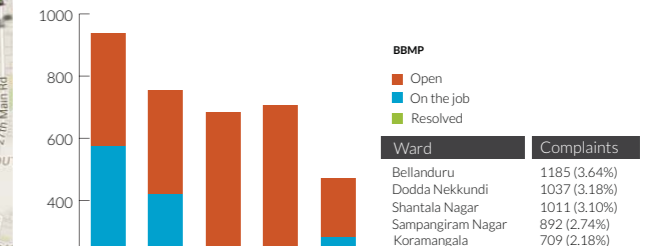
Location map of complaints



Complaint categories



Ward wise data



Reform Roadmap

Listed below are key reforms to be undertaken

Immediate

CITY

- Publish actual and target service levels for various functions provided by the city on its website
- Institute an effective complaint management system
- Put in place a system to measure citizen satisfaction levels and publish the same at frequent intervals

Medium-term

CITY

- Establish an office of Ombudsman, with responsibility for civic service issues and inter-agency coordination

* For a detailed list of reform recommendations, please refer to the section under reforms - Page 38

** For details on parameters used for scoring, please refer to Pags 57 & 58

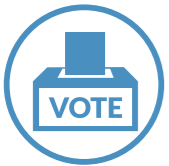
Reforms Roadmap



Urban Planning & Design



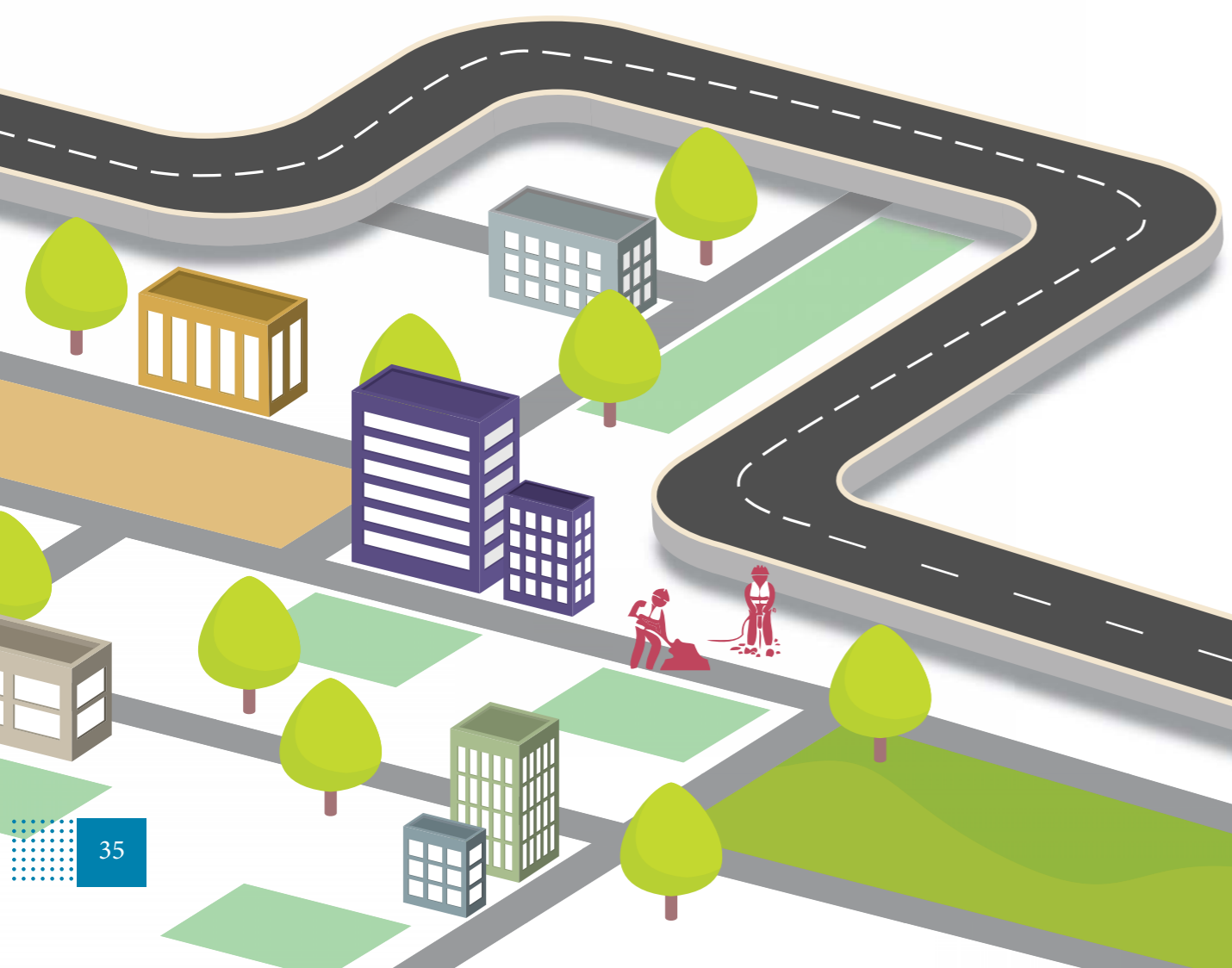
Urban Capacities & Resources



Empowered & Legitimate Political Representation



Transparency, Accountability & Participation



Urban Planning & Design

	Onus	Immediate	Medium-Term
Amend Planning Act: <ul style="list-style-type: none"> To mandate Regional, Municipal and Ward-level plans in a nested structure with concurrent timelines To clearly define objective and contents for each level of SDP 	State	✓	
Amend Cadre and Recruitment Rules to ensure that adequate skilled workforce is available	State	✓	
Constitute: <ul style="list-style-type: none"> A Metropolitan Planning Committee anchored by municipal elected representatives for formulating city's metropolitan plan A State Spatial Planning Board with well-defined composition, powers and functions 	State	✓	
Create a common digital base map shared by all Planning Authorities which is updated by all civic agencies through GIS at fixed periodic intervals	State	✓	
Create enabling policies to: <ul style="list-style-type: none"> Guarantee land title Maximize land utilization for development and financing 	Centre/State		✓
Institute: <ul style="list-style-type: none"> A robust framework to measure success of the SDP against quantitative benchmarks A mechanism to ensure adequate institutional capacity to enforce SDPs Urban design standards to guide the execution of urban projects Single window clearance for development projects that are in conformity with SDPs 	City/State	✓	
Implement an effective system to monitor and prevent plan violations in a decentralised manner and to penalize the same	City/State	✓	
Enforce: <ul style="list-style-type: none"> Participation of agencies and elected representatives at respective levels for SDP, i.e. Metropolitan, Municipal and Ward Dissemination of SDP and meaningful participation of citizens in its formulation 	City/State		✓

Urban Capacities and Resources

	Onus	Immediate	Medium-term
Amend Municipal Corporation Act to:			
<ul style="list-style-type: none"> Mandate a medium-term Fiscal Plan Empanel CAs to audit annual accounts Make public the Annual Report with audited annual accounts, operational performance, including service levels, significant projects accomplished, best practices, risks and mitigants and plans for subsequent year To fully devolve powers to set tax rates and the underlying base values to the city in respect of: <ul style="list-style-type: none"> Property tax Profession tax Entertainment tax 	State	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> ✓ ✓
Establish a comprehensive and integrated financial management information system for the city and its constituent entities, which can serve as a City Resource Planning platform, on the lines of an ERP system for the city.	State	✓	
Establish a Land and Property Management division to:			
<ul style="list-style-type: none"> Create a GIS-based database of all land and property owned by the central, state and city governments in the city Optimise return on assets Mark to Market lease agreements 	City		✓
Make all municipal bond issuances tax-exempt, incentivise insurance companies and pension funds to invest in the same	Centre		✓
Update Cadre and Recruitment Rules incorporating the following:			
<ul style="list-style-type: none"> Detailed and specific job descriptions Dynamic workforce planning Introduction of performance incentives and a robust performance evaluation process Lateral hiring in key departments Security of tenure of at least 3 years for senior leadership 	State	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	✓
Explore outsourcing of tax and fee collections such as property tax, parking fee and non-core activities	City	✓	
Implement a medium term workforce plan and an annual workforce plan linked to target service levels which is factored into annual budgets	City	✓	
Implement a real-time works management system to track the lifecycle of each civic work with detailed schedule, progress, payment schedule	City		✓
Leverage digital platforms including the ULB website and social media platforms for two-way engagement with citizens for sharing information and soliciting feedback to improve service delivery	City	✓	

Empowered & Legitimate Political Representation

	Onus	Immediate	Medium-Term
Amend Municipal Corporation Act to :			
<ul style="list-style-type: none"> Extend the term of Mayor to 5 years Devolve all 18 functions to ULBs as stated under Schedule 12 of the Constitution of India Grant reasonable powers to the Council over budgets, expenditure, investments loans and certain city specific policies 	State	<ul style="list-style-type: none"> ✓ ✓ ✓ 	
Revise number of wards and delimit ward boundaries based on the city's spatial growth	State		✓
Ensure Councillors are reasonably compensated and are equipped with adequate resources	State	✓	
Amend Representation of People Act (RPA), 1951 to include public disclosure of income, assets (including securities and equity in private corporations), and liabilities of Councillors and all related-party interests	Centre		✓
Institutionalise a process for maintaining accurate voter lists	Centre	✓	
Devolve the power to delimit ward boundaries to the State Election Commission	State		✓

Transparency, Accountability & Participation

	Onus	Immediate	Medium-Term
Create and maintain a robust, user-friendly website which serves as the primary source of information of all services and functions of the ULB. Institutionalise a process to ensure regular and accurate sharing of information on the same	City	✓	
Create a position of Chief MIS Officer with a team of specialist staff for regular and systematic release of accurate data relating to the operations and performance of the ULB	City	✓	
Adopt open-data standards, publish both raw and synthesised data in public domain	City		✓
Make the information based on real-time Works Management System accessible to citizens at the neighbourhood/street level, with end-to-end information including lifecycle of each civic work, vendor information, progress and payment schedule	City		✓
Implement a practical Participatory Budgeting cycle, where a portion of the city's budget is allocated based on citizens' inputs	City	✓	
Establish an office of Ombudsman, with responsibility for civic service issues and inter-agency coordination	City		✓
Publish actual and target service levels for various functions provided by the city on its website	City	✓	
Institute an effective complaint management system	City	✓	
Put in place a system to measure citizen satisfaction levels and publish the same at frequent intervals	City	✓	

ASICS 2015

Geographical distribution of cities



Figure 1.0
Source: Census of India 2011
*All population in millions

Methodology

1. The approach

The third edition of ASICS builds on the approach taken in the editions in 2013 & 2014. It is an objective benchmarking of 21 cities on 83 questions, covering 112 parameters, and takes a systematic, data-driven approach towards urban governance.

ASICS does not focus on the dysfunctional aspects of Indian cities that stare out at citizens—the potholed roads, lack of 24x7 water supply, unfettered proliferation of slum settlements or over-stretched public transport. It seeks to highlight the flawed legislations, policies, processes and practices that lie at the root of these issues.

ASICS devises a quantitative assessment, that is reflected in individual scores. The scoresheet that is comparable across cities is meant to provide administrators and policymakers with a diagnosis of systemic reforms needed in their respective areas. It also seeks to identify and acknowledge innovations in governance and best practices across cities, which could provide valuable peer learning.

The questionnaire is divided into four parts as follows:

Components of the City-Systems framework	Number of Questions
Urban Planning and Design	33
Urban Capacities and Resources	20
Empowered and Legitimate Political Representation	11
Transparency, Accountability and Participation	19

2. Key modifications

ASICS acknowledges that urbanisation is a dynamic process. This Edition of ASICS has sharpened its approach from last year. Measuring urban governance is complex with regard to laws, policies, practices and institutions and ASICS 2015 has devised a sharper approach to measurement. Accordingly 12 new questions have been added and 12 from the previous year were dropped.

3. Selection of cities

The third edition of ASICS employs the size (in terms of population) and the geographic distribution of cities as the main selection criteria. The coverage has been retained at 21 cities.

Thus, the scope of ASICS 2015 comprises five mega-cities (population of 5 million -10 million or more), 12 large cities (population of 1 million-5 million) and four medium cities (population of 0.5 million-1 million), as depicted in Figure 1.0. The 21 ASICS cities constitute 21% of India's urban population.

London and New York have been retained as global benchmarks from the previous editions given that they are cities with functional democracies and are widely considered to be offering their citizens a high quality of life.

4. Selection of categories and questions

The questions have been categorized into four parts, drawing from the city-systems framework of Janaagraha : Urban Planning & Design, Urban Capacities and Resources; Empowered and Legitimate Political Representation; and Transparency, Accountability and Participation.

The questions used to evaluate cities were drawn from Janaagraha's experience of over a decade in urban governance reforms . We also used as a basis for framing questions some relevant laws, policies and administrative reports. These included the 74th CAA, Report of the Second Administrative Reforms Commission, Report of the Fourteenth Finance Commission, the NUSPD guidelines and reform conditions from JnNURM. A clear rationale was adopted to ensure that the questions comprehensively represented polices, institutions, processes and aspects of implementation which, if fixed, could substantially transform the shape of our cities and ensure a better quality of life to citizens.

5. Data collection

Data collection spanned a period of six months. Latest amendments in laws and policies have been factored in and we have taken care to ensure that the data collected in the early months was re-checked for its latest available form.

We continuously encountered a lack of transparency within governments while seeking information as basic as the budgets of ULBs, SDPs and audit reports. We also relied on phone calls to relevant government and ULB officials and on the opinions of experts such as former Chief Town Planner of the Town and Country Planning Organisation - Government of India - Prof. E F N Ribeiro. For a detailed break-up of sources, please refer to Data Sources on Page 58.

6. Scoring & Weightage

All questions have been scored on a range of 0 to 10, with 10 being the highest that a city can score. Select questions have been divided into sub-questions and given graded scores to ensure that various facets are captured within a single parameter. For instance, ULBs have been assessed for preparing and implementing SDPs. The sub-questions effectively capture the essence of devolution by specifically evaluating cities on three levels of planning - Metropolitan SDPs, Municipal Plans and Ward SDPs. ASICS presents an overall score only to provide a more holistic representation of the data.

Uniform weightage has been assigned to individual questions. We believe each question probes a defining quality and is equally important for building a City-Systems framework. Each category within the City-Systems framework has also been weighted equally.

7. Explanatory Schedule

We have provided explanations for some of the questions listed below, as their evaluation deserved elucidation beyond the Scoring Method that is carried in the individual scorecards.

UCR

Q) What is the Percentage of own revenues to total expenditure for the ULB?

We have evaluated this question by computing the revenues generated by the ULB on its own, as a percentage of the ULBs' total expenditure, from the 2013-14 revised budget estimates of ULBs. This percentage was subsequently reflected into a score on 10.

Q) Does the ULB have adequate staff commensurate with the population?

We considered the total number of ULB employees, which included permanent staff as well as contractual workers. We subsequently computed the ratio of employees per lakh population and the figure for individual cities was benchmarked against Delhi, which had the highest number of staffers.

Q) Have five SFCs been constituted by the state government?

We derived the periodicity for the setting up of SFCs from the 74th CAA. Accordingly, states are required to have constituted five SFCs in the period between 1994 and 2015. We factored in the requirement for newly-formed states such as Chhattisgarh, Jharkhand and Uttarakhand to have only three SFCs. We have scored cities as 10 for constituting all five SFCs, 7.0 if they constituted four, 5.0 if the constituted three, 3.0 if they constituted two, and 1.0 if they constituted one.

ELPR

Q) Is the ULB responsible for providing 10 specific and critical functions and the services?

We checked whether 10 critical civic functions have been devolved from State list to the ULB. Seven of these parameters (urban planning, planning for economic and social development, roads and bridges, water supply, fire and emergency services, promotion of cultural, educational and aesthetic aspects and urban environment management & heritage) were selected from XIIth Schedule functions and the other three (public health, traffic management and civic policing activities) from recommendations of the Second Administrative Reforms Commission. Each function was scored on 1.0.

TAP

Q) Does the ULB have single-window civic service centres?

We evaluated civic centres on whether they provide services such as issue of birth/death certificates, payment of bills, payment of property tax, and complaint redressal, and whether they meet the criteria of population coverage of one civic service centre per one lakh population.

8. Additional points

- We have used the term 'city' throughout the report and have considered the ULB and its population for this purpose.
- The scores for Delhi reflect the jurisdiction covered by North Delhi Municipal Corporation, South Delhi Municipal Corporation and East Delhi Municipal Corporation.
- MCD has been given zero for Capex due to the non-availability of the budget.
- In UPD, Bhubaneswar and Dehradun have population of less than one million and have been scored as NA. As per the 74th CAA, UA/ULB with more than one million population are required to have MA demarcated and SDPs to be prepared for the same.

Data Sources



Municipal Corporation Budgets 2015-16, 2014-15, 2013-14

Town and Country Planning Acts	City
Chhattisgarh Nagar Tatha Gram Nivesh Niyam, 1975	Raipur
Kerala Town and Country Planning Ordinance 2013	Thiruvananthapuram

Metropolitan/Municipal Master Plans	City
AUDA (Ahmedabad Urban Development Authority) Master Plan 2021	Ahmedabad
BDA (Bengaluru Development Authority) Master Plan 2015 BMRDA (Bengaluru Metropolitan Regional Development Authority) Master Plan 2031	Bengaluru
Bhopal Development Authority Master Plan 2005	Bhopal
Bhubaneswar Comprehensive Development Plan 2030	Bhubaneswar
Chandigarh Master Plan 2031	Chandigarh
CMDA (Chennai Metropolitan Development Authority) Master Plan 2026	Chennai

Municipal Corporation Acts	City
Bombay Provincial Municipal Corporation Act, 1949	Ahmedabad, Surat, Pune
Karnataka Municipal Corporations Act, 1976	Bengaluru
Madhya Pradesh Municipal Corporation Act, 1956	Bhopal
Orissa Municipal Corporation Act, 2003	Bhubaneswar
Punjab Municipal Corporation Act, 1976	Chandigarh, Ludhiana
The Chennai City Municipal Corporation Act, 1919	Chennai
Uttarakhand Municipal Corporation Act, 1959	Dehradun
Delhi Municipal Corporation Act, 1957	Delhi
Greater Hyderabad Municipal Corporation Act, 1955	Hyderabad
Rajasthan Municipality Act, 2009	Jaipur
Uttar Pradesh Municipal Corporation Act, 1959	Kanpur, Lucknow
Kolkata Municipal Corporation Act, 1980	Kolkata
Mumbai Municipal Corporation Act, 1888	Mumbai
Bihar Municipal Act 2007	Patna
Chhattisgarh Municipal Corporation Act, 1956	Raipur
Jharkhand Municipal Act, 2011	Ranchi
Kerala Municipality Act, 1994	Thiruvananthapuram

Town and Country Planning Acts	City
Gujarat Town Planning and Urban Development Act, 1976	Ahmedabad, Surat
Karnataka Town and Country Planning Act, 1961	Bengaluru
Madhya Pradesh Town and Country Planning Act, 1973	Bhopal
Orissa Town Planning and Improvements Trust Act, 1956	Bhubaneswar
<i>The Capital of Punjab (Development and Regulation) Act, 1952</i>	Chandigarh
Tamil Nadu Town and Country Planning Act, 1971	Chennai
Uttarakhand Urban Planning and Development Act, 1973	Dehradun
Delhi Development Act 1957/Delhi (NCR) Planning Board Act, 1985	Delhi
Andhra Pradesh Town Planning Act, 1920	Hyderabad
Andhra Pradesh Urban Areas Development Act, 1975	Hyderabad
Hyderabad Metropolitan Development Act, 2008	Hyderabad
Jaipur Development Authority Act, 1982	Jaipur
Uttar Pradesh Urban Planning and Development Act, 1973	Kanpur, Lucknow
West Bengal Town and Country (Planning and Development) Act,	Kolkata
Punjab Regional and Town Planning and Development Act, 1995	Ludhiana
Maharashtra Regional and Town Planning Act, 1966	Mumbai, Pune
Bihar Urban Regional Planning and Development Act, 2012	Patna
Jharkhand Town Planning and Improvement Trust Act, 1954	Ranchi

Government Reports, Other Acts & Rules
National Urban Spatial Planning & Development Guidelines - 2013
Report on Indian Urban Infrastructure and Services- March 2011 by the High Powered Expert
Committee (HPEC) for Estimating the Investment Requirements for Urban Infrastructure Services
Report of the Thirteenth Finance Commission
Second Administrative Reforms Commission Report - 'Sixth Report on Local Governance' an inspiring journey into the future'
Audit Reports of the CAG of India
State Advertisement Tax Acts
State Civil Service Rules
State Election Acts/Rules
State Entertainment Tax Acts
State Lokayukta Acts
State Profession Tax Acts
State Public Services Guarantee Acts
State FRBM Acts

Websites of Municipal Corporations	City
http://www.wegovamc.com/	Ahmedabad
http://bbmp.gov.in/	Bengaluru
http://www.bhopalmunicipal.com/	Bhopal
http://bmc.gov.in/	Bhubaneswar
http://mcchandigarh.gov.in/	Chandigarh
http://www.chennaicorporation.gov.in/	Chennai
http://www.nagarnigamdehradun.com/	Dehradun
http://mcdonline.gov.in/	Delhi
http://www.ghmc.gov.in/	Hyderabad
http://jaipurmc.org/	Jaipur
http://kmc.up.nic.in/	Kanpur
https://www.kmcgov.in/	Kolkata
http://lmc.up.nic.in/	Lucknow
http://main.mcludhiana.gov.in/	Ludhiana
http://www.mcgm.gov.in/	Mumbai
http://www.wpatnanagarnigam.in/	Patna
http://www.punecorporation.org/	Pune
http://www.nagarnigamraipur.com/	Raipur
http://www.ranchimunicipal.com/	Ranchi
http://www.suratmunicipal.gov.in/	Surat
http://www.corporationoftrivandrum.in/	Thiruvananthapuram

Metropolitan/Municipal Master Plans	City
Dehradun Development Authority Master Plan 2021	Dehradun
Delhi Development Authority Master Plan 2021	Delhi
Hyderabad Metropolitan Development Authority Master Plan 2031	Hyderabad
Jaipur Development Authority Master Plan 2025	Jaipur
Kanpur Development Authority Master Plan 2021	Kanpur
Kolkata Metropolitan Development Authority Master Plan 2025	Kolkata
Lucknow Development Authority Master Plan 2021	Lucknow
Ludhiana Master Plan 2021	Ludhiana
Mumbai Metropolitan Region Development Authority Master Plan 2011	Mumbai
Patna Master Plan 2021	Patna
Pune Development Plan 2027	Pune
Raipur Master Plan 2021	Raipur
Ranchi Master Plan 2037	Ranchi
Surat Urban Development Authority Development Plan 2004	Surat
Trivandrum Master Plan 2031	Thiruvananthapuram

Errata

Location	Error	Correction
Page 1, line 13	-	Addition: CA – Chartered Accountant
Page 1, line 54	-	Addition: UA – Urban Agglomeration
Page 4, para 1, line 1	...in the range of 2 to 4.2...	...in the range of 2 to 4.4...
Page 4, 7 (graph) – Plotting of scores	-	Revised as per corrected scores in 'Scores: Principal Questions' in page 61,62
Page 12, para 1, line 2	face large scale	face of large scale
Page 13, (box), line 2	...it's...	...its...
Page 17,19, 25, 27, 33 (graph) – Plotting of scores	-	Revised as per corrected scores in 'Scores: Principal Questions' in page 61,62
Page 36, line 30	...it's...	...its...
Page 47, Serial No. 6(i)	...SPD...	...SDP...
Page 47 (Average)	Bhu (5.1), Deh (4.8), Lon (9.5), NYC (9.5)	Bhu (4.9), Deh (4.7), Lon (9.8), NYC (9.8)
Page 51, 52 , Serial No.2	Ahd (4.0), Blr (4.6), Bho (3.0), Bhu (2.1), Che (3.1), Del (7.7)	Ahd (3.9), Blr (4.3), Bho (4.6), Bhu (2.2), Che (2.7), Del (4.8)
Page 51, 52 , Serial No.5	Ahd (7.3), Blr (2.3), Bho(5.6), Bhu (0.9), Chd (5.8), Che (6.7), Deh (3.0), Hyd (3.4), Jpr (2.2), Kpr (9.8), Kol (3.6), Lck (3.8), Lud (1.4), Mum (7.3), Pat (0.2), Pun (10), Rai (3.3), Ran (0.8), Sur (8.1), Thi (3.7)	Ahd (4.3), Blr (1.7), Bho(2.6), Bhu (0.5), Chd (4.0), Che (4.0), Deh (1.8), Hyd (2.0), Jpr (1.4), Kpr (5.8), Kol (2.1), Lck (2.3), Lud (0.9), Mum (10.0), Pat (0.1), Pun (5.9), Rai (2.0), Ran (0.5), Sur (4.8), Thi (2.2)
Page 51, 52 , Serial No.6	Ahd (0.0), Mum (10), Sur (0.0)	Ahd (10), Mum (0.0), Sur (10)
Page 51, 52 , (Average)	Ahd (4.3), Blr (5.0), Bho (4.4), Bhu (5.1), Che (4.7), Deh (4.8), Del (6.4), Hyd (4.7), Jpr (4.1), Kpr (4.7), Kol (4.9), Lck (4.4), Lud (4.0), Mum (4.0), Pun (3.3), Rai (3.1), Ran (3.1), Thi (4.4), NYC (9.9)	Ahd (4.4), Blr (1.6), Bho (1.5), Bhu (2.2), Che (3.1), Deh (1.8), Del (4.5), Hyd (2.8), Jpr (2.8), Kpr (3.1), Kol (2.6), Lck (2.9), Lud (2.0), Mum (4.4), Pun (5.1), Rai (1.2), Ran (3.3), Thi (3.4), NYC (10)
Page 53, Serial No.15	Bhu (10.0), Hyd (0.0)	Bhu (0.0), Hyd (10.0)
Page 53, (Average)	Bhu (3.5), Hyd (2.1)	Bhu (1.9), Hyd (3.8)

Location	Error	Correction
Page 55, Serial No.3	Jpr (10.0)	Jpr (0.0)
Page 55, (Average)	Chd (4.8), Blr (0.6), Bho (4.1), Chd (0.8), Jpr (4.0), Kpr (4.0), Lck (4.0), Lud (2.6), Patna (2.7), Rai (4.5), Thi (3.8)	Chd (5.5), Blr (0.8), Bho (4.3), Chd (0.8), Jpr (2.4), Kpr (4.2), Lck (4.2), Lud (2.9), Patna (4.7), Rai (4.7), Thi (3.8)
Page 60, Serial No.15	Score of Thi '0'	Changes to '10'
Page 60, (Average)	Thi (6.1)	Thi (7.5)
Page 61, Serial No .1	Average of Bhu (5.1), Deh (4.8), Lon (9.5), NYC (9.5)	Average of Bhu (4.9), Deh (4.7), Lon (9.8), NYC (9.8)
Page 61, Serial No .5	Ahd (3.8), Blr (1.7), Bhu (2.3), Che (2.0), Deh (1.9), Del (4.7), Hyd (3.0), Jpr (2.9), Kpr (3.5), Kol (2.7), Lck (3.0), Mum (5.1), Pun (4.6), Rai (1.3), Thi (3.5)	Ahd (4.4), Blr (1.6), Bhu (2.2), Che (3.1), Deh (1.8), Del (4.5), Hyd (2.8), Jpr (2.8), Kpr (3.1), Kol (2.6), Lck (2.9), Mum (4.4), Pun (5.1), Rai (1.2), Thi (3.4)
Page 61, Serial No.6	Bhu (3.5)	Bhu (1.9)
Page 61, Serial No .9	Chd (4.8)	Chd (5.5)
Page 61, Serial No .11	Thi (6.1)	Thi (7.5)
Page 63, Column 2	Bhu (2.6), Deh (2.5), Lon (9.4), NYC (9.8)	Bhu (2.7), Deh (2.6), Lon (9.6), NYC (9.9)
Page 63, Column 3	Ahd (3.2), Bhu (2.3), Del (4.3), Hyd (2.4), Kol (3.3), Lck (2.6), Lud (1.6), Mum (5.3), Pat (3.4), Pun (4.7), Rai (1.2), Ran (2.8), Sur (3.5), Thi (2.3)	Ahd (3.7), Bhu (1.9), Del (4.4), Hyd (2.9), Kol (3.4), Lck (2.7), Lud (1.7), Mum (4.7), Pat (3.5), Pun (4.7), Rai (1.1), Ran (2.9), Sur (4.0), Thi (2.4)
Page 63, Column 4	Blr (2.5), Bho (4.6), Chd (2.7), Jai(4.6), Kpr (4.3), Lck(4.3), Lud (4.0), Patna (4.5), Rai (5.8), Thi (6.4)	Blr (2.6), Bho (4.7), Chd (3.0), Jai(3.7), Kpr (4.3), Lck(4.4), Lud (4.1), Patna (4.6), Rai (5.9), Thi (6.3)
Page 63, Column 5	Thi (5.7)	Thi (6.2)
Page 63, Column 6	Ahd (3.0), Chd (2.0), Deh (3.0), Lck (3.4), Pun (4.1), Sur (3.1), Thi (4.2)	Ahd (3.2), Chd (2.1), Deh (3.1), Lck (3.5), Pun (4.2), Sur (3.2), Thi (4.4)
Page 63, Column 7	Che (7), Del (6), Hyd (9), Kpr (8), Mum (1), Thi (2)	Che (8), Del (7), Hyd (6), Kpr (9), Mum (2), Thi (1)

Annexure Scorecard

URBAN PLANNING & DESIGN

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York
Does your city have a decentralised system of Spatial Development Planning?																								
1	Is there a provision for a State Spatial Planning Board, which is mandated with planning policies and reforms for the state, and is the final approving authority for Regional and Municipal SDPs?	0.0	10.0	10.0	10.0	NA	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0
2	Does the Act require 3 levels of SDPs (Master Plans) for Metropolitan cities: Regional, Municipal and Ward(s)/Local	6.7	6.7	6.7	3.3	NA	6.7	3.3	10.0	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7	6.7
3	Are there three levels of currently notified SDPs?																							
i	Is there a Metropolitan Region SDP?	3.3	3.3	0.0	NA	0.0	3.3	NA	3.3	3.3	3.3	3.3	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	3.3	0.0	3.3	3.3
ii	Is there a Municipal SDP?	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	NA	NA
iii	Is there a Ward(s)/Local Area/Neighbourhood SDP?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	3.3
4	Does the Act define clearly the Objectives and Contents of each level of SDP?	10.0	10.0	10.0	10.0	NA	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
5	Are planning boundaries for Metropolitan SDP, Municipal SDP and Ward(s) SDP clearly defined in accordance with political, planning, and administrative structures?	0.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
6	Are all SDPs in a concurrent or nested timeline of validity?																							
i	Is the Metropolitan SDP in a concurrent or nested timeline of validity with Municipal SDP?	5.0	0.0	0.0	NA	0.0	5.0	NA	5.0	5.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	NA	NA
ii	Is the Municipal SDP in a concurrent or nested timeline of validity with Ward SDP?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	NA
7	Is there a clear decentralised procedure for the approval of each level of plans?																							
i	Is the Metropolitan SDP approved by the State Government?	3.3	3.3	0.0	NA	NA	3.3	NA	3.3	3.3	3.3	3.3	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	3.3	0.0	3.3	3.3
ii	Is the Municipal SDP approved by the MPC (State government for small/medium cities)?	0.0	0.0	0.0	3.3	NA	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	NA	NA
iii	Is the Ward SDP approved by the ULB?	0.0	0.0	0.0	0.0	NA	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	3.3
8	Is there a provision for the establishment of Planning Authorities for notified new towns or special developments?	10.0	10.0	10.0	10.0	NA	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	NA	NA
9	Is there a clear provision for a competent technical cell to enable preparation of the SDP for each level?	3.3	0.0	0.0	3.3	NA	3.3	0.0	3.3	0.0	0.0	0.0	3.3	0.0	3.3	3.3	3.3	3.3	0.0	0.0	3.3	6.7	6.7	6.7
10	Is there an institutional structure which defines authorities for development approvals, zoning and building regulations enforcement, and restrictions for conservation, in accordance with the notified SDP?	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
11	Do the SDPs reflect a stated articulation of future vision and development priorities?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
12	Do the SDPs at each level-integrate the plans and priorities of various sectoral public departments and agencies?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
13	Is there a common digital based SDP Map shared among Planning Authorities, and data updated through GIS with fixed periodicity by the relevant sectoral agencies (transport, network infrastructure, land use changes)?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
14	Are the current SDPs also approved by the appropriate Planning Authorities as per the constitutional requirements of decentralisation?																							
i	Is the Metropolitan SDP also approved by MPC/Metropolitan Planning Authority?	3.3	3.3	0.0	NA	0.0	0.0	NA	3.3	3.3	3.3	3.3	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	3.3	0.0	3.3	3.3
ii	Is the Municipal SDP also approved by the ULB?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	NA
iii	Is the Ward SDP also approved by the ULB?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	3.3
15	Are there clear provisions in the Act for modifications to notified SDPs?	10.0	10.0	10.0	10.0	NA	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
16	Does the Act facilitate easy approval of development projects that conform to the regulations, as per the notified SDP?	10.0	10.0	10.0	10.0	NA	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
Average		4.3	5.0	4.4	4.9	1.9	4.7	4.7	6.4	4.7	4.1	4.7	4.9	4.4	4.0	4.0	4.0	3.3	3.1	3.1	4.3	4.4	9.8	9.8

URBAN PLANNING & DESIGN

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York	
Can your city implement SDPs successfully?																									
17	Is there adequate town planning competence available to Planning Authorities to anchor the formulation of a high quality SDP?	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
18	Are there progressive recommendations prescribed in the SDP to protect historic and cultural assets in the general public realm?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
19	Are there prescribed urban design standards to guide the execution of urban projects?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
20	Is there adequate institutional capacity to enforce the provisions of the act?	0.0	0.0	0.0	0.0	NA	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
21	Are there enabling policies on land titling?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
22	Are there enabling policies on maximising land utilisation for development and financing?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
23	Does your city have a single-window clearance process in place for development projects that are in conformity with SDPs?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0
24	Is there a framework to evaluate the success of the SDP on the economy and infrastructure?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
25	Is there a framework to evaluate the success of the SDP on environment and heritage conservation?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
26	Is there a framework to evaluate the success of the SDP on social development?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
27	Is there a framework to evaluate the success of the SDP on the quality of life in residential neighbourhoods?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
	Average Score	0.0	0.0	0.0	0.0	0.0	0.9	0.0	0.9	0.9	0.9	0.0	0.9	0.0	0.0	0.9	0.0	0.0	0.0	0.0	0.0	0.0	9.1	10.0	
Does your city have effective mechanisms to deter plan violations?																									
28	Is there a decentralised system for enforcement of SDP regulations?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
29	Are there adequate provisions to create a high deterrent for plan and building violations?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
30	Is there an effective system to monitor and prevent violations?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
31	Are effective mechanisms put in place to undertake punitive/corrective action for plan violations?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
	Average Score	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
Does your city encourage participatory planning?																									
32	Does the Planning Act require the Planning Authority to adhere to public scrutiny, objections, and responses to SDPs?																								
<i>i</i>	<i>At the Metropolitan Level, is there adequate participation of regional development authorities/ sectoral agencies in planning?</i>	3.3	3.3	3.3	3.3	NA	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	
<i>ii</i>	<i>At the Municipal Level, is there adequate participation of municipal bodies and elected representatives in planning?</i>	3.3	3.3	3.3	3.3	NA	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	
<i>iii</i>	<i>At the Ward level, is there adequate participation of citizens and local municipal Councillors in planning?</i>	3.3	3.3	3.3	3.3	NA	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	
33	Is there a public process of dissemination of the SDP and participation held through formal platforms of Area Sabhas or equivalent structures and processes?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
	Average Score	5.0	5.0	5.0	5.0	0.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	10.0	10.0	

URBAN CAPACITIES & RESOURCES

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York	
Does your city invest adequate funds in public infrastructure and services?																									
1	Is the ULB empowered to set and collect the following taxes?																								
i	Property tax	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	NA	NA	
ii	Entertainment tax	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5	NA	NA	
iii	Profession tax	2.5	0.0	0.0	0.0	2.5	2.5	2.5	2.5	0.0	2.5	2.5	0.0	2.5	2.5	0.0	2.5	0.0	0.0	2.5	2.5	2.5	NA	NA	
iv	Advertisement tax	0.0	2.5	0.0	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.0	2.5	0.0	2.5	NA	NA	
2	What is the percentage of Own Revenues to Total Expenditure for the ULB?	3.9	4.3	4.6	2.2	2.1	2.7	0.9	4.8	8.6	2.2	0.8	4.0	2.0	3.2	6.7	6.2	8.6	3.3	3.3	2.7	5.1	9.1	9.9	
3	Is the ULB authorised to raise borrowings without State Government/ Central Government approval?	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	10.0	
4	Is the ULB authorised to make investments or otherwise apply surplus funds without specific State Government/ Central Government approval?	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	
5	What is the Per Capita Capital Expenditure of the ULB?	4.3	1.7	2.6	0.5	4.0	4.0	1.8	0.0	2.0	1.4	5.8	2.1	2.3	0.9	10.0	0.1	5.9	2.0	0.5	4.8	2.2	10.0	10.0	
6	Is the budget of the ULB realistic?	10.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	
7	Is the ULB required by law to have a long-term and/or medium-term fiscal plan?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
8	How does the city rate on adherence to budget timelines?	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	10.0	
9	Are the annual accounts of the ULB mandated to be audited by an independent/ external agency?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
10	Are the audited annual financial statements/audited annual accounts of the ULB available in the public domain?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
11	Have five State Finance Commissions (SFCs) been constituted by the state government?	5.0	7.0	7.0	7.0	7.0	10.0	10.0	7.0	3.0	10.0	10.0	7.0	10.0	10.0	7.0	10.0	7.0	5.0	5.0	5.0	10.0	NA	NA	
	Average	4.4	1.6	1.5	2.2	1.9	3.1	1.8	4.5	2.8	2.8	3.1	2.6	2.9	2.0	4.4	4.0	4.2	1.2	3.3	4.3	3.4	9.4	9.6	

URBAN CAPACITIES & RESOURCES

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York
Does your city have adequate number of skilled human resources?																								
12	Does the ULB have the following powers with respect to its employees?																							
i	Appointment	1.7	1.7	1.7	1.7	0.0	0.0	1.7	3.3	0.0	0.0	1.7	1.7	1.7	0.0	1.7	3.3	1.7	1.7	0.0	1.7	1.7	3.3	3.3
ii	Disciplinary Action	3.3	0.0	3.3	0.0	0.0	0.0	3.3	3.3	0.0	0.0	3.3	3.3	3.3	0.0	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3	3.3
iii	Termination	3.3	0.0	3.3	0.0	0.0	0.0	3.3	3.3	0.0	0.0	3.3	3.3	3.3	0.0	3.3	3.3	3.3	3.3	3.3	3.3	0.0	3.3	3.3
13	Does the ULB have adequate staff, commensurate with its population?	4.7	2.6	1.6	2.1	6.0	3.9	1.8	10.0	3.0	2.0	1.6	6.4	1.5	3.6	7.1	1.9	5.7	1.9	0.7	3.7	2.2	10.0	10.0
14	Is the staffing data of the ULB available in the public domain?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
15	Does the ULB have access to a municipal cadre for its staffing?	0.0	10.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	0.0	10.0	0.0	0.0	10.0	10.0
16	Does the commissioner have adequate experience in urban related departments?	6.5	7.0	0.0	2.5	8.0	8.8	0.0	3.0	4.5	0.0	0.0	3.0	0.0	3.5	10.0	0.0	4.0	0.0	0.0	0.0	0.0	NA	NA
17	What is the average tenure of the commissioner?	5.0	0.0	5.0	5.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	8.0	0.0	0.0	5.0	0.0	5.0	0.0	0.0	5.0	0.0	NA	NA
	Average	4.1	3.5	4.2	3.5	2.3	4.6	1.7	3.8	3.8	0.3	1.7	6.0	1.6	1.2	6.7	3.6	5.5	1.7	2.9	2.8	1.2	10.0	10.0
Does your city make optimum use of information technology?																								
18	Has the ULB put in place a Digital Governance Roadmap?	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
19	Does the ULB website incorporate the following:																							
i	Citizen Participation	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	0.0	1.7	1.7	0.0	3.3	3.3
ii	Basic service delivery	0.0	0.0	3.3	0.0	0.0	3.3	0.0	3.3	3.3	3.3	3.3	3.3	0.0	3.3	3.3	3.3	3.3	0.0	3.3	3.3	3.3	3.3	3.3
iii	Schemes and Services	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.3	3.3
20	Does the ULB have an e-procurement system (including vendor registration)?	0.0	10.0	10.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	10.0
	Average	0.6	3.9	5.0	0.6	3.9	1.7	0.6	5.0	1.7	1.7	1.7	1.7	3.9	1.7	5.0	1.7	5.0	0.0	1.7	5.0	1.1	10.0	10.0

EMPOWERED & LEGITIMATE POLITICAL REPRESENTATION

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York		
Do your city leaders have adequate power?																										
1	Does your city have sufficient number of Councillors commensurate with population?	2.6	1.7	2.9	5.9	2.0	3.2																			
2	Does the Mayor of the ULB have a five year term?	0.0	0.0	10.0	10.0	0.0	10.0		8.0	1.9	1.7	2.2	3.0	2.3	2.9	3.4	1.4	3.2	3.6	5.2	3.8	1.9	10.0	NA	NA	
3	Is the Mayor directly elected?	0.0	0.0	10.0	0.0	0.0	10.0		10.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	0.0	10.0	10.0	
4	Does the Mayor have the authority to appoint the Municipal Commissioner/Chief Executive of the ULB?	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
5	Has the MPC been constituted with the Mayor as an ex-officio member?	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
6	Is the ULB responsible for providing ten specific and critical functions and services?	5.0	3.0	3.0	1.0	3.0	3.0		1.0	3.0	1.0	2.0	2.0	5.0	2.0	3.0	6.0	4.0	6.0	3.0	3.0	5.0	2.0	10.0	10.0	
	Average	1.3	0.8	4.3	2.8	0.8	4.4		4.8	0.8	2.1	2.4	4.2	4.6	4.2	2.7	1.2	2.9	1.6	4.7	4.5	1.1	3.7	10.0	10.0	
Is your city truly democratic?																										
7	Has the State Election Commission (SEC) been constituted?	10.0	10.0	10.0	10.0	10.0	10.0		10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	
8	Is the SEC empowered to decide on matters of electoral delimitation of the Council?	10.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	10.0	10.0	
9	Have elections to the ULB been conducted every five years?	10.0	0.0	10.0	10.0	10.0	10.0		10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	
10	Did the city witness a high voter turnout in the last election?																									
i	Council	1.3	1.3	2.5	1.3	3.8	1.3		2.5	2.5	1.3	2.5	1.3	3.8	1.3	3.8	1.3	1.3	2.5	2.5	0.0	1.3	3.8	NA	NA	
ii	Legislative Assembly	5.0	2.5	3.8	1.3	NA	3.8		3.8	3.8	2.5	3.8	2.5	3.8	2.5	5.0	2.5	2.5	3.8	3.8	3.8	3.8	3.8	3.8	NA	NA
11	Are locally-elected officials required to publicly disclose their income and assets (and those of their immediate family) prior to taking office? (UGI)	0.0	10.0	0.0	0.0	0.0	10.0		0.0	10.0	10.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	
	Average	7.3	4.8	5.3	4.5	5.5	7.0		5.3	7.3	4.8	5.3	4.8	7.5	4.8	5.8	8.8	6.8	9.3	7.3	6.8	7.0	9.5	10.0	10.0	

TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Rajpur	Ranchi	Surat	Thiruvananthapuram	London	New York	
Does your city put out adequate information and facilitate citizen participation?																									
1	Has the State Government enacted the Public Disclosure Law (PDL)?	0.0	10.0	10.0	10.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	
2	Have Rules implementing the PDL been notified?	0.0	10.0	10.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	NA	NA	
3	Is the State PDL compliant with the Model PDL with respect to:																								
i	Audited financial statement on quarterly basis	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	0.0	2.0	0.0	0.0	0.0	2.0	
ii	Audited financial statement on annual basis	0.0	0.0	2.0	2.0	0.0	2.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	0.0	2.0	2.0	
iii	Service level benchmarks	0.0	2.0	2.0	0.0	0.0	2.0	0.0	0.0	2.0	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	
iv	Particulars of major works	2.0	0.0	2.0	2.0	0.0	2.0	0.0	0.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	2.0	2.0	0.0	2.0	
v	Details of plans, income and budget	0.0	0.0	2.0	2.0	0.0	0.0	0.0	0.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	
4	Has the ULB adopted open data standards and principles in respect of:																								
i	Annual report of works done last year	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0
ii	Financial information (budgets) of the corporation and of respective wards	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0
iii	Raw and synthesized data on civic works	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0
iv	Information under Right To Information, Section 4(1) b on minutes of council meetings, rules, regulations and documents of the ULB and its decision-making processes	0.0	2.0	0.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	0.0	2.0	2.0	
v	Quarterly audited financial reports	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.0
5	Has the State Government enacted the Community Participation Law (CPL)?	0.0	10.0	10.0	0.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	NA	NA	
6	Have Rules implementing the CPL been notified?	0.0	10.0	10.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	10.0	10.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	NA	NA	
7	Have Ward Committees been constituted for all wards of the ULB?	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	
8	Have Area Sabhas been constituted in all wards of the ULB?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	NA
9	Does the ULB harness the spirit of volunteering among its citizens and provide such opportunities for them?	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	10.0	
10	Does the ULB have a participatory budgeting process in place?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	10.0	
11	Is the ULB required by its Municipal Act to carry out an internal audit within a predetermined frequency, at least annual?	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	
12	Are the internal audits of the ULB available in the public domain?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	
	Average	2.7	6.3	5.7	3.2	2.5	4.0		3.3	2.5	6.7	1.7	5.5	5.0	5.5	4.8	5.8	4.2	5.8	4.2	3.3	2.8	5.5	8.3	10.0

TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION

Serial No.	Questions	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York	
How well does your city address citizen complaints?																									
13	Has the state mandated guaranteed public service delivery to citizens?	10.0	10.0	10.0	10.0	0.0	0.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	NA	NA
14	Does the city have a citizens' charter providing for:																								
i	Services provided by it	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.0	2.5	2.5	2.5	0.0	2.5	2.5	2.5	2.5	0.0	2.5	2.5	NA	NA	
ii	Target levels of service	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.5	0.0	0.0	0.0	NA	NA	
iii	Timelines for delivery of services	2.5	2.5	2.5	2.5	2.5	0.0	2.5	0.0	2.5	0.0	2.5	2.5	2.5	0.0	0.0	0.0	2.5	2.5	0.0	2.5	2.5	NA	NA	
iv	Protocols for obtaining relief, where service levels are not met	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	2.5	0.0	2.5	2.5	2.5	2.5	0.0	2.5	2.5	NA	NA	
15	Does the ULB have single window civic service centres?	0.0	10.0	10.0	10.0	10.0	0.0	0.0	10.0	10.0	10.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	
16	Does the ULB conduct citizen satisfaction surveys?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	
17	Does the ULB have an Ombudsman for service related issues?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0	
18	Has the position of Ombudsman been filled?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0	
19	Is the Ombudsman authorized to:																								
i	Investigate corruption suo motu?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	5.0
ii	Resolve inter-agency disputes?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	Average	2.5	3.9	3.9	3.9	2.5	0.7	2.5	3.6	3.9	3.2	3.9	2.5	2.5	1.4	2.1	2.1	2.5	4.3	1.4	2.5	7.5	8.0	7.0	

Scores : Principal Questions

Serial No.	Questions																								
		Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun		Delhi	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	London	New York
1	DOES YOUR CITY HAVE A DECENTRALISED SYSTEM OF SDP?	4.3	5.0	4.4	4.9	1.9	4.7	4.7		6.4	4.7	4.1	4.7	4.9	4.4	4.0	4.0	4.0	3.3	3.1	3.1	4.3	4.4	9.8	9.8
2	CAN YOUR CITY IMPLEMENT SDPs SUCCESSFULLY?	0.0	0.0	0.0	0.0	0.0	0.9	0.0		0.9	0.9	0.9	0.0	0.9	0.0	0.0	0.9	0.0	0.0	0.0	0.0	0.0	0.0	9.1	10.0
3	DOES YOU CITY HAVE EFFECTIVE MECHANISMS TO DETER PLAN VIOLATIONS?	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0
4	DOES YOUR CITY ENCOURAGE PARTICIPATORY PLANNING?	5.0	5.0	5.0	5.0	0	5.0	5.0		5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0	10.0	10.0
5	DOES YOUR CITY INVEST ADEQUATE FUNDS IN PUBLIC INFRASTRUCTURE AND SERVICES?	4.4	1.6	1.5	2.2	1.9	3.1	1.8		4.5	2.8	2.8	3.1	2.6	2.9	2.0	4.4	4.0	4.2	1.2	3.3	4.3	3.4	9.4	9.6
6	DOES YOUR CITY HAVE ADEQUATE NUMBER OF SKILLED HUMAN RESOURCES?	4.1	3.5	4.2	3.5	2.3	4.6	1.7		3.8	3.8	0.3	1.7	6.0	1.6	1.2	6.7	3.6	5.5	1.7	2.9	2.8	1.2	10.0	10.0
7	DOES YOUR CITY MAKE OPTIMUM USE OF INFORMATION TECHNOLOGY?	0.6	3.9	5.0	0.6	3.9	1.7	0.6		5.0	1.7	1.7	1.7	1.7	3.9	1.7	5.0	1.7	5.0	0.0	1.7	5.0	1.1	10.0	10.0
8	DO YOUR CITY LEADERS HAVE ADEQUATE POWER?	1.3	0.8	4.3	2.8	0.8	4.4	4.8		0.8	2.1	2.4	4.2	4.6	4.2	2.7	1.2	2.9	1.6	4.7	4.5	1.1	3.7	10.0	10.0
9	IS YOUR CITY TRULY DEMOCRATIC?	7.3	4.8	5.3	4.5	5.5	7.0	5.3		7.3	4.8	5.3	4.8	7.5	4.8	5.8	8.8	6.8	9.3	7.3	6.8	7.0	9.5	10.0	10.0
10	DOES YOUR CITY PUT OUT ADEQUATE INFORMATION AND FACILITATE CITIZEN PARTICIPATION?	2.7	6.3	5.7	3.2	2.5	4.0	3.3		2.5	6.7	1.7	5.5	5.0	5.5	4.8	5.8	4.2	5.8	4.2	3.3	2.8	5.5	8.3	10.0
11	HOW WELL DOES YOUR CITY ADDRESS CITIZEN-COMPLAINTS?	2.5	3.9	3.9	3.9	2.5	0.7	2.5		3.6	3.9	3.2	3.9	2.5	2.5	1.4	2.1	2.1	2.5	4.3	1.4	2.5	7.5	8.0	7.0

Overall Scores

City	UPD	UCR	ELPR	TAP	AVERAGE SCORE	RANK	2014 RANK
Ahmedabad	2.4	3.7	4.0	2.6	3.2	16	10
Bengaluru	2.7	2.5	2.6	5.4	3.3	12	18
Bhopal	2.4	2.8	4.7	5.0	3.7	5	3
Bhubaneswar	2.7	2.4	3.6	3.4	3.0	18	20
Chandigarh	0.6	2.3	3.0	2.5	2.1	21	21
Chennai	2.9	3.3	5.6	2.8	3.6	8	12
Dehradun	2.6	1.6	5.0	3.0	3.1	17	16
Delhi	3.7	4.4	3.7	2.9	3.7	7	5
Hyderabad	2.9	2.9	3.3	5.7	3.6	6	17
Jaipur	2.6	1.9	3.7	2.2	2.8	20	11
Kanpur	2.6	2.5	4.4	4.9	3.6	9	14
Kolkata	3.0	3.4	5.9	4.1	4.1	3	1
Lucknow	2.4	2.7	4.4	4.4	3.5	10	13
Ludhiana	2.2	1.7	4.1	3.6	2.9	19	19
Mumbai	2.5	5.2	4.6	4.5	4.2	2	9
Patna	2.2	3.5	4.6	3.4	3.4	11	4
Pune	1.9	4.7	5.1	4.6	4.2	4	8
Raipur	1.8	1.1	5.9	4.2	3.2	13	6
Ranchi	1.8	2.9	5.5	2.6	3.2	14	15
Surat	2.4	4.0	3.8	2.7	3.2	15	7
Thiruvananthapuram	2.4	2.4	6.3	6.2	4.4	1	2
London	9.6	9.7	10.0	8.2	9.4	-	-
New York	9.9	9.8	10.0	8.8	9.7	-	-



Content :
 Anil C Nair, Senior Manager - Advocacy
 Ajesh A Nair, Senior Associate - Advocacy
 Alison Saldanha, Senior Associate - Advocacy
 Vachana V R, Associate - Advocacy

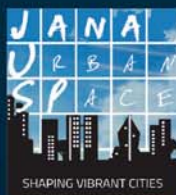
Design :
 Ganesh V, Head - Marketing | Communications
 Jubey Thomas, Manager - Design & Communications
 Vigil Raj, Designer



A S I C S

ANNUAL SURVEY OF
INDIA'S CITY-SYSTEMS
2015

SHAPING INDIA'S URBAN AGENDA



Jana Urban Space Foundation (India)

Jana Urban Space Foundation
3rd Floor, Centrum, Infantry Road, Next to SBI
Shivaji Nagar, Bangalore - 560001
Tel : 080-46680100, Fax : 080-41277104
Email : info@janausp.org



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

Janaagraha Centre for Citizenship and Democracy
4th Floor, UNI Building, Thimmaiah Road
Vasanth Nagar, Bangalore-560052
Phone: 080-40790400, Fax: 080-41277104
Email: info@janaagraha.org