AHMEDABAD

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
4.4/10

RANK
7/23

▲ **1.1 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD: 3.5, UCR: 5.0, ELPR: 5.6, TAP: 3.5

☑ KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Audited annual financial statements made available online. Only 12/23 cities have made it available online
- Improved performance on AMRUT reforms such as appointment of internal auditor, credit rating and publishing of e-newsletter
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

📰 CITY FACTOIDS

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

Capital expenditure per capita (in Rs) vs Own revenue to total expenditure %, years 2013-14, 2014-15, 2015-16
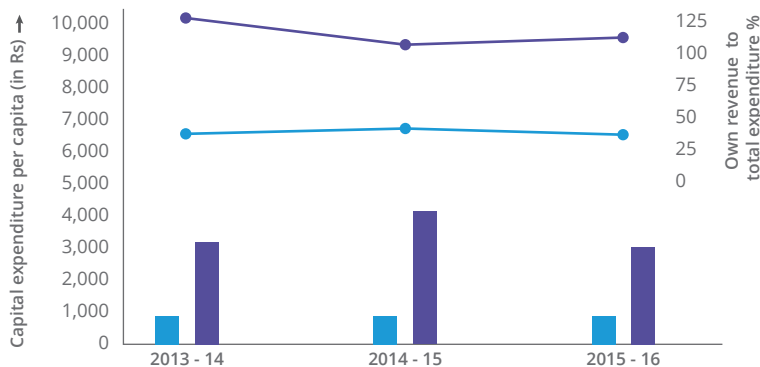
🏛 In practice, the municipal body in Ahmedabad handles only *10 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

🧍 Voter turnout in last municipal elections is *46.20%* compared to *66.60%* in state elections.

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

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

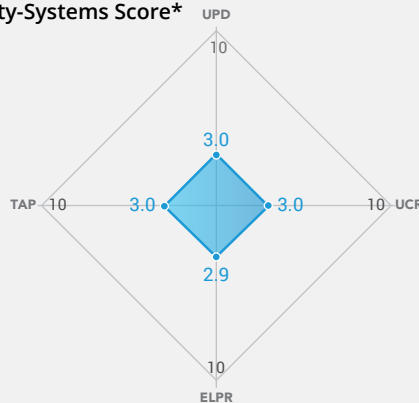## ✊ KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

BENGALURU

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

3 /10

RANK

23 /23

▼ **0.3 decrease** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

- UPD: 3.0
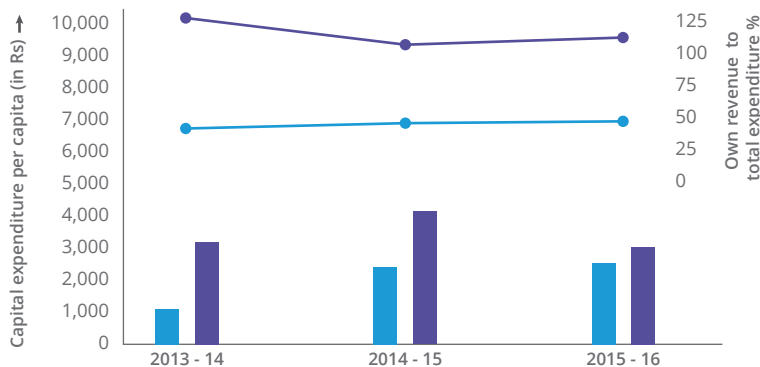- UCR: 3.0
- ELPR: 2.9
- TAP: 3.0

KEY FINDINGS

- Lack of city sanitation plan, comprehensive mobility plan and resilience strategy
- Not undertaken AMRUT reforms on double entry accounting system, credit rating, publishing e-newsletters and availability of a demand collection book
- Civic data not made available in open data format
- Lack of autonomy for Bruhat Bengaluru Mahanagara Palike in budget approval process

CITY FACTOIDS

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

Chart: Capital expenditure per capita (in Rs) and Own revenue to total expenditure %, for years 2013-14, 2014-15, 2015-16

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

The mayor of Bengaluru is *indirectly elected* by its citizens and has a *1 year term*.

Voter turnout in last municipal elections is *45.00%* compared to *58.30%* in state elections.

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

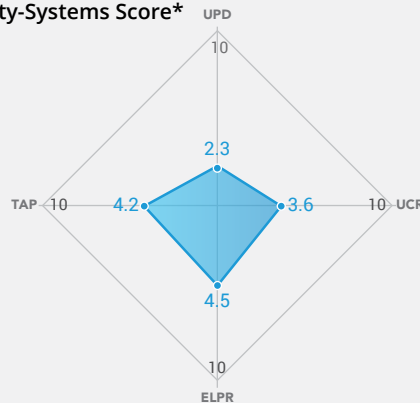***Mumbai has been chosen as the benchmark city since it has the highest capex per capita*

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

BHOPAL

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
3.7 / 10

RANK
15 / 23

No change from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD 2.3
TAP 4.2
UCR 3.6
ELPR 4.5

KEY FINDINGS

- Absence of a metropolitan planning committee
- Lack of city resilience strategy and a land titling law
- Not undertaken AMRUT reforms on providing internship opportunity and publishing demand collection book
- Lack of autonomy for Bhopal Municipal Corporation in budget approval process

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Bhopal v/s Mumbai **
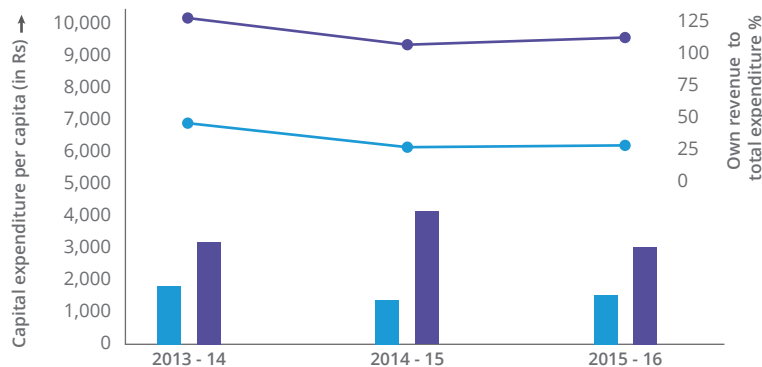
In practice, the municipal body in Bhopal handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *56.70%* compared to *63.90%* in state elections.

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

BHUBANESWAR

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
4.6 /10

RANK
4 /23

▲ **1.1 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*
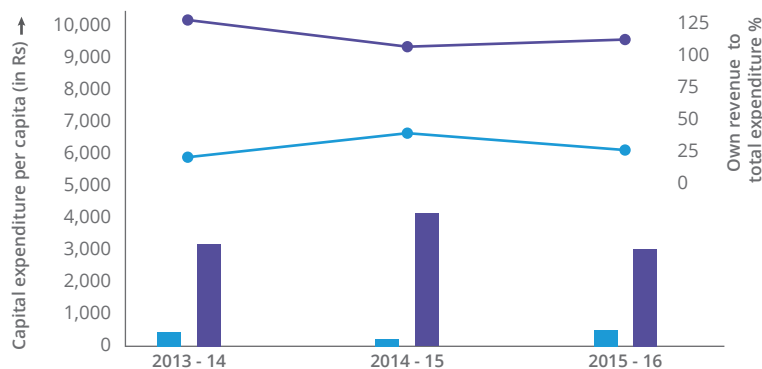
UPD 4.2
UCR 4.6
ELPR 4.7
TAP 4.8
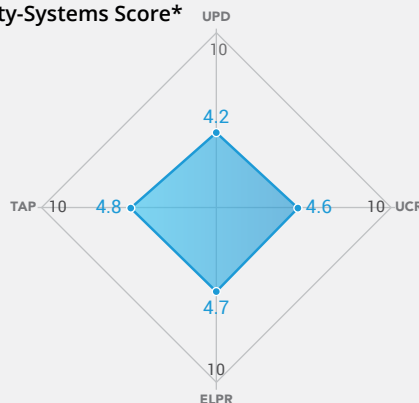
✅ KEY FINDINGS

- Policy in place for incentivising green buildings. Only 11/23 cities have provided such incentives
- Internal audit report made available online. Only 6/23 cities have made it available online
- Municipal staffing data made available online. Only 3/23 cities have made such information available online
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

📰 CITY FACTOIDS

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

- Capital expenditure per capita (in Rs): 0 – 10,000
- Own revenue to total expenditure %: 0 – 125
- Years: 2013 - 14, 2014 - 15, 2015 - 16

🏛 In practice, the municipal body in Bhubaneswar handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

🧍 Voter turnout in last municipal elections is *43.30%* compared to *43.10%* in state elections.

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

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

## ✊ KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

CHANDIGARH

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

City-Systems Score*

SCORE

3.1 /10

RANK

22 /23

▲ **1 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1
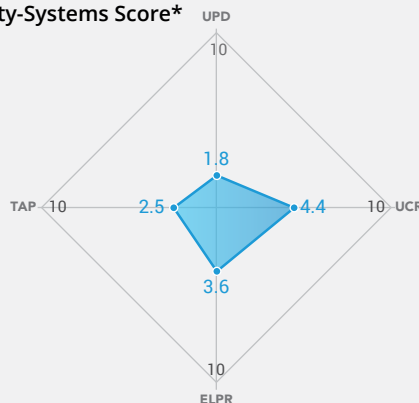
KEY FINDINGS

- Lack of city sanitation plan and land titling law
- Decline in own revenue generation, on average in the last three years
- Not undertaken AMRUT reforms on providing internship opportunities, credit rating and publishing e-newsletters and demand collection book
- Lack of autonomy for Chandigarh Municipal Corporation in budget approval process

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Chandigarh v/s Mumbai *
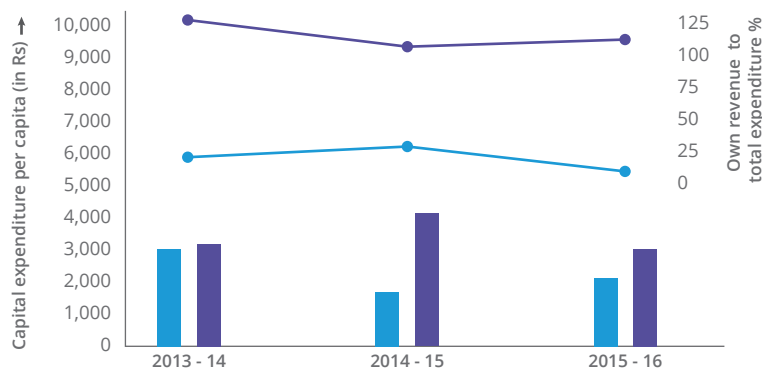
In practice, the municipal body in Chandigarh handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

The mayor of Chandigarh is *indirectly elected* by its citizens and has a *1 year term*.

Voter turnout in last municipal elections is *59.50%* compared to *78.10%* in general elections.

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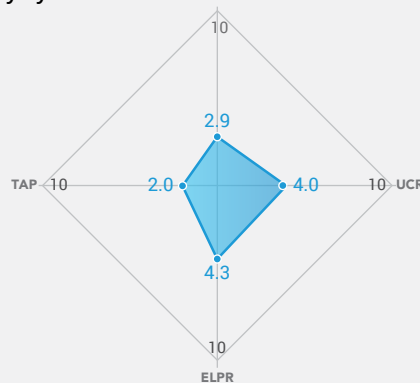
**Mumbai has been chosen as the benchmark city since it has the highest capex per capita

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

CHENNAI

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
3.3/10

RANK
19/23

▼ **0.3 decrease** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD: 2.9
UCR: 4.0
ELPR: 4.3
TAP: 2.0

KEY FINDINGS

- Lack of city sanitation plan, resilience strategy and land titling law
- Decline in own revenue generation, on average in last three years
- No municipal elections held since 2011
- Not undertaken AMRUT reforms on publishing e-newsletters and demand collection book

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Chennai v/s Mumbai **
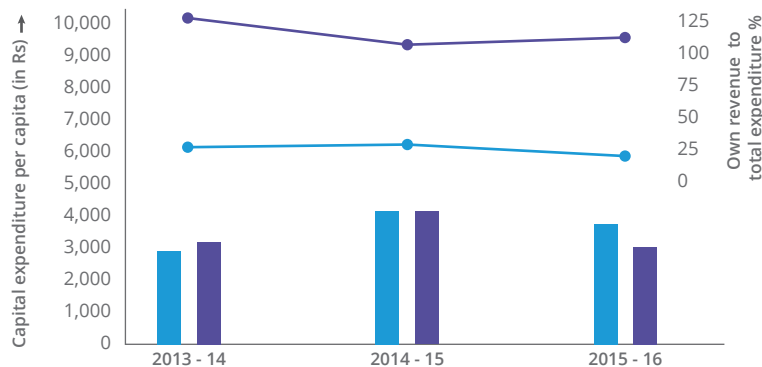
In practice, the municipal body in Chennai handles only *8 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

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

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

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

DEHRADUN

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
3.1 /10

RANK
21 /23

No change from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD 2.4
UCR 3.3
ELPR 4.8
TAP 1.8
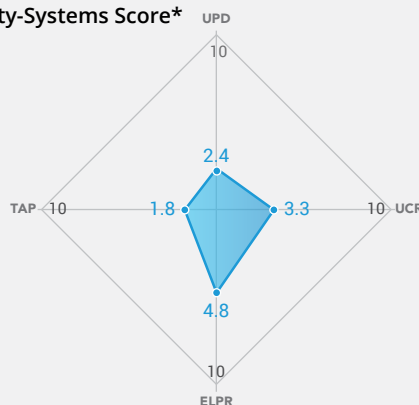
KEY FINDINGS

- Lack of resilience strategy and comprehensive mobility plan
- Decline in own revenue generation, on average in last three years
- Not undertaken AMRUT reforms on publishing e-newsletters and demand collection book, credit rating, appointment of internal auditors and providing internship opportunities
- Audited annual financial statements made available online. Only 12/23 cities have made it available online

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Dehradun v/s Mumbai **
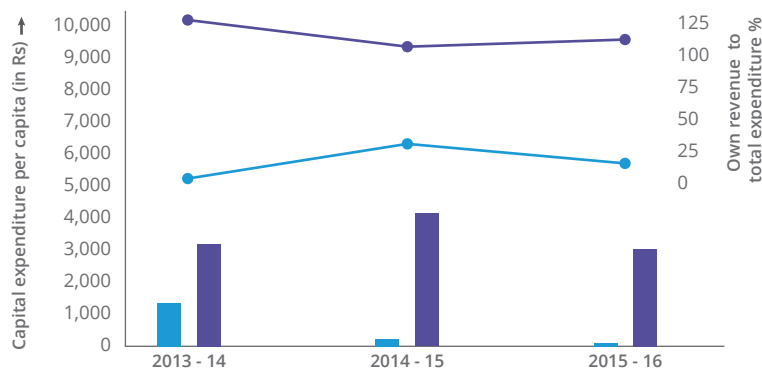
In practice, the municipal body in Dehradun handles only *7 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *54.50%* compared to *58.00%* in state elections.

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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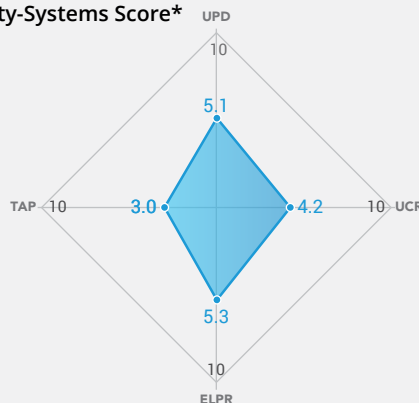
DELHI

ᛩ JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

4.4 /10

RANK

6 /23

▲ **0.8 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD
10
5.1

TAP 10 — 3.0 — 4.2 — 10 UCR

5.3
10
ELPR

☑ KEY FINDINGS

- Metropolitan Planning Committee constituted (MPC). Only 9/18 cities that are mandated by law to form an MPC have actually constituted it
- Policy in place for incentivising green buildings. Only 11/23 cities have provided such incentives
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating and publishing e-newsletters
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

📰 CITY FACTOIDS

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

Capital expenditure per capita (in Rs)

| | 2013 - 14 | 2014 - 15 | 2015 - 16 |
Own revenue to total expenditure %
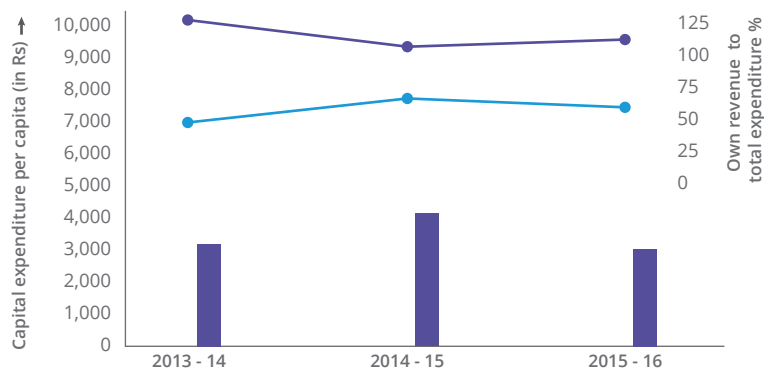
🏛 In practice, the municipal body in Delhi handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

👤 The mayor of Delhi is *indirectly elected* by its citizens and has a *1 year term*.

🧍 Voter turnout in last municipal elections is *53.60%* compared to *67.50%* in state elections.

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

✊ KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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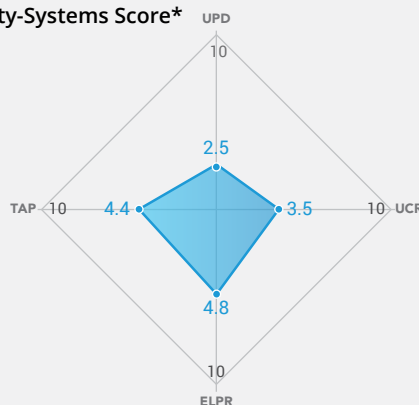
GUWAHATI

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
3.8 /10

RANK
14 /23

City-Systems Score*

UPD 10 / 2.5
UCR 10 / 3.5
ELPR 10 / 4.8
TAP 10 / 4.4

TOP INDIAN CITY
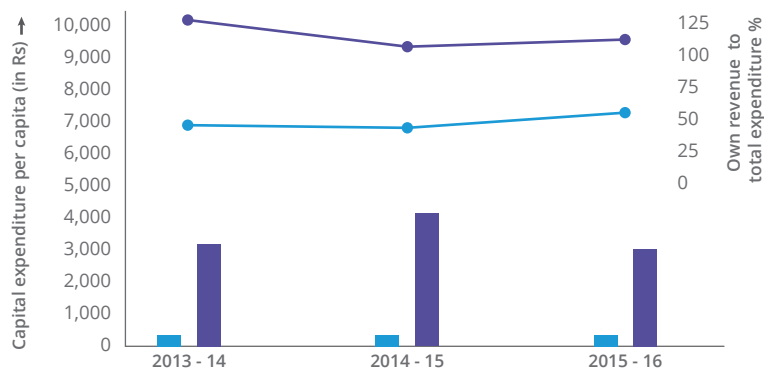Pune | Score: 5.1

KEY FINDINGS

- No effective system to deter plan violations
- Average budget variance of 57.6%, over the last three years
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online
- Civic data not made available in open data format

CITY FACTOIDS

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

Capital expenditure per capita (in Rs) — left axis: 0, 1,000, 2,000, 3,000, 4,000, 5,000, 6,000, 7,000, 8,000, 9,000, 10,000

Own revenue to total expenditure % — right axis: 0, 25, 50, 75, 100, 125

Years: 2013 - 14, 2014 - 15, 2015 - 16

In practice, the municipal body in Guwahati handles only *8 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *56.20%* compared to *79.40%* in state elections.

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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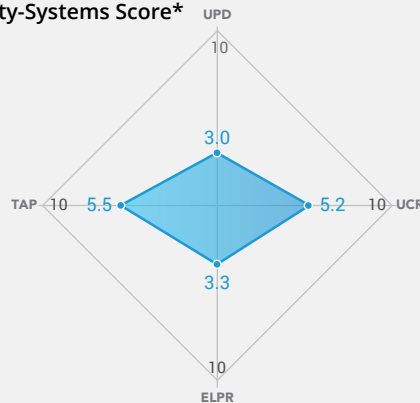
HYDERABAD

JANAAGRAHA
Janaagraha Centre for Citizenship & Democracy

SCORE

4.3/10

RANK

8/23

▲ **0.3 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD
10

3.0

TAP 10 — 5.5 ——— 5.2 — 10 UCR

3.3

10
ELPR

KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Detailed information on schemes and services of GHMC made available online. Only 9/23 cities have made such information online
- Audited annual financial statements made available online. Only 12/23 cities have made it available online
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating and publishing e-newsletters

CITY FACTOIDS

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

Capital expenditure per capita (in Rs)
Own revenue to total expenditure %

2013 - 14   2014 - 15   2015 - 16
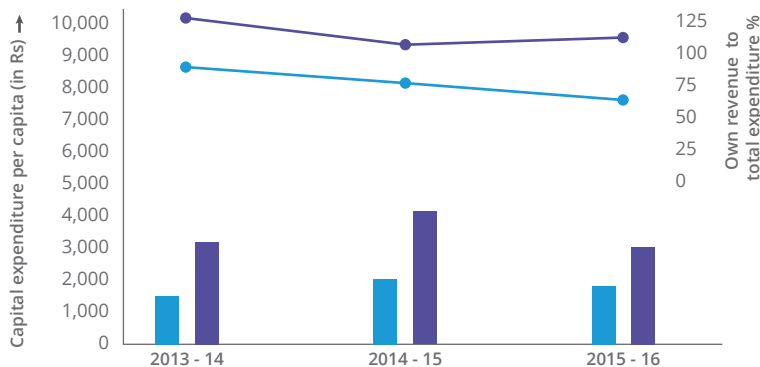
In practice, the municipal body in Hyderabad handles only *10 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *45.00%* compared to *52.70%* in state elections.

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

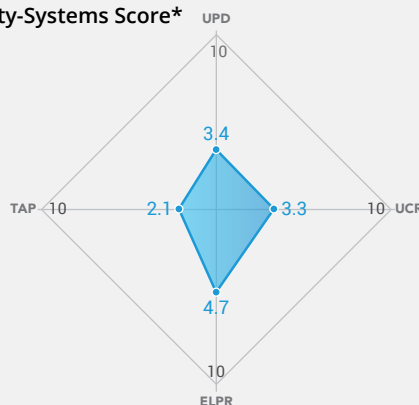***Mumbai has been chosen as the benchmark city since it has the highest capex per capita*

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

JAIPUR

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE
3.4 / 10

RANK
18 / 23

▲ **0.7 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD 3.4, UCR 3.3, ELPR 4.7, TAP 2.1

KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Live e-procurement system made available on Kanpur Municipal Corporation website. Only 15/23 cities have made it available in the ULB website
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating and publishing e-newsletters
- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

CITY FACTOIDS

**Own revenue proportion to total expenditure % and capex per capita –
Jaipur v/s Mumbai ***
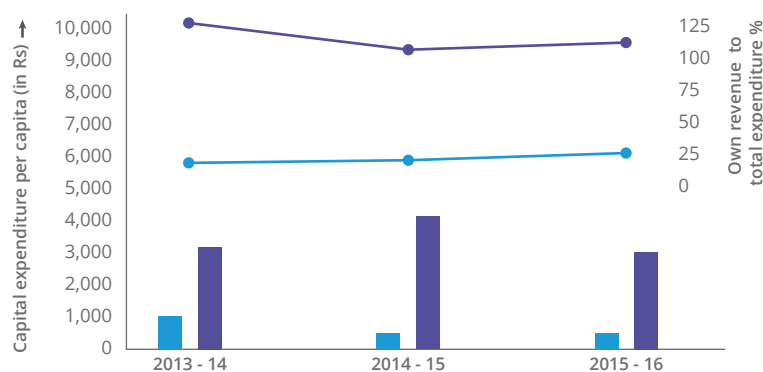
In practice, the municipal body in Jaipur handles only *7 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *56.00%* compared to *72.80%* in state elections.

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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Government of India

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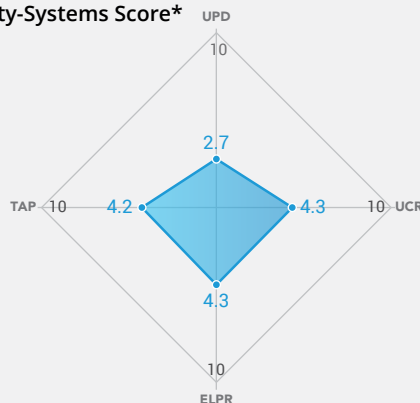
KANPUR

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

3.9 /10

RANK

12 / 23

▲ **0.2 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD — 2.7
UCR — 4.3
ELPR — 4.3
TAP — 4.2

KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Live e-procurement system made available on Kanpur Municipal Corporation website. Only 15/23 cities have made it available in the ULB website
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating and publishing e-newsletters
- Internal audit report made available online. Only 6/23 cities have made it available online

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Kanpur v/s Mumbai *
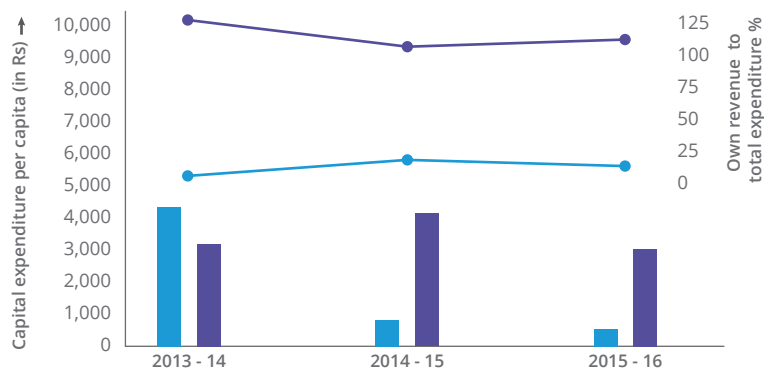
In practice, the municipal body in Kanpur handles only *7 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *41.10%* compared to *55.00%* in state elections.

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

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

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

KOLKATA
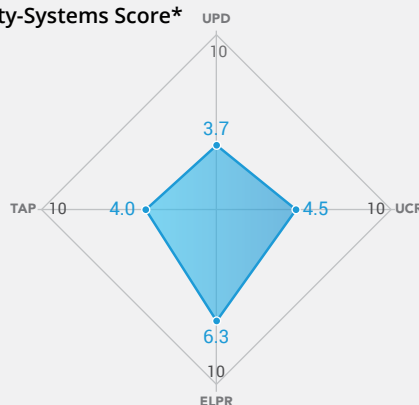
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

4.6/10

RANK

2/23

▲ **0.5 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD 3.7 — UCR 4.5 — ELPR 6.3 — TAP 4.0

KEY FINDINGS

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

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Kolkata v/s Mumbai **
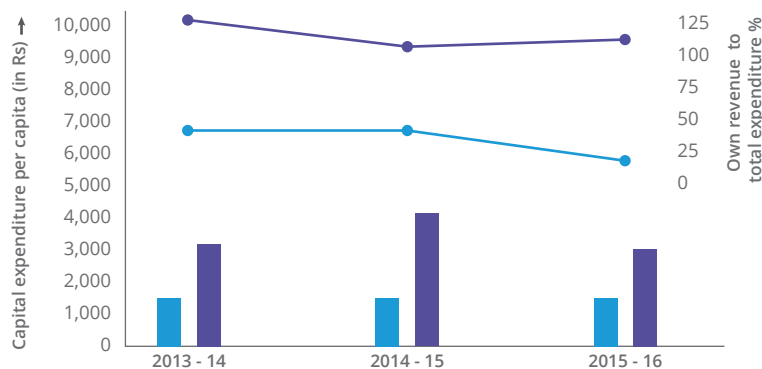
In practice, the municipal body in Kolkata handles only *10 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

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

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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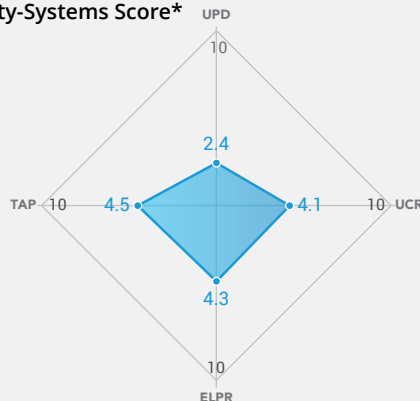
LUCKNOW

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

City-Systems Score*

SCORE

3.8/10

RANK

13/23

▲ **0.5 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

☑ KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Audited annual financial statements made available online. Only 12/23 cities have made it available online
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating and publishing e-newsletters
- Internal audit report made available online. Only 6/23 cities have made it available online

📰 CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita –
Lucknow v/s **Mumbai ****
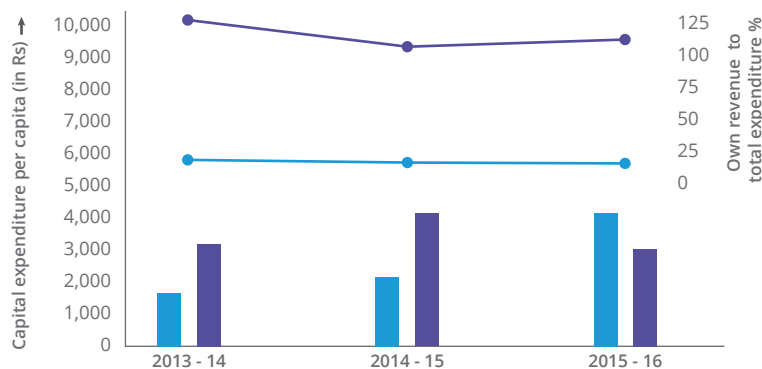
🏛 In practice, the municipal body in Lucknow handles only *7 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

🗳 The mayor of Lucknow is *directly elected* by its citizens and has a *5 year term*.

🚶 Voter turnout in last municipal elections is *47.00%* compared to *56.60%* in state elections.

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

✊ KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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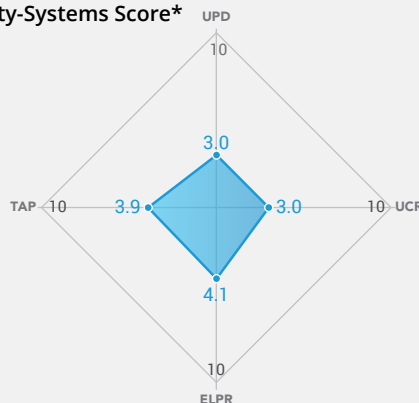
LUDHIANA

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

3.5 /10

RANK

16 /23

▲ **0.5 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD
10
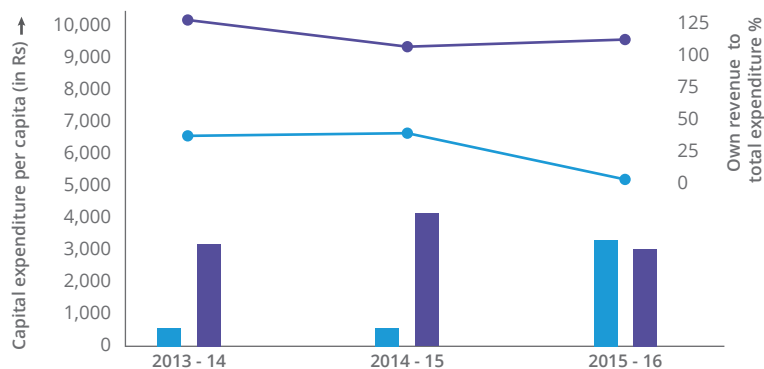3.0
TAP 10 — 3.9 — 3.0 — 10 UCR
4.1
10
ELPR

KEY FINDINGS

- Entertainment tax devolved to Municipal Corporation.
- Improvement in per-capita capital expenditure, on average in the last three years
- Internal audit report made available online. Only 6/23 cities have made it available online
- Undertaken AMRUT reforms on appointment of internal auditor, credit rating, providing internship opportunities and publishing e-newsletters

CITY FACTOIDS

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

Capital expenditure per capita (in Rs) — 10,000 / 9,000 / 8,000 / 7,000 / 6,000 / 5,000 / 4,000 / 3,000 / 2,000 / 1,000 / 0

Own revenue to total expenditure % — 125 / 100 / 75 / 50 / 25 / 0

2013 - 14 | 2014 - 15 | 2015 - 16

In practice, the municipal body in Ludhiana handles only *8 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

The mayor of Ludhiana is *indirectly elected* by its citizens and has a *1 year term*.

Voter turnout in last municipal elections is *63.30%* compared to *70.50%* in state elections.

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

MUMBAI

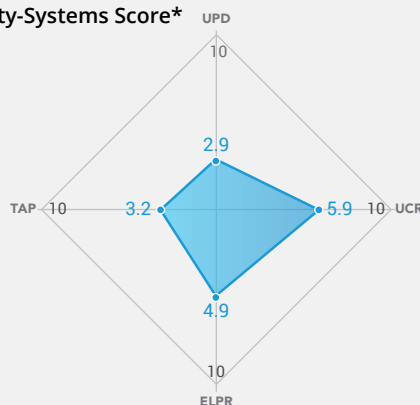**JANAAGRAHA** CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

4.2 /10

RANK

9 /23

▲ **0.1 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD — 10 — 2.9
UCR — 10 — 5.9
ELPR — 10 — 4.9
TAP — 10 — 3.2

KEY FINDINGS

- Decline in per-capita capital expenditure, on average in the last three years
- Not undertaken AMRUT reforms on publishing e-newsletters and demand collection book, credit rating and providing internship opportunities
- Action taken report on State Finance Commission recommendations not made available online
- No comprehensive mobility plan for the city

CITY FACTOIDS

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

Capital expenditure per capita (in Rs) — Own revenue to total expenditure %

Years: 2013 - 14, 2014 - 15, 2015 - 16
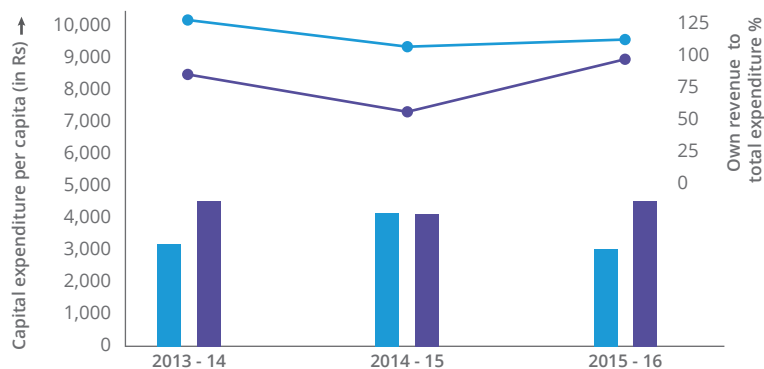
In practice, the municipal body in Mumbai handles only *14 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *55.30%* compared to *50.80%* in state elections.

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

**Pune has been chosen as the benchmark city since it is the top ranked city

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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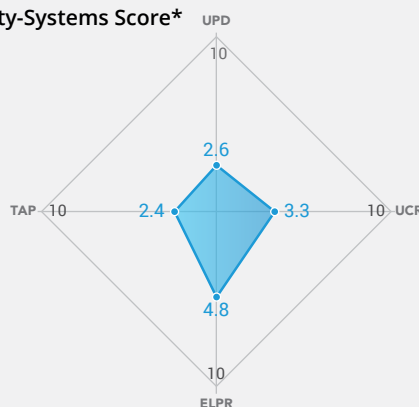
PATNA

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

City-Systems Score*

SCORE

3.3/10

RANK

20/23

▼ **0.1 decrease** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

UPD 2.6
UCR 3.3
ELPR 4.8
TAP 2.4

KEY FINDINGS

- Not undertaken AMRUT reforms on double entry accounting system, providing internship opportunity, credit rating, publishing e-newsletters and demand collection book
- No land titling law and land pooling policy
- City sanitation plan and comprehensive mobility plan not made available online
- Action taken report on State Finance Commission recommendations not made available online.

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Patna v/s Mumbai **
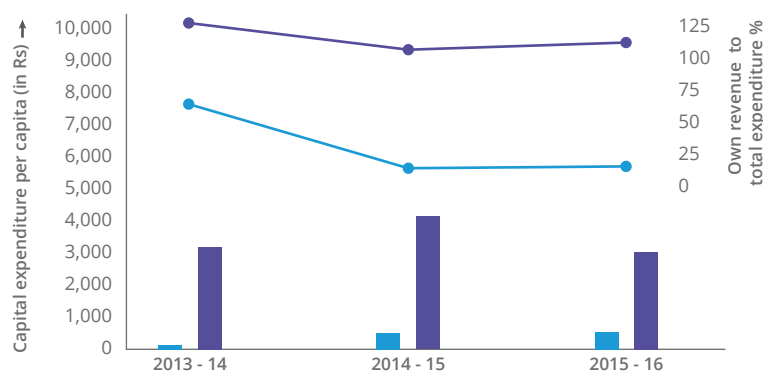
In practice, the municipal body in Patna handles only *6 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *46.00%* compared to *43.60%* in state elections.

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

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

Government of India

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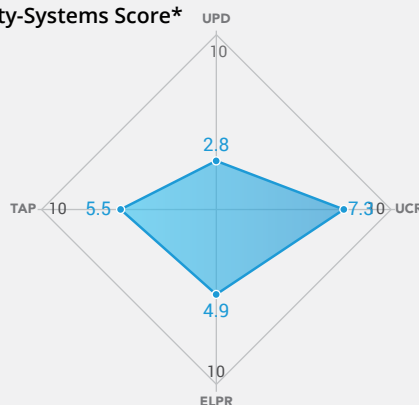
PUNE

JANAAGRAHA
Janaagraha Centre for Citizenship & Democracy

SCORE

5.1 /10

▲ **0.9 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

RANK

1 /23

City-Systems Score*

UPD
10
2.8
TAP 10 — 5.5 — 7.3 — 0 UCR
4.9
10
ELPR

✅ KEY FINDINGS

- Undertaken AMRUT reforms on appointment of internal auditor, credit rating, providing internship opportunities and publishing e-newsletters
- Improvement in own revenue to total expenditure and per-capita capital expenditure, on average over the last three years
- Municipal staffing data made available online. Only 3/23 cities have made such information available online
- Digital governance roadmap made available online. Only 2/23 cities have such information available online

📰 CITY FACTOIDS

**Own revenue proportion to total expenditure % and capex per capita –
Pune v/s Mumbai ***
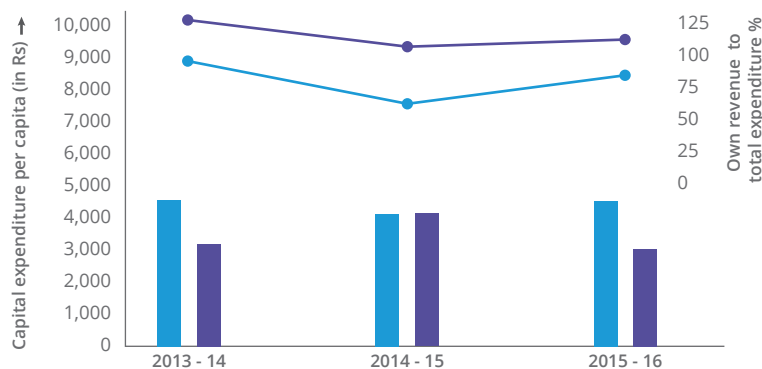
In practice, the municipal body in Pune handles only *14 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *53.60%* compared to *55.70%* in state elections.

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

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

✊ KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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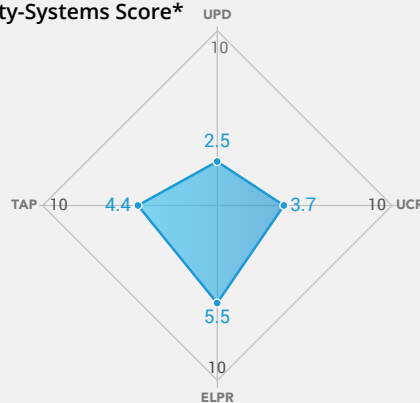
RAIPUR

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

4 /10

▲ **0.7 increase** from 2016

RANK

11 /23

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD — 2.5
UCR — 3.7
ELPR — 5.5
TAP — 4.4

KEY FINDINGS

- Improvement in per-capita capital expenditure, on average in the last three years
- Audited annual financial statements made available online. Only 12/23 cities have made it available online
- Internal audit report made available online. Only 6/23 cities have made it available online
- Live e-procurement system made available on Raipur Municipal Corporation website. Only 15/23 cities have made it available in the ULB website

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Raipur v/s Mumbai *
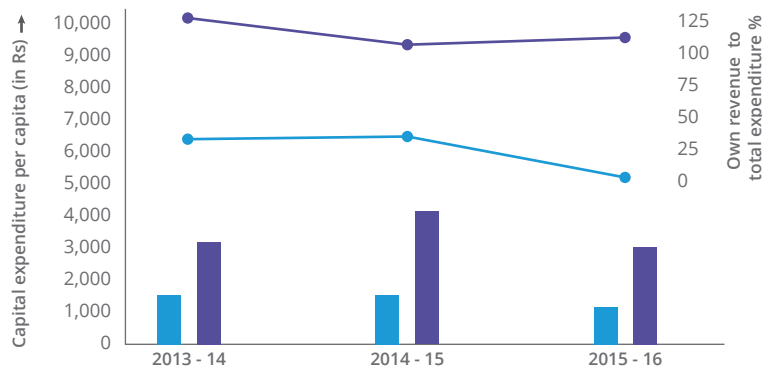
In practice, the municipal body in Raipur handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *58.10%* compared to *65.20%* in state elections.

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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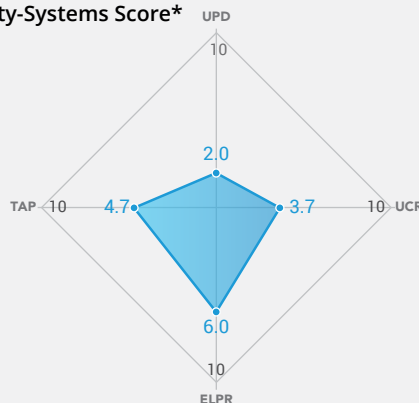
RANCHI

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

4.1 /10

RANK

10 /23

▲ **0.8 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD 2.0
UCR 3.7
ELPR 6.0
TAP 4.7

KEY FINDINGS

- Undertaken AMRUT reforms on appointment of internal auditor, credit rating, providing internship opportunities, publishing e-newsletters and demand collection book
- Improvement in per-capita capital expenditure, on average in the last three years
- Internal audit report made available online. Only 6/23 cities have made it available online
- Live e-procurement system made available on Ranchi Municipal Corporation website. Only 15/23 cities have made it available in the ULB website

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Ranchi v/s Mumbai **
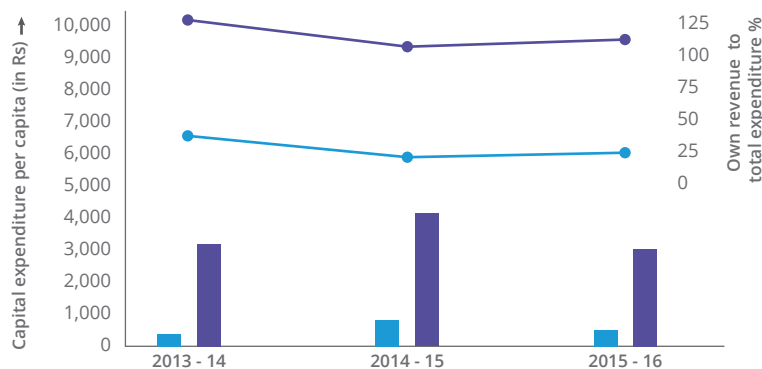
In practice, the municipal body in Ranchi handles only *8 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *38.00%* compared to *53.40%* in state elections.

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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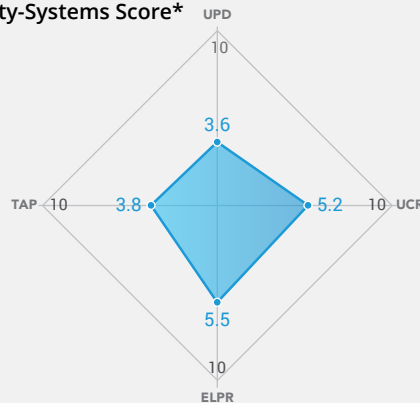
SURAT

JANAAGRAHA
JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

City-Systems Score*

UPD	3.6
UCR	5.2
ELPR	5.5
TAP	3.8

SCORE

4.5 /10

RANK

5 /23

▲ **1.3 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

KEY FINDINGS

- Undertaken AMRUT reforms on appointment of internal auditor, credit rating, providing internship opportunities and publishing e-newsletters

- Improvement in own revenue and per-capita capital expenditure, on average over the last three years

- Significant autonomy over municipal budget

- Action taken report on state finance commission recommendations made available online. Only 10/23 cities have made it available online

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Surat v/s Mumbai *
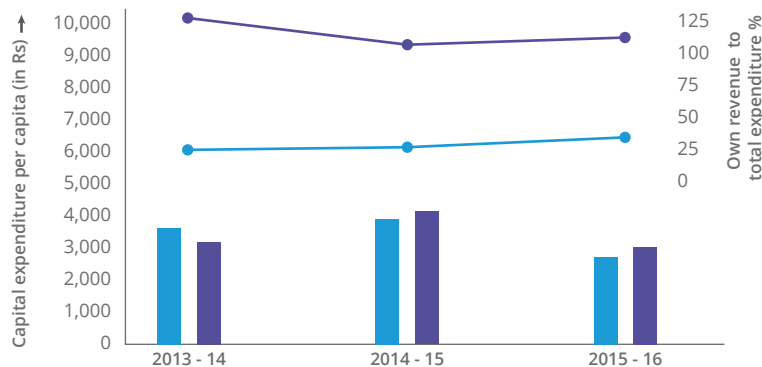
In practice, the municipal body in Surat handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

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

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

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

KEY REFORMS

City Council

1 Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2 Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3 Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4 Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3 Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4 Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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

THIRUVANANTHAPURAM

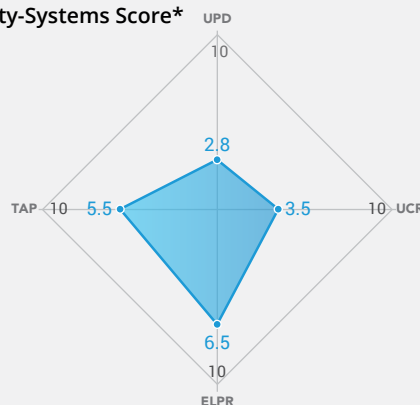**JANAAGRAHA**
Janaagraha Centre for Citizenship & Democracy

SCORE

4.6/10

RANK

3/23

▲ **0.2 increase** from 2016

TOP INDIAN CITY
Pune | Score: 5.1

City-Systems Score*

UPD: 2.8
UCR: 3.5
ELPR: 6.5
TAP: 5.5

KEY FINDINGS

- Improvement in own revenue on average over the last three years
- Adherence to budget timelines as mandated by law. Only 9/23 cities truly adhere to such mandates
- Action taken report on state finance commission recommendations made available online .Only 10/23 cities have made it available online
- Undertaken AMRUT reforms on credit rating, implementing double entry accrual system and publishing e-newsletters

CITY FACTOIDS

Own revenue proportion to total expenditure % and capex per capita – Thiruvananthapuram v/s Mumbai *
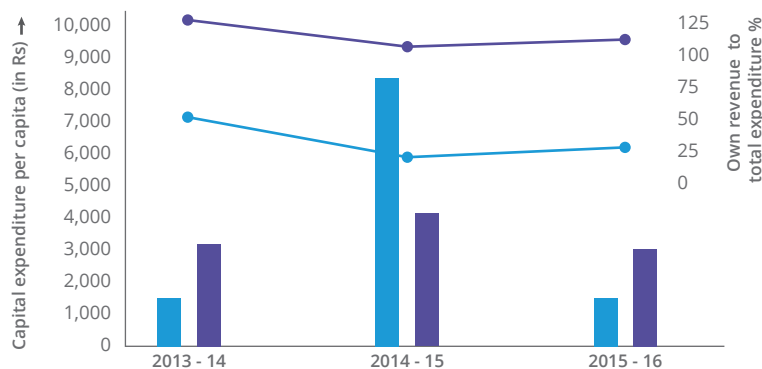
In practice, the municipal body in Thiruvananthapuram handles only *9 functions* as opposed to the 18 listed in the 74th Constitution Amendment Act (CAA).

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

Voter turnout in last municipal elections is *62.90%* compared to *70.80%* in state elections.

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

3. Overhaul **cadre and recruitment rules** to bring them up to modern, contemporary standards of HR management

4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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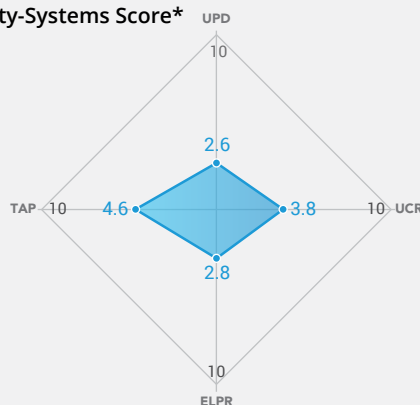
VISAKHAPATNAM

JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

SCORE

3.4 /10

RANK

17 /23

City-Systems Score*

UPD 2.6
UCR 3.8
ELPR 2.8
TAP 4.6

TOP INDIAN CITY
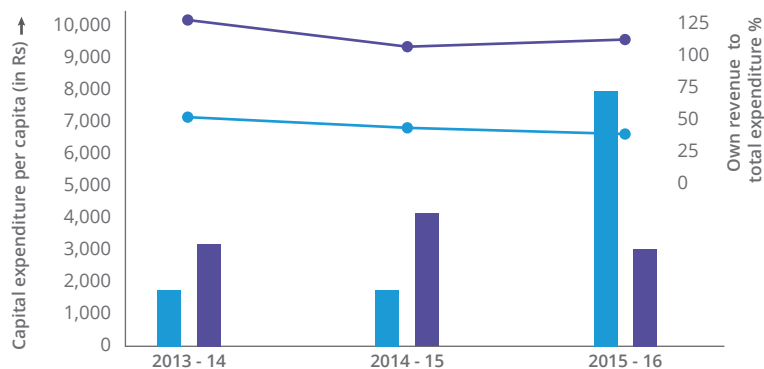Pune | Score: 5.1

KEY FINDINGS

- Municipal elections not held since 2007
- Budget variance of 38%, on average, over the last three years
- Civic data not available in open data format
- Fares poorly on empowered mayor and council

CITY FACTOIDS

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

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

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

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

KEY REFORMS

City Council

1. Implement an effective system to **monitor, report and penalise** Spatial Development Plan (SDP) violations *(UPD)*

2. Sharply focus on **improving collection efficiencies, explore technology and outsourcing solutions** to enable the same *(UCR)*

3. Create a **medium-term workforce plan** and an **annual workforce plan**, aligned to medium-term fiscal plan and annual budgets *(UCR)*

4. Adopt **open data standards, usher in radical transparency in finances and operations**; systematically provide actionable data at a neighborhood level *(TAP)*

State Governments

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

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

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4. Overhaul municipal corporation acts to empower the **empower the mayor and ensure critical functions are meaningfully devolved, and mayors and councils have full powers over staffing and finances** *(ELPR)*

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

Government of India

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