

Jana Urban Space Foundation (India)



JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY



A S I C S



ANNUAL SURVEY OF INDIA'S CITY-SYSTEMS

2017

SHAPING INDIA'S URBAN AGENDA

DATA BOOK





JANAAGRAHA CENTRE FOR CITIZENSHIP & DEMOCRACY

About Janaagraha Centre for Citizenship and Democracy

Janaagraha Centre for Citizenship and Democracy (Janaagraha) is a Bengaluru based not-for-profit institution that is a part of the Jana group. Janaagraha's mission is to transform quality of life in India's cities and towns. It defines quality of life as comprising quality of infrastructure and services and quality of citizenship. To achieve its mission, Janaagraha works with citizens to catalyse active citizenship in city neighbourhoods and with governments to institute reforms to City-Systems.

You can read more about Janaagraha at www.janaagraha.org



Jana Urban Space Foundation (India)

About Jana Urban Space Foundation (Jana USP)

Jana Urban Space is a Professional Services Social Enterprise (PSSE), delivering transformational, world-class work on the spatial dimension of India's cities. Jana USP has four inter-disciplinary Studios - Urban Planning Studio; Urban Design Studio; Spatial Mapping and Analytics Studio; and Architecture and Design Studio. The multiple studios reflect Jana USP's systems-driven approach to addressing urban Spatial challenges. Jana Urban Space is a not-for-profit entity.

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

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ASICS 2017 Data Book

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TABLE OF CONTENTS

WHAT IS ASICS? WHY ASICS?	1
METHODOLOGY	3
OVERALL SCORES AND RANKINGS	7
DETAILED SCORES	8
DATA TABLES	22
EVALUATION CRITERIA	44
DATA SOURCES	60

What is ASICS?

ASICS evaluates the quality of governance in cities by assessing the quality of laws, policies, institutions and institutional processes that together help govern them. These are what we refer to as City-Systems.

City-Systems are the foundation on which good quality of life is built.



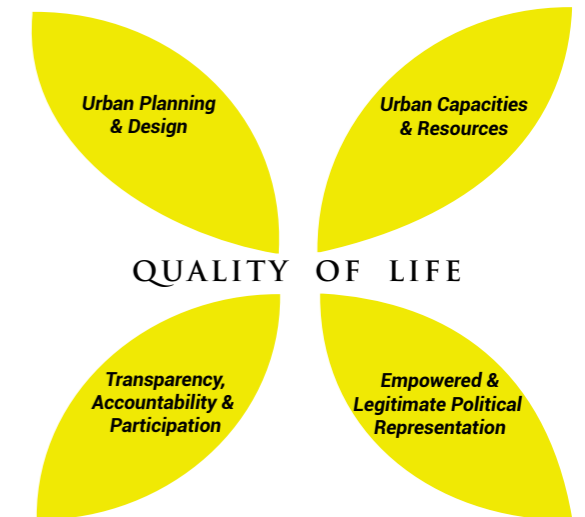
City-Systems are invisible yet critical to good quality of life in our cities.

Why ASICS?

ASICS evaluates urban governance using the City-Systems framework consisting of four distinct but inter-related components that help govern a city and deliver good quality of life to all citizens. It scores cities on a scale of 0 to 10.

The ASICS score of a city is an indication of the health of its governance systems and therefore its ability to deliver good quality of life in the medium to long-term. It aims to push the envelope on transformative reforms in city governance.

City-Systems Framework



City-Systems are the root causes underlying quality of life in cities.

How the 5th edition was done?

26

Cities

89

Questions

150+

Parameters

3,200+

Points of Investigation

50+

Laws

100+

Budgets, Audited Annual Accounts & Audit Reports

250+

RTI Requests

ASICS evaluates and scores India's cities on 89 objective parameters developed using the City-Systems framework and compares them with the benchmark cities of London, New York and Johannesburg.

The ASICS 2017 report has two parts - this main report with key findings and the ASICS 2017 Data Book.

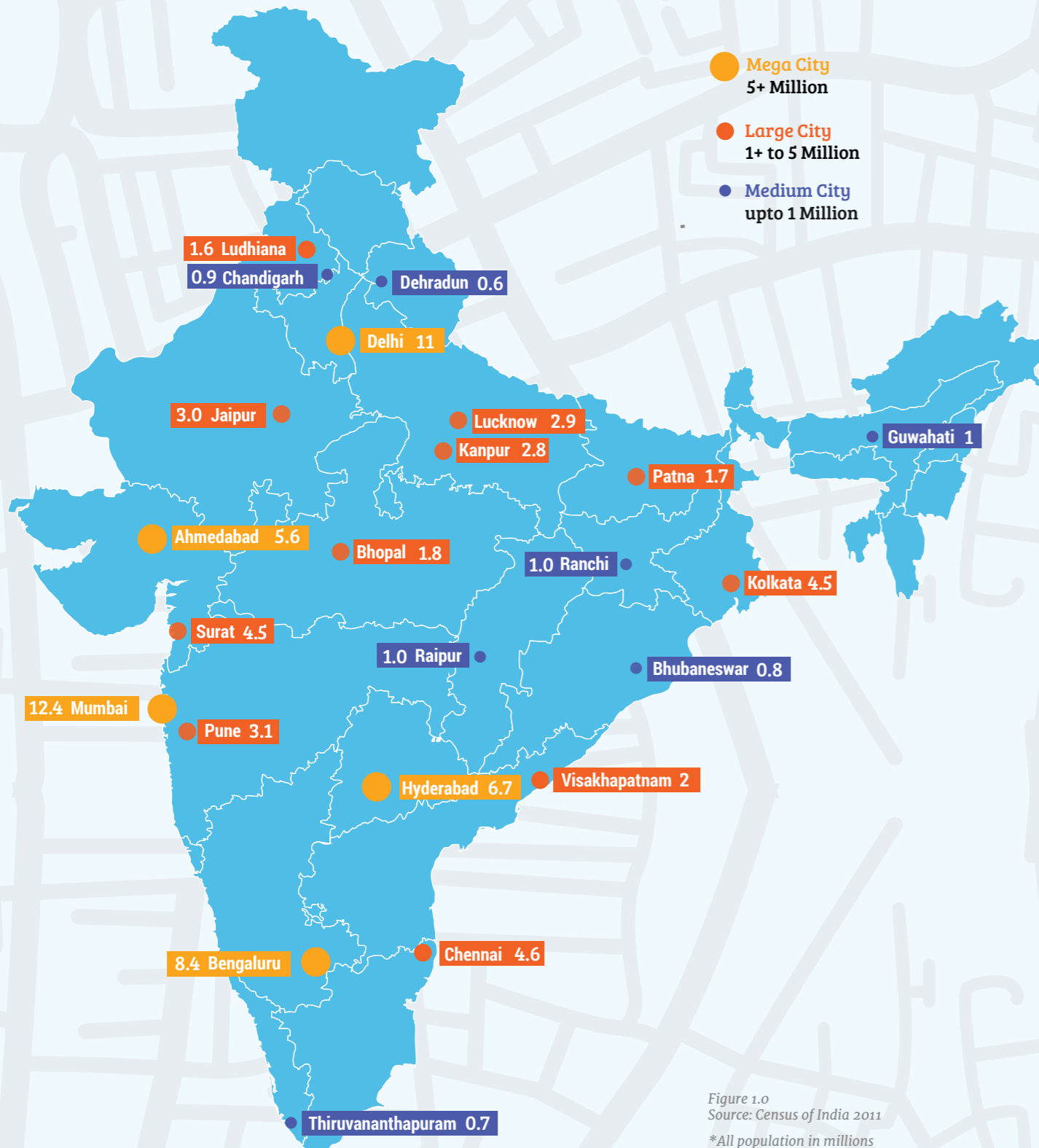
This ASICS 2017 Data Book can be accessed at www.janaagraha.org/asics2017databook

The ASICS 2017 report is also available in Hindi and can be accessed at www.janaagraha.org/asics2017hindireport



METHODOLOGY

ASICS 2017 Geographical Distribution of Cities



The Approach

The Annual Survey of India's City-Systems (ASICS) is a study of City-Systems, an evaluation of the state of urban governance of India's cities. The survey is an objective evaluation of City-Systems - the complex, mostly invisible factors such as laws, policies, institutions, processes and accountability mechanisms that strongly influence quality of life in our cities.

ASICS does not focus on the dysfunctional aspects of Indian cities that citizens experience in everyday life – the potholed roads, lack of 24x7 water supply, unfettered proliferation of slum settlements or over-stretched public transport. It seeks to highlight the flaws in legislations, policies, processes, practices and their implementation that lie at the root of these issues.

ASICS 2017 is an objective benchmarking of 23 Indian cities across 20 states on 89 questions, covering 150 parameters, 3900 points of investigation and takes a systematic, data-driven approach towards urban governance; scoring cities on a scale of 0 to 10. To further evaluate their performance in comparison with global benchmarks, the study includes London, New York and Johannesburg.

The current edition of ASICS sees an increased coverage and representativeness of the survey by including Guwahati and Visakhapatnam in the evaluation. Efforts were taken towards making the survey more robust by adding new questions and strengthening the approach of evaluation to the existing questions, making them more relevant by incorporating the guidelines of Atal Mission for Rejuvenation and Urban Transformation (AMRUT) and the Smart Cities Mission.

The survey which is based on the City-Systems framework is divided into four parts as follows:

Components of City-Systems framework	Number of Questions
Urban Planning & Design (UPD)	32
Urban Capacities & Resources (UCR)	24
Empowered & Legitimate Political Representation (ELPR)	14
Transparency, Accountability & Participation (TAP)	19

Selection of Cities

The fifth edition, like the previous editions, employs the size (in terms of population) and the geographic distribution of cities as the main selection criteria, expanding the coverage of ASICS from 21 to 23 cities. Guwahati and Visakhapatnam have been included in this edition.

Thus, the scope of ASICS 2017 comprises five mega-cities (population of more than 5+ million), 11 large cities (population of 1+ to 5 million) and seven medium cities (population of up to 1+ million), as depicted in page number two. The 23 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. This edition sees an addition of Johannesburg, the largest city in South Africa, as a benchmark from a developing country.

Selection of Questions and Categories

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

The questions used to evaluate cities were primarily drawn from Janaagraha's experience of over a decade in urban governance reforms.

Within each City-System component, a clear rationale was adopted to ensure that questions comprehensively evaluated laws, policies, institutions and institutional processes some aspects of implementation which when fixed, could substantially transform our cities and ensure a better quality of life to its citizens, have also been considered.

We also used relevant laws, policies and administrative reports as a basis for framing questions including the 74th Constitution Amendment Act, Reports of the 2nd Administrative Reforms Commission, Report of the 14th Finance Commission, the National Urban Spatial Planning and Design (NUSPD) guidelines, Urban and Regional Development Plans Formulation and Implementation (URDPFI) Guidelines, reform conditions from Jawaharlal Nehru National Urban Renewal Mission (JnNURM), AMRUT and the Smart Cities Mission.

New Questions

To further improve the robustness of ASICS, we added 16 new questions with due consideration to the guidelines of AMRUT and the Smart Cities Mission. The new questions are listed below within their respective City-System component. Those that are directly related to AMRUT or Smart Cities mission are tagged in the 'evaluation criteria' (page number 44 to 59) as well.

Urban Planning & Design (UPD)

1. Does your city give incentives for green buildings? (AMRUT)
2. Does your city have a sanitation plan? (Smart Cities)
3. Does your city have a sustainability/resilience strategy? (Smart Cities)
4. Does your city have a comprehensive mobility plan? (Smart Cities)
5. Are there enabling policies on land pooling?
6. Has an Metropolitan Planning Committee (MPC) been constituted?

Urban Capacities and Resources (UCR)

1. Is your city, by law, mandated to follow a double-entry accounting system? (AMRUT)
2. Does your city follow a double-entry accounting system? (AMRUT)
3. What is the credit rating of your city? (AMRUT)
4. Does your city provide internship opportunities? (AMRUT)
5. Has your city appointed an internal auditor? (AMRUT)

Empowered & Legitimate Political Representation (TAP)

1. Is the action taken report on State Finance Commission (SFC) recommendations made available by the State government?
2. Does the council have the final say in approving the city budget?
3. Does your city council have adequate gender representation?

Transparency, Accountability & Participation (ELPR)

1. Does your city publish E-newsletter? (AMRUT)
2. Does your city publish post Demand Collection Book (DCB) of tax details on the website? (AMRUT)

Data Collection

Data collection spanned over a period of seven months. The survey is predominantly based on primary research with the sources being relevant laws, policy documents and websites of city & state governments. The 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 up to the cut-off date of 31 Dec 2017. For a detailed break-up of sources, please refer to 'Data Sources' on Page number 60-64.

We filed more than 250 Right to Information (RTI) applications and the subsequent follow up RTIs with municipalities and the state urban development departments. While the response to RTIs was far better than in previous years, it was far from satisfactory.

In certain cases, we relied on information received from government officials through phone or e-mails.



OVERALL SCORES AND RANKINGS

Scoring and 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, Urban Local Bodies 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 that each question probes a defining quality and is equally important in fixing City-Systems. Each category within the City-Systems framework has also been weighted equally.

Additional Points

1. In this report we have used the terms 'city' and 'municipality' to refer to an Urban Local Body (ULB).
2. The scores for Delhi reflect the jurisdiction covered by North Delhi Municipal Corporation, South Delhi Municipal Corporation and East Delhi Municipal Corporation.
3. Delhi has been given zero for capital expenditure as the three municipal corporations do not have a capital expenditure/receipts section in respective budgets.
4. In case a question does not apply to a city, the same was treated as 'Not Applicable (NA)' and the question would be removed from the denominator. For example, question on metropolitan SDP will not apply to Dehradun as it does not qualify as a metropolitan area as per the 74th CAA and would be treated as 'NA'.
5. A city is scored 0 for a question, if the data/information that is required for ASICS evaluation is unavailable, despite several attempts to procure the same via RTI applications, e-mail requests, phone calls etc., considering that ASICS evaluates cities on the basis of information that is expected to be available in public domain.

You can refer page 44-59 for the question wise criteria followed for evaluation of ASICS cities.

Table 1

City	UPD	UCR	ELPR	TAP	ASICS 2017 SCORE	ASICS 2017 RANK	ASICS 2016 Rank
Ahmedabad	2.9	5.0	5.7	3.5	4.3	8	14
Bangalore	2.7	3.0	3.2	3.1	3.0	23	16
Bhopal	2.1	3.6	4.5	4.2	3.6	16	6
Bhubaneswar	3.9	4.6	4.6	4.8	4.5	4	10
Chandigarh	1.8	4.4	3.6	2.5	3.1	21	21
Chennai	2.4	4.0	4.1	2.0	3.2	18	8
Dehradun	2.4	3.3	4.8	1.8	3.1	20	18
Delhi	4.7	4.2	5.3	3.0	4.3	7	9
Guwahati	2.8	3.5	4.8	4.4	3.9	12	-
Hyderabad	3.0	5.2	4.0	5.4	4.4	6	5
Jaipur	3.0	3.3	4.1	2.1	3.1	19	20
Kanpur	2.4	4.3	4.4	4.2	3.8	13	7
Kolkata	3.7	4.1	6.4	4.0	4.5	2	3
Lucknow	2.1	4.1	4.3	4.5	3.8	14	12
Ludhiana	3.0	3.4	4.1	3.9	3.6	15	19
Mumbai	2.9	5.9	4.8	3.2	4.2	9	4
Patna	2.4	2.4	4.9	2.4	3.0	22	11
Pune	2.9	7.3	4.9	5.4	5.1	1	2
Raipur	2.6	3.7	5.4	4.4	4.0	11	15
Ranchi	2.1	3.7	6.0	4.7	4.1	10	13
Surat	3.0	5.2	5.6	3.8	4.4	5	17
Thiruvananthapuram	2.8	3.5	6.5	5.5	4.6	3	1
Visakhapatnam	2.6	3.8	2.7	4.5	3.4	17	-
London	7.9	9.7	9.4	8.2	8.9	-	-
New York	8.0	9.8	8.8	8.5	8.8	-	-
Johannesburg	5.3	8.8	8.8	7.6	7.6	-	-



DETAILED SCORES

Table 2

City-Systems	Sl.No	Question	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai		Dehradun	Delhi	Guwahati	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Rajpur	Ranchi	Surat	Thiruvananthapuram	Visakhapatnam	London	New York	Johannesburg		
URBAN PLANNING & DESIGN	SPATIAL DEVELOPMENT PLAN (SDP)																														
	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 ?	5.0	5.0	5.0	5.0	0.0	5.0		0.0	5.0	5.0	5.0	0.0	0.0	5.0	0.0	5.0	5.0	5.0	5.0	0.0	5.0	5.0	5.0	5.0	5.0	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																													
	i	Metropolitan SDP	3.3	3.3	3.3	NA	NA	3.3		NA	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	NA	3.3	3.3	3.3	3.3	
	ii	Municipal SDP	3.3	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	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
	iii	Ward SDP	0.0	0.0	0.0	3.3	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	0.0	0.0	0.0	0.0	0.0	3.3	3.3
	3	Are there three levels of currently notified SDPs?																													
	i	Is there a metropolitan region SDP?	3.3	3.3	0.0	NA	NA	3.3		NA	3.3	NA	3.3	3.3	3.3	3.3	3.3	3.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	3.3	3.3	3.3	
	ii	Is there a municipal SDP?	0.0	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	3.3	0.0	3.3	0.0	3.3	
	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	0.0	0.0	0.0	0.0	0.0	3.3	3.3
	4	Does the law mandate participation of all parastatals/agencies/ULBs in creation of metropolitan SDPs?	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	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0
	5	Does the act define clearly the objectives and contents of each level of SDP?	6.7	6.7	6.7	10.0	5.0	6.7		5.0	10.0	5.0	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	5.0	6.7	10.0	10.0	10.0	10.0
	6	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	0.0	NA	10.0	0.0		NA	10.0	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	NA	0.0	10.0	10.0	10.0	10.0
	7	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	5.0	0.0	NA	NA	5.0		NA	5.0	NA	5.0	5.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	0.0	3.3	0.0	0.0	
	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	8	Is there a clear decentralised procedure for approvals of each level of plans?																													
	i	Does the law mandate that the metropolitan SDP be approved by the state government?	3.3	3.3	3.3	NA	NA	3.3		NA	0.0	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	NA	3.3	3.3	0.0	0.0	
	ii	Does the law mandate that the municipal SDP be approved by the MPC (State government for small/medium cities)?	0.0	0.0	0.0	3.3	3.3	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	0.0	0.0	3.3	0.0	3.3	3.3	3.3	
	iii	Does the law mandate that the ward SDP be 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	0.0	0.0	0.0	3.3	3.3	0.0	
9	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	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	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0		

Table 2

City-Systems	Sl.No	Question	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Guwahati	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Raipur	Ranchi	Surat	Thiruvananthapuram	Visakhapatnam	London	New York	Johannesburg	
	10	Is there a clear provision for a competent technical cell to enable preparation of the SDP for each level?	10.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	10.0	0.0	0.0	0.0	10.0	10.0	0.0	10.0	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	10.0	10.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	
	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	10.0	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	0.0	10.0	10.0	10.0	
	13	Is there a common digital base 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	0.0	0.0	10.0	10.0	0.0	
	14	Are there provisions in the act for modifications to notified SDPs?	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	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	15	Has an MPC been constituted?	10.0	10.0	0.0	NA	NA	10.0	NA	10.0	NA	0.0	0.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0	0.0	0.0	10.0	NA	0.0	10.0	10.0	10.0	10.0
	16	Does your city give incentives for green buildings?	0.0	10.0	0.0	10.0	10.0	0.0	0.0	10.0	10.0	10.0	10.0	0.0	10.0	0.0	10.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0
	17	Does your city have a sanitation plan?	10.0	0.0	10.0	10.0	0.0	0.0	10.0	0.0	10.0	10.0	0.0	10.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	0.0	0.0	10.0	10.0	10.0	10.0	10.0	0.0
	18	Does your city have a sustainability/resilience strategy?	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	10.0	0.0	0.0	10.0	10.0	10.0	
	19	Does your city have a comprehensive mobility plan?	0.0	0.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0
		SPATIAL DEVELOPMENT PLAN (SDP) - IMPLEMENTATION																											
	20	Does the SDP have provisions 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	0.0	0.0	0.0	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
	21	Are there prescribed urban design standards to guide the execution of urban projects?	0.0	1.0	2.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0	0.0	3.0	0.0	0.0	0.0	0.0	0.0	0.0	3.0	0.0	2.0	0.0	0.0	0.0	6.0	8.0	3.0
	22	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	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	10.0	10.0	10.0
	23	Are there enabling policies on land pooling?	10.0	0.0	0.0	10.0	0.0	0.0	10.0	10.0	0.0	10.0	10.0	0.0	0.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0
	24	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	0.0	0.0	10.0	0.0
	25	Does the SDP include objectives on jobs and economy?	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	0.0	0.0	0.0	0.0	10.0	10.0	10.0
	26	Does the SDP include objectives 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	0.0	0.0	10.0	10.0	0.0
	27	Does the SDP include objectives on social development (health care, education)?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	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	0.0
		SPATIAL DEVELOPMENT PLAN (SDP) - ENFORCEMENT																											
	28	Is there an effective system to prevent approval of plans that are not in conformity with 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	0.0	0.0	0.0	10.0	10.0	10.0



DETAILED SCORES

Table 2

City-Systems	Sl.No	Question	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai		Dehradun	Delhi	Guwahati	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Rajpur	Ranchi	Surat	Thiruvananthapuram	Visakhapatnam	London	New York	Johannesburg	
			URBAN PLANNING & DESIGN	29	Is there an effective system to monitor ongoing constructions/projects for possible 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	0.0	0.0	0.0
30	Are there provisions to penalise violating plans?	2.0		2.0	0.0	6.0	2.0	4.0		4.0	4.0	2.0	2.0	6.0	4.0	4.0	4.0	2.0	4.0	2.0	4.0	2.0	4.0	2.0	2.0	2.0	6.0	8.0	6.0	
PARTICIPATORY PLANNING																														
31	Does the law mandate public participation in preparation of each level of plan (metropolitan, municipal and ward) through area sabhas/ward sabhas and other means?	0.0		0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	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	5.0
32	Does the law mandate public scrutiny at (including objections and responses) each levels of plan (metropolitan, municipal and ward) through area sabhas/ward sabhas and other means?	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	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	5.0	
URBAN CAPACITIES & RESOURCES	FINANCIAL MANAGEMENT																													
	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	2.5	2.5	2.5	NA	NA	2.5
	ii	Entertainment tax	2.5	0.0	0.0	0.0	2.5	2.5		2.5	2.5	2.5	2.5	0.0	2.5	0.0	2.5	2.5	2.5	0.0	2.5	2.5	0.0	2.5	2.5	2.5	2.5	NA	NA	NA
	iii	Profession tax	2.5	0.0	0.0	0.0	2.5	2.5		2.5	2.5	0.0	0.0	2.5	2.5	0.0	2.5	2.5	0.0	2.5	0.0	2.5	2.5	2.5	2.5	2.5	0.0	NA	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	2.5	2.5	2.5	2.5	0.0	2.5	2.5	NA	NA	NA
	2	What is the percentage of own revenues to total expenditure for the ULB?	3.9	4.6	3.4	2.9	2.1	2.6		1.9	5.8	5.1	7.7	2.4	1.5	3.4	1.9	2.4	10.0	3.2	8.1	2.3	2.8	2.9	3.4	4.5	4.5	6.6	5.5	
	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	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	0.0	0.0	10.0	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	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	10.0	0.0	0.0	10.0	10.0	10.0
	5	What is the per-capita capital expenditure of the ULB?	8.5	4.7	3.7	0.8	5.4	8.3		1.4	0.0	0.8	4.1	1.5	4.4	3.5	6.2	3.5	8.0	0.8	10.0	3.2	1.3	8.0	9.4	8.9	8.0	10.0	9.8	
	6	Is the budget of the ULB realistic?	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	10.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	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	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	10.0	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	10.0	10.0	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	0.0	10.0	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	0.0	0.0	0.0	10.0	10.0	10.0	
10	Are the audited annual financial statements/audited annual accounts of the ULB available in the public domain?	10.0	0.0	10.0	10.0	10.0	0.0		10.0	0.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	
11	Have five State Finance Commissions (SFCs) been constituted by the state government?	2.0	5.0	10.0	5.0	10.0	10.0		10.0	10.0	10.0	0.0	10.0	10.0	5.0	10.0	10.0	5.0	10.0	5.0	5.0	2.0	2.0	10.0	5.0	NA	NA	NA		



DETAILED SCORES

Table 2

City-Systems	Sl.No	Question	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai		Dehradun	Delhi	Guwahati	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Rajpur	Ranchi	Surat	Thiruvananthapuram	Visakhapatnam	London	New York	Johannesburg		
URBAN CAPACITIES & RESOURCES	12	Is your city, by law, mandated to follow a double-entry accounting system?	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	10.0	10.0	10.0	10.0	
	13	Does your city follow a double-entry accounting system?	0.0	0.0	10.0	10.0	10.0	10.0		10.0	0.0	0.0	10.0	10.0	10.0	10.0	0.0	0.0	10.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	14	What is the credit rating of your city?	9.1	0.0	8.2	7.3	0.0	8.2		0.0	9.1	0.0	9.1	8.2	7.3	8.2	8.2	7.3	0.0	0.0	9.1	7.3	0.0	0.0	7.3	9.1	9.1	9.1	9.1	7.3	
	HUMAN RESOURCE MANAGEMENT																														
	15	Does the ULB have adequate staff commensurate with its population?	2.2	3.4	0.4	1.6	5.7	0.0		3.5	5.9	3.1	5.2	2.2	5.4	0.1	2.2	4.8	10.0	1.3	5.6	7.4	0.0	0.5	0.7	6.9	10.0	10.0	10.0	10.0	
	16	Is the staffing data of the ULB available in the public domain?	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	5.0	0.0	10.0	5.0	0.0	10.0	0.0	0.0	10.0	10.0	10.0	0.0
	17	Does the ULB have access to a municipal cadre for its staffing?	10.0	10.0	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	10.0	10.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0
	18	Does the commissioner have adequate experience in urban related departments?	6.6	1.7	1.0	4.3	0.3	4.8		0.5	1.2	0.8	9.8	2.6	0.5	5.4	3.2	0.8	6.2	1.5	7.3	1.6	0.5	3.8	0.8	1.4	NA	NA	NA	NA	
	19	What is the average tenure of the commissioner?	5.0	0.0	0.0	5.0	0.0	0.0		0.0	5.0	0.0	5.0	0.0	0.0	10.0	5.0	0.0	5.0	0.0	5.0	0.0	0.0	5.0	0.0	0.0	NA	NA	NA	NA	
	20	Does your city provide internship opportunities?	0.0	0.0	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	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	10.0	10.0
	21	Has your city appointed an internal auditor?	10.0	10.0	0.0	10.0	10.0	10.0		10.0	10.0	10.0	10.0	0.0	10.0	0.0	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
	TECHNOLOGY & PROCESS MANAGEMENT																														
	22	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	10.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	
	23	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	1.7	1.7	1.7	1.7	1.7	0.0	1.7	3.3	3.3	1.7	
	ii	Basic service delivery	3.3	2.8	3.3	2.8	0.6	1.7		0.6	2.2	2.2	2.2	2.2	1.7	2.9	1.1	1.9	2.9	2.8	2.9	2.8	2.4	2.8	1.7	1.9	3.3	3.3	2.8		
	iii	Schemes and services	0.0	3.3	3.3	3.3	0.0	0.0		0.0	0.0	3.3	3.3	0.0	0.0	3.3	0.0	0.0	0.0	0.0	0.0	3.3	3.3	0.0	0.0	0.0	3.3	3.3	3.3	3.3	
	24	Does the ULB have an e-procurement system (including vendor registration)?	0.0	10.0	10.0	0.0	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	0.0	10.0	10.0	10.0	10.0	



DETAILED SCORES

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EMPOWERED & LEGITIMATE POLITICAL REPRESENTATION	MAYOR / COUNCIL EMPOWERMENT																												
	1	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	1.7	1.7	0.0	0.0	1.7	1.7	1.7	0.0	1.7	3.3	1.7	1.7	1.7	1.7	1.7	0.0	3.3	3.3	3.3
	ii	Disciplinary action	3.3	0.0	1.7	0.0	0.0	0.0		1.7	1.7	1.7	0.0	0.0	1.7	3.3	1.7	0.0	3.3	3.3	3.3	1.7	1.7	3.3	3.3	0.0	3.3	3.3	3.3
	iii	Termination	3.3	0.0	1.7	0.0	0.0	0.0		1.7	1.7	1.7	0.0	0.0	1.7	3.3	1.7	0.0	3.3	3.3	3.3	1.7	1.7	3.3	0.0	0.0	3.3	3.3	3.3
	2	Does the mayor of the ULB have a five year term?	0.0	0.0	10.0	10.0	0.0	10.0		10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	0.0	10.0	0.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0
	3	Is the mayor directly elected?	0.0	0.0	10.0	0.0	0.0	0.0		10.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	0.0
	4	Does the mayor/council 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	0.0	0.0	10.0	10.0	10.0
	5	Is the mayor an ex-officio member of the MPC?	10.0	0.0	0.0	NA	NA	0.0		NA	0.0	NA	0.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	NA	0.0	10.0	10.0	10.0
	6	Is the ULB responsible for providing all functions and services it is mandated to as per the 74 th CAA?	7.2	6.1	5.3	4.7	5.3	4.7		4.2	4.7	5.0	4.7	3.0	4.4	6.1	4.7	5.0	6.7	5.0	8.3	5.0	5.0	6.7	4.4	4.7	10.0	10.0	9.2
	7	Is the action taken report on SFC recommendations made available by the state government?	10.0	0.0	0.0	10.0	10.0	10.0		0.0	10.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	0.0	NA	NA	NA
	8	Does the council have the final say in approving the city budget?	10.0	0.0	0.0	0.0	0.0	10.0		0.0	10.0	10.0	10.0	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	10.0
	LEGITIMACY AND REPRESENTATION																												
	9	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	10.0	10.0	10.0
10	Is the SEC empowered to conduct delimitation of 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	10.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	0.0	10.0	0.0	10.0	10.0	10.0	
11	Have elections to the ULB been conducted every five years?	10.0	0.0	10.0	10.0	10.0	0.0		10.0	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	10.0	0.0	10.0	10.0	10.0	
12	Do citizens participate adequately in the electoral process?'																												
i	Council	2.3	2.3	2.8	2.2	3.0	0.0		2.7	2.7	2.8	2.3	2.8	2.1	3.4	2.4	3.2	2.8	2.3	2.7	2.9	1.9	2.0	3.1	0.0	2.3	1.1	2.9	
ii	Legislative assembly	3.3	2.9	3.2	2.2	NA	3.1		2.9	3.4	4.0	2.6	3.6	2.7	3.4	2.8	3.5	2.5	2.2	2.8	3.3	2.7	3.3	3.5	3.1	3.5	2.8	3.6	
13	Are locally elected officials required to publicly disclose their income and assets (and those of their immediate family) prior to taking office?	0.0	10.0	0.0	0.0	0.0	10.0		0.0	10.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	0.0	0.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	
14	Does your city council have adequate gender representation?	8.5	8.4	7.3	9.5	5.8	0.0		7.5	7.8	5.8	6.0	6.1	6.9	7.7	5.6	6.0	7.0	9.6	6.1	0.0	10.0	8.4	8.0	0.0	6.2	0.0	7.3	



DETAILED SCORES

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			TRANSPARENCY & CITIZEN PARTICIPATION																												
TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION	1	Has the state government enacted the Public Disclosure Law (PDL) and has the rules implementing the PDL being notified?	0.0	10.0	10.0	5.0	0.0	10.0		0.0	0.0	10.0	10.0	5.0	10.0	10.0	10.0	10.0	5.0	5.0	5.0	5.0	10.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	
	2	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	0.0	0.0	0.0	0.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
	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	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	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	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0
	iv	Particulars of major works	0.0	0.0	2.0	2.0	0.0	2.0		0.0	0.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0
	v	Details of plans, income and budget	0.0	2.0	2.0	2.0	0.0	2.0		0.0	0.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0	0.0	2.0	0.0	2.0	2.0	2.0	2.0	2.0	2.0
	3	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	0.0	0.0	0.0	0.0	0.0	0.0
	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	0.0	0.0	0.0	0.0	0.0	0.0
	iii	Raw and synthesized data on civic works	0.0	0.0	0.0	0.0	0.0	0.0		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	0.0	0.0	0.0	0.0	0.0
	iv	Information under Right To Information (RTI), section 4(1)b on minutes of council meetings, rules, regulations and documents of the ULB and its decision-making 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	0.0	0.0	0.0	0.0	0.0	0.0	0.0
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	0.0	0.0	0.0	0.0	0.0	0.0	
4	Does your city publish e-newsletter?	10.0	0.0	10.0	0.0	0.0	0.0		0.0	0.0	10.0	10.0	10.0	10.0	10.0	10.0	10.0	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	
5	Does your city publish post Demand Collection Book (DCB) of tax details on the website?	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	0.0	0.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	0.0	10.0	10.0	10.0	10.0	0.0	
6	Has the state government enacted the Community Participation Law (CPL) and have rules implementing the CPL been notified?	10.0	10.0	10.0	5.0	5.0	7.5		5.0	5.0	10.0	10.0	5.0	5.0	10.0	5.0	5.0	5.0	10.0	5.0	7.5	5.0	10.0	5.0	10.0	NA	NA	NA	NA	NA	
7	Have ward committees been constituted for all wards of the ULB?	10.0	10.0	10.0	0.0	10.0	0.0		10.0	10.0	10.0	10.0	0.0	0.0	10.0	10.0	0.0	10.0	0.0	10.0	0.0	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	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	NA	NA	10.0	
9	Does the ULB harness the spirit of volunteerism among its citizens and provide such opportunities for them?	0.0	0.0	0.0	10.0	0.0	0.0		0.0	0.0	0.0	10.0	0.0	0.0	5.0	0.0	0.0	5.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	5.0	10.0	10.0	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	0.0	0.0	10.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	10.0	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	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	
12	Are the internal audits of the ULB available in the public domain?	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	0.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	0.0	0.0	0.0	10.0	10.0	10.0	10.0	



DETAILED SCORES

Table 2

City-Systems	SI.No	Question	Ahmedabad	Bengaluru	Bhopal	Bhubaneswar	Chandigarh	Chennai	Dehradun	Delhi	Guwahati	Hyderabad	Jaipur	Kanpur	Kolkata	Lucknow	Ludhiana	Mumbai	Patna	Pune	Rajpur	Ranchi	Surat	Thiruvananthapuram	Visakhapatnam	London	New York	Johannesburg		
TRANSPARENCY, ACCOUNTABILITY & PARTICIPATION	ACCOUNTABILITY																													
	13	Has the state mandated guaranteed public service delivery to citizens?	10.0	10.0	10.0	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	10.0	10.0	10.0	10.0	0.0	10.0	
	14	Does the city have a citizens' charter providing for:																												
	i	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	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	NA	NA	3.3
	ii	Timelines for delivery of services?	3.3	0.0	3.3	0.0	3.3	3.3	0.0	0.0	0.0	3.3	3.3	0.0	3.3	3.3	3.3	0.0	0.0	0.0	3.3	3.3	0.0	3.3	3.3	3.3	3.3	NA	NA	3.3
	iii	Protocols for obtaining relief, where service levels are not met?	3.3	0.0	3.3	0.0	3.3	0.0	0.0	0.0	0.0	0.0	3.3	0.0	3.3	3.3	3.3	0.0	0.0	0.0	3.3	3.3	0.0	3.3	3.3	3.3	NA	NA	0.0	
	15	Does the ULB have single window civic service centres?	10.0	5.0	5.0	10.0	5.0	0.0	0.0	10.0	0.0	10.0	0.0	0.0	5.0	5.0	0.0	5.0	0.0	10.0	5.0	0.0	5.0	10.0	5.0	10.0	10.0	10.0	5.0	
	16	Does the ULB conduct citizen satisfaction survey?	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	0.0	0.0	0.0	10.0	10.0	0.0	
	17	Does the ULB have an ombudsman for service related issues?	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	0.0	10.0	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	0.0	0.0	10.0	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	5.0	0.0	0.0	0.0	0.0	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	0.0	0.0	5.0	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	0.0	0.0	0.0	0.0

Table 3 : Municipal Own Revenue over three years

City	Budget Year 1	Type - *BE*/RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)	Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure as per-capita (Rs)
Ahmedabad	2015-16	Actuals	1,737.9	1,694.9	3,432.8	2,576.6	6,009.4	2,315.5	2,274.0	4,589.5	1,117.3	1,419.9	55.8	38.0%	8,228.0	4,076.7
Bengaluru	2015-16	Actuals	2,557.1	453.4	3,010.4	2,235.4	5,245.8	3,060.4	2,137.5	5,197.9	(50.0)	47.9	84.4	49.0%	6,156.0	2,531.5
Bhopal	2015-16	RBE	300.9	344.1	645.0	385.9	1,030.9	771.2	284.3	1,055.5	(126.2)	(24.6)	18.0	29.0%	5,869.7	1,581.0
Bhubaneswar	2015-16	Actuals	57.2	118.6	175.8	70.9	246.7	179.1	38.4	217.5	(3.3)	29.2	8.4	26.0%	2,579.2	455.6
Chandigarh	2015-16	RBE	100.6	54.8	155.4	337.0	492.4	492.3	216.3	708.6	(337.0)	(216.3)	9.6	14.0%	7,369.4	2,249.4
Chennai	2015-16	Actuals	969.1	1,227.5	2,196.6	631.5	2,828.0	2,536.0	1,742.7	4,278.7	(339.5)	(1,450.7)	46.5	23.0%	9,208.1	3,750.4
Dehradun	2015-16	Actuals	13.2	37.9	51.1	8.8	59.9	51.8	10.2	62.0	(0.7)	(2.1)	5.7	21.0%	1,088.1	179.0
Delhi	2015-16	Actuals	4,236.5	2,948.2	7,184.6	-	7,184.6	7,111.5	-	7,111.5	73.1	73.1	110.4	60.0%	6,444.8	-
Guwahati	2015-16	Actuals	79.7	38.1	117.8	-	117.8	104.0	34.1	138.1	13.8	(20.3)	9.6	58.0%	1,442.6	355.9
Hyderabad	2015-16	Actuals	2,177.3	204.4	2,381.7	313.8	2,695.5	2,010.0	1,248.5	3,258.5	371.7	(563.0)	67.3	67.0%	4,840.5	1,854.6
Jaipur	2015-16	Actuals	163.1	253.0	416.1	281.9	698.0	469.7	159.4	629.1	(53.5)	68.9	30.5	26.0%	2,065.1	523.3
Kanpur	2015-16	Actuals	99.1	302.1	401.2	104.1	505.4	503.5	152.3	655.7	(102.2)	(150.4)	27.7	15.0%	2,371.3	550.6
Kolkata	2015-16	Actuals	913.0	2,304.3	3,217.3	104.1	3,321.4	3,341.9	642.7	3,984.6	(124.6)	(663.2)	45.0	23.0%	8,861.2	1,429.3
Lucknow	2015-16	RBE	370.2	486.4	856.6	1,030.1	1,886.6	846.4	1,200.1	2,046.4	10.2	(159.8)	28.7	18.0%	7,127.7	4,179.8
Ludhiana	2014-15	Actuals	69.7	473.4	543.1	78.1	621.2	441.4	542.0	983.3	101.7	(362.1)	16.2	7.0%	6,074.2	3,347.8
Mumbai	2016-17	Actuals	19,562.1	2,967.7	22,529.8	8,648.6	31,178.4	13,786.7	3,850.5	17,637.2	8,743.0	13,541.2	124.4	111.0%	14,175.1	3,094.6
Patna	2015-16	RBE	37.0	156.6	193.6	78.8	272.4	145.0	85.4	230.4	48.6	42.0	16.8	16.0%	1,367.9	507.1
Pune	2015-16	Actuals	3,352.2	685.2	4,037.3	-	4,037.3	2,079.7	1,404.7	3,484.4	1,957.6	552.9	31.2	96.0%	11,152.1	4,495.8
Raipur	2015-16	Actuals	6.0	67.9	73.9	244.3	318.3	44.0	127.7	171.7	29.9	146.5	10.1	4.0%	1,699.5	1,264.0
Ranchi	2015-16	Actuals	31.0	10.0	41.0	176.0	217.0	75.0	48.0	123.0	(34.0)	94.0	10.7	25.0%	1,145.9	447.2
Surat	2015-16	Actuals	889.6	707.1	1,596.6	109.4	1,706.0	1,458.5	1,277.5	2,736.0	138.1	(1,030.0)	44.7	33.0%	6,123.8	2,859.4
Thiruvananthapuram	2015-16	Actuals	106.2	72.9	179.0	79.0	258.0	213.9	164.8	378.7	(34.8)	(120.6)	7.4	28.0%	5,091.5	2,215.4
Visakhapatnam	2015-16	RBE	943.9	257.1	1,201.0	1,252.4	2,453.4	909.9	1,619.7	2,529.6	291.1	(76.2)	20.4	37.0%	12,424.3	7,955.2
London	2015-16	BE	731.6	428.1	1,159.7	434.0	1,593.7	1,145.1	525.6	1,670.7	14.6	(77.1)	86.7	44.0%	1,927.0	606.3
New York	2015-16	Actuals	5,697.4	2,097.9	7,795.2	57.4	7,852.7	7,559.4	1,386.9	8,946.3	235.9	(1,093.6)	85.0	64.0%	10,525.0	1,631.7
Johannesburg	2015-16	Actuals	2,219.8	937.0	3,156.8	310.3	3,467.0	3,146.8	894.2	4,041.0	10.0	(573.9)	13.1	55.0%	30,870.6	6,830.9

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 3 : Municipal Own Revenue over three years

City	Budget Year 2	Type - *BE/RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)	Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure per-capita (Rs)
Ahmedabad	2014-15	Actuals	1,714.0	1,177.0	2,891.0	2,460.0	5,351.0	2,103.0	2,082.0	4,185.0	787.7	1,165.8	55.8	41.0%	7,503.2	3,732.4
Bengaluru	2014-15	Actuals	1,776.0	867.0	2,644.0	1,561.0	4,205.0	1,809.0	1,969.0	3,778.0	835.0	427.1	84.4	47.0%	4,474.2	2,332.2
Bhopal	2014-15	Actuals	255.0	246.0	501.0	266.0	767.0	696.0	248.0	943.0	(194.4)	(176.0)	18.0	27.0%	5,246.5	1,377.4
Bhubaneswar	2014-15	Actuals	63.0	108.0	171.0	73.0	244.0	139.0	21.0	160.0	31.7	83.9	8.4	39.0%	1,900.7	251.4
Chandigarh	2014-15	Actuals	148.0	226.0	373.0	102.0	476.0	348.0	170.0	517.0	25.7	(41.7)	9.6	28.6%	5,381.3	1,766.5
Chennai	2014-15	Actuals	1,148.0	622.0	1,770.0	1,725.0	3,496.0	2,223.0	1,935.0	4,158.0	(452.4)	(662.3)	46.5	27.6%	8,948.1	4,164.8
Dehradun	2014-15	Actuals	16.0	35.0	51.0	16.0	67.0	44.0	14.0	58.0	7.5	9.1	5.7	28.0%	1,015.4	248.1
Delhi	2014-15	Actuals	4,683.0	2,000.0	6,683.0	-	6,683.0	6,939.0	-	6,939.0	(256.3)	(256.3)	110.4	67.5%	6,288.6	-
Guwahati	2014-15	Actuals	59.0	75.0	133.0	-	133.0	101.0	29.0	130.0	32.7	3.4	9.6	45.0%	1,357.6	306.0
Hyderabad	2014-15	Actuals	2,174.0	166.0	2,340.0	809.0	3,150.0	1,473.0	1,359.0	2,832.0	866.8	317.2	67.3	76.8%	4,207.3	2,018.6
Jaipur	2014-15	Actuals	139.0	230.0	369.0	238.0	607.0	433.0	126.0	559.0	(64.0)	47.9	30.5	24.8%	1,834.4	413.7
Kanpur	2014-15	Actuals	153.0	428.0	581.0	269.0	850.0	460.0	239.0	699.0	121.1	151.4	27.7	21.8%	2,526.3	864.0
Kolkata	2013-14	Actuals	1,225.0	985.0	2,210.0	759.0	2,968.0	2,356.0	721.0	3,078.0	(146.6)	(109.2)	45.0	39.8%	6,844.2	1,603.7
Lucknow	2014-15	Actuals	202.0	289.0	491.0	953.0	1,444.0	476.0	632.0	1,108.0	15.0	335.5	28.7	18.2%	3,859.2	2,201.3
Ludhiana	2013-14	Actuals	198.0	371.0	569.0	172.0	741.0	513.0	105.0	617.0	55.6	123.4	16.2	32.0%	3,813.9	645.7
Mumbai	2014-15	Actuals	18,354.0	4,938.0	23,292.0	7,448.0	30,741.0	11,652.0	5,171.0	16,823.0	11,640.3	13,917.4	124.4	109.1%	13,520.9	4,156.2
Patna	2014-15	Actuals	31.0	105.0	137.0	69.0	206.0	117.0	70.0	188.0	19.5	18.2	16.8	16.8%	1,114.5	417.5
Pune	2014-15	Actuals	1,916.0	1,410.0	3,326.0	-	3,326.0	1,923.0	1,272.0	3,195.0	1,402.4	130.4	31.2	60.0%	10,227.1	4,071.1
Raipur	2012-13	RBE	101.0	136.0	237.0	136.0	373.0	154.0	150.0	304.0	82.9	69.1	10.1	33.3%	3,008.6	1,484.5
Ranchi	2014-15	Actuals	37.0	6.0	42.0	106.0	149.0	58.0	92.0	151.0	(15.9)	(1.9)	10.7	24.4%	1,403.1	859.5
Surat	2014-15	Actuals	921.0	751.0	1,672.0	1,381.0	3,054.0	1,554.0	1,746.0	3,300.0	118.5	(246.4)	44.7	27.9%	7,386.1	3,908.1
Thiruvananthapuram	2014-15	RBE	211.0	147.0	358.0	522.0	880.0	244.0	624.0	868.0	114.5	12.6	7.4	24.3%	11,667.8	8,388.7
Visakhapatnam	2014-15	Actuals	373.0	168.0	541.0	333.0	874.0	452.0	377.0	829.0	89.7	45.5	20.4	45.0%	4,069.6	1,851.8
London	2014-15	BE	795.0	340.0	1,134.0	599.0	1,733.0	1,104.0	629.0	1,733.0	30.6	-	86.7	45.9%	1,998.6	725.62
New York	2014-15	BE	5,484.0	2,019.0	7,503.0	614.0	8,117.0	7,503.0	614.0	8,117.0	-	-	85.0	67.6%	9,548.9	722.20
Johannesburg	2014-15	Actuals	2,055.0	933.0	2,988.0	333.0	3,322.0	2,899.0	893.0	3,792.0	89.7	(469.8)	13.1	54.2%	28,965.9	6,822.0

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 3 : Municipal Own Revenue over three years

City	Budget Year 3	Type - *BE/RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)	Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure per-capita (Rs)
Ahmedabad	2013-14	Actuals	1,480.0	2,273.0	3,753.0	-	3,753.0	1,924.0	1,829.0	3,753.0	1,829.0	-	55.8	39.0%	6,728.3	3,279.0
Bengaluru	2013-14	Actuals	1,445.0	1,898.0	3,343.0	-	3,343.0	2,271.0	1,072.0	3,343.0	1,072.4	-	84.4	43.0%	3,959.6	1,270.1
Bhopal	2012-13	RBE	348.0	408.0	756.0	-	756.0	407.0	349.0	756.0	349.0	-	18.0	46.0%	4,204.2	1,940.8
Bhubaneswar	2013-14	Actuals	61.0	220.0	281.0	-	281.0	248.0	33.0	281.0	33.1	-	8.4	22.0%	3,331.7	392.0
Chandigarh	2013-14	Actuals	124.0	462.0	586.0	-	586.0	297.0	289.0	586.0	289.0	-	9.6	21.0%	6,094.9	3,005.5
Chennai	2013-14	Actuals	909.0	2,457.0	3,366.0	-	3,366.0	1,973.0	1,393.0	3,366.0	1,392.6	-	46.5	27.0%	7,243.3	2,997.0
Dehradun	2013-14	Actuals	11.0	110.0	121.0	-	121.0	44.0	77.0	121.0	77.2	-	5.7	9.0%	2,121.8	1,354.5
Delhi	2013-14	RBE	4,575.0	4,921.0	9,496.0	-	9,496.0	9,496.0	-	9,496.0	-	-	110.4	48.0%	8,605.9	-
Guwahati	2013-14	Actuals	54.0	78.0	132.0	-	132.0	85.0	32.0	117.0	46.5	14.3	9.6	46.0%	1,226.4	336.5
Hyderabad	2013-14	Actuals	2,071.0	328.0	2,399.0	-	2,399.0	1,370.0	1,029.0	2,399.0	1,028.7	-	67.3	86.0%	3,563.4	1,528.1
Jaipur	2013-14	Actuals	154.0	543.0	697.0	-	697.0	379.0	318.0	697.0	318.0	-	30.5	22.0%	2,288.1	1,043.9
Kanpur	2013-14	RBE	138.0	1,585.0	1,723.0	-	1,723.0	509.0	1,214.0	1,723.0	1,214.4	-	27.7	8.0%	6,232.0	4,391.4
Kolkata	2013-14	Actuals	1,225.0	1,853.0	3,078.0	-	3,078.0	2,356.0	721.0	3,078.0	721.2	-	45.0	40.0%	6,844.2	1,603.7
Lucknow	2013-14	Actuals	195.0	773.0	968.0	-	968.0	477.0	490.0	968.0	490.2	-	28.7	20.0%	3,369.9	1,707.3
Ludhiana	2013-14	Actuals	197.0	421.0	617.0	-	617.0	513.0	105.0	617.0	104.5	-	16.2	32.0%	3,813.9	645.7
Mumbai	2013-14	Actuals	17,195.0	4,967.0	22,162.0	7,510.0	29,672.0	10,098.0	4,065.0	14,163.0	12,064.2	15,509.5	124.4	121.0%	11,382.6	3,266.9
Patna	2013-14	Actuals	90.0	55.0	145.0	-	145.0	126.0	19.0	145.0	19.0	-	16.8	62.0%	863.7	112.8
Pune	2013-14	Actuals	2,708.0	459.0	3,167.0	--	3,167.0	1,760.0	1,408.0	3,167.0	1,407.5	-	31.2	86.0%	10,136.2	4,504.8
Raipur	2013-14	Actuals	101.0	203.0	304.0	-	304.0	154.0	150.0	304.0	150.0	-	10.1	33.0%	3,008.6	1,484.5
Ranchi	2013-14	RBE	30.0	60.0	90.0	--	90.0	50.0	40.0	90.0	40.0	-	10.7	34.0%	834.8	372.6
Surat	2013-14	Actuals	829.0	2,197.0	3,026.0	-	3,026.0	1,401.0	1,625.0	3,026.0	1,625.1	-	44.7	27.0%	6,772.5	3,637.4
Thiruvananthapuram	2013-14	Actuals	115.0	111.0	226.0	-	226.0	101.0	125.0	226.0	124.8	-	7.4	51.0%	3,032.7	1,678.6
Visakhapatnam	2013-14	Actuals	399.0	105.0	503.0	488.0	992.0	404.0	362.0	766.0	99.6	225.80	20.4	52.0%	3,762.0	1,778.9
London	2014-15	BE	795.0	340.0	1,134.0	599.0	1,733.0	1,104.0	629.0	1,733.0	30.6	-	86.7	46.0%	1,998.6	725.6
New York	2014-15	BE	5,484.0	2,019.0	7,503.0	614.0	8,117.0	7,503.0	614.0	8,117.0	-	-	85.0	68.0%	9,548.9	722.2
Johannesburg	2013-14	Actuals	1,956.0	869.0	2,825.0	264.0	3,088.0	2,666.0	778.0	3,444.0	158.8	(355.5)	13.1	57.0%	26,308.1	5,942.5

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 4 : Municipal Per Capita Capital Expenditure over three years

City	Budget Year 1	Type - *BE/ RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)		Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure as per-capita (Rs)	Capital Expenditure as a % of Total Expenditure
Ahmedabad	2015-16	Actuals	1,737.9	1,694.9	3,432.8	2,576.6	6,009.4	2,315.5		2,274.0	4,589.5	1,117.3	1,419.9	55.8	38.0%	8,228.0	4,076.7	49.5%
Bengaluru	2015-16	Actuals	2,557.1	453.4	3,010.4	2,235.4	5,245.8	3,060.4		2,137.5	5,197.9	(50.0)	47.9	84.4	49.0%	6,156.0	2,531.5	41.1%
Bhopal	2015-16	RBE	300.9	344.1	645.0	385.9	1,030.9	771.2		284.3	1,055.5	(126.2)	(24.6)	18.0	29.0%	5,869.7	1,581.0	26.9%
Bhubaneswar	2015-16	Actuals	57.2	118.6	175.8	70.9	246.7	179.1		38.4	217.5	(3.3)	29.2	8.4	26.0%	2,579.2	455.6	17.7%
Chandigarh	2015-16	RBE	100.6	54.8	155.4	337.0	492.4	492.3		216.3	708.6	(337.0)	(216.3)	9.6	14.0%	7,369.4	2,249.4	30.5%
Chennai	2015-16	Actuals	969.1	1,227.5	2,196.6	631.5	2,828.0	2,536.0		1,742.7	4,278.7	(339.5)	(1,450.7)	46.5	23.0%	9,208.1	3,750.4	40.7%
Dehradun	2015-16	Actuals	13.2	37.9	51.1	8.8	59.9	51.8		10.2	62.0	(0.7)	(2.1)	5.7	21.0%	1,088.1	179.0	16.5%
Delhi	2015-16	Actuals	4,236.5	2,948.2	7,184.6	-	7,184.6	7,111.5		-	7,111.5	73.1	73.1	110.4	60.0%	6,444.8	-	-
Guwahati	2015-16	Actuals	79.7	38.1	117.8	-	117.8	104.0		34.1	138.1	13.8	(20.3)	9.6	58.0%	1,442.6	355.9	24.7%
Hyderabad	2015-16	Actuals	2,177.3	204.4	2,381.7	313.8	2,695.5	2,010.0		1,248.5	3,258.5	371.7	(563.0)	67.3	67.0%	4,840.5	1,854.6	38.3%
Jaipur	2015-16	Actuals	163.1	253.0	416.1	281.9	698.0	469.7		159.4	629.1	(53.5)	68.9	30.5	26.0%	2,065.1	523.3	25.3%
Kanpur	2015-16	Actuals	99.1	302.1	401.2	104.1	505.4	503.5		152.3	655.7	(102.2)	(150.4)	27.7	15.0%	2,371.3	550.6	23.2%
Kolkata	2015-16	Actuals	913.0	2,304.3	3,217.3	104.1	3,321.4	3,341.9		642.7	3,984.6	(124.6)	(663.2)	45.0	23.0%	8,861.2	1,429.3	16.1%
Lucknow	2015-16	RBE	370.2	486.4	856.6	1,030.1	1,886.6	846.4		1,200.1	2,046.4	10.2	(159.8)	28.7	18.0%	7,127.7	4,179.8	58.6%
Ludhiana	2014-15	Actuals	69.7	473.4	543.1	78.1	621.2	441.4		542.0	983.3	101.7	(362.1)	16.2	7.0%	6,074.2	3,347.8	55.1%
Mumbai	2016-17	Actuals	19,562.1	2,967.7	22,529.8	8,648.6	31,178.4	13,786.7		3,850.5	17,637.2	8,743.0	13,541.2	124.4	111.0%	14,175.1	3,094.6	21.8%
Patna	2015-16	RBE	37.0	156.6	193.6	78.8	272.4	145.0		85.4	230.4	48.6	42.0	16.8	16.0%	1,367.9	507.1	37.1%
Pune	2015-16	Actuals	3,352.2	685.2	4,037.3	-	4,037.3	2,079.7		1,404.7	3,484.4	1,957.6	552.9	31.2	96.0%	11,152.1	4,495.8	40.3%
Raipur	2015-16	Actuals	6.0	67.9	73.9	244.3	318.3	44.0		127.7	171.7	29.9	146.5	10.1	4.0%	1,699.5	1,264.0	74.4%
Ranchi	2015-16	Actuals	31.0	10.0	41.0	176.0	217.0	75.0		48.0	123.0	(34.0)	94.0	10.7	25.0%	1,145.9	447.2	39.0%
Surat	2015-16	Actuals	889.6	707.1	1,596.6	109.4	1,706.0	1,458.5		1,277.5	2,736.0	138.1	(1,030.0)	44.7	33.0%	6,123.8	2,859.4	46.7%
Thiruvananthapuram	2015-16	Actuals	106.2	72.9	179.0	79.0	258.0	213.9		164.8	378.7	(34.8)	(120.6)	7.4	28.0%	5,091.5	2,215.4	43.5%
Visakhapatnam	2015-16	RBE	943.9	257.1	1,201.0	1,252.4	2,453.4	909.9		1,619.7	2,529.6	291.1	(76.2)	20.4	37.0%	12,424.3	7,955.2	64.0%
London	2015-16	BE	731.6	428.1	1,159.7	434.0	1,593.7	1,145.1		525.6	1,670.7	14.6	(77.1)	86.7	44.0%	1,927.0	606.3	31.5%
New York	2015-16	Actuals	5,697.4	2,097.9	7,795.2	57.4	7,852.7	7,559.4		1,386.9	8,946.3	235.9	(1,093.6)	85.0	64.0%	10,525.0	1,631.7	15.5%
Johannesburg	2015-16	Actuals	2,219.8	937.0	3,156.8	310.3	3,467.0	3,146.8		894.2	4,041.0	10.0	(573.9)	13.1	55.0%	30,870.6	6,830.9	22.1%

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 4 : Municipal Per Capita Capital Expenditure over three years

City	Budget Year 2	Type - *BE/ RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)		Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure as per-capita (Rs)	Capital Expenditure as a % of Total Expenditure
Ahmedabad	2014-15	Actuals	1,714.0	1,177.0	2,891.0	2,460.0	5,351.0	2,103.0		2,082.0	4,185.0	787.7	1,165.8	55.8	41.0%	7,503.2	3,732.4	49.7%
Bengaluru	2014-15	Actuals	1,776.0	867.0	2,644.0	1,561.0	4,205.0	1,809.0		1,969.0	3,778.0	835.0	427.1	84.4	47.0%	4,474.2	2,332.2	52.1%
Bhopal	2014-15	Actuals	255.0	246.0	501.0	266.0	767.0	696.0		248.0	943.0	(194.4)	(176.0)	18.0	27.0%	5,246.5	1,377.4	26.3%
Bhubaneswar	2014-15	Actuals	63.0	108.0	171.0	73.0	244.0	139.0		21.0	160.0	31.7	83.9	8.4	39.0%	1,900.7	251.4	13.2%
Chandigarh	2014-15	Actuals	148.0	226.0	373.0	102.0	476.0	348.0		170.0	517.0	25.7	(41.7)	9.6	28.6%	5,381.3	1,766.5	32.8%
Chennai	2014-15	Actuals	1,148.0	622.0	1,770.0	1,725.0	3,496.0	2,223.0		1,935.0	4,158.0	(452.4)	(662.3)	46.5	27.6%	8,948.1	4,164.8	46.5%
Dehradun	2014-15	Actuals	16.0	35.0	51.0	16.0	67.0	44.0		14.0	58.0	7.5	9.1	5.7	28.0%	1,015.4	248.1	24.4%
Delhi	2014-15	Actuals	4,683.0	2,000.0	6,683.0	-	6,683.0	6,939.0		-	6,939.0	(256.3)	(256.3)	110.4	67.5%	6,288.6	-	-
Guwahati	2014-15	Actuals	59.0	75.0	133.0	-	133.0	101.0		29.0	130.0	32.7	3.4	9.6	45.0%	1,357.6	306.0	22.5%
Hyderabad	2014-15	Actuals	2,174.0	166.0	2,340.0	809.0	3,150.0	1,473.0		1,359.0	2,832.0	866.8	317.2	67.3	76.8%	4,207.3	2,018.6	48.0%
Jaipur	2014-15	Actuals	139.0	230.0	369.0	238.0	607.0	433.0		126.0	559.0	(64.0)	47.9	30.5	24.8%	1,834.4	413.7	22.6%
Kanpur	2014-15	Actuals	153.0	428.0	581.0	269.0	850.0	460.0		239.0	699.0	121.1	151.4	27.7	21.8%	2,526.3	864.0	34.2%
Kolkata	2013-14	Actuals	1,225.0	985.0	2,210.0	759.0	2,968.0	2,356.0		721.0	3,078.0	(146.6)	(109.2)	45.0	39.8%	6,844.2	1,603.7	23.4%
Lucknow	2014-15	Actuals	202.0	289.0	491.0	953.0	1,444.0	476.0		632.0	1,108.0	15.0	335.5	28.7	18.2%	3,859.2	2,201.3	57.0%
Ludhiana	2013-14	Actuals	198.0	371.0	569.0	172.0	741.0	513.0		105.0	617.0	55.6	123.4	16.2	32.0%	3,813.9	645.7	16.9%
Mumbai	2014-15	Actuals	18,354.0	4,938.0	23,292.0	7,448.0	30,741.0	11,652.0		5,171.0	16,823.0	11,640.3	13,917.4	124.4	109.1%	13,520.9	4,156.2	30.7%
Patna	2014-15	Actuals	31.0	105.0	137.0	69.0	206.0	117.0		70.0	188.0	19.5	18.2	16.8	16.8%	1,114.5	417.5	37.5%
Pune	2014-15	Actuals	1,916.0	1,410.0	3,326.0	-	3,326.0	1,923.0		1,272.0	3,195.0	1,402.4	130.4	31.2	60.0%	10,227.1	4,071.1	39.8%
Raipur	2012-13	RBE	101.0	136.0	237.0	136.0	373.0	154.0		150.0	304.0	82.9	69.1	10.1	33.3%	3,008.6	1,484.5	49.3%
Ranchi	2014-15	Actuals	37.0	6.0	42.0	106.0	149.0	58.0		92.0	151.0	(15.9)	(1.9)	10.7	24.4%	1,403.1	859.5	61.3%
Surat	2014-15	Actuals	921.0	751.0	1,672.0	1,381.0	3,054.0	1,554.0		1,746.0	3,300.0	118.5	(246.4)	44.7	27.9%	7,386.1	3,908.1	52.9%
Thiruvananthapuram	2014-15	RBE	211.0	147.0	358.0	522.0	880.0	244.0		624.0	868.0	114.5	12.6	7.4	24.3%	11,667.8	8,388.7	71.9%
Visakhapatnam	2014-15	Actuals	373.0	168.0	541.0	333.0	874.0	452.0		377.0	829.0	89.7	45.5	20.4	45.0%	4,069.6	1,851.8	45.5%
London	2014-15	BE	795.0	340.0	1,134.0	599.0	1,733.0	1,104.0		629.0	1,733.0	30.6	-	86.7	45.9%	1,998.6	725.6	36.3%
New York	2014-15	BE	5,484.0	2,019.0	7,503.0	614.0	8,117.0	7,503.0		614.0	8,117.0	-	-	85.0	67.6%	9,548.9	722.2	7.6%
Johannesburg	2014-15	Actuals	2,055.0	933.0	2,988.0	333.0	3,322.0	2,899.0		893.0	3,792.0	89.7	(469.8)	13.1	54.2%	28,965.9	6,822.0	23.6%

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 4 : Municipal Per Capita Capital Expenditure over three years

City	Budget Year 3	Type - *BE/ RBE/ Actuals	Own Revenue Receipt (Rs. Cr)	Other Revenue Receipt (Rs. Cr)	Total Revenue Receipt (Rs. Cr)	Capital Receipt (Rs. Cr)	Total Receipts (Rs. Cr)	Revenue Expenditure (Rs. Cr)	Capital Expenditure (Rs. Cr)	Total Expenditure (Rs. Cr)	Operating Surplus (Rs. Cr)	Total Surplus (Rs. Cr)	Population (Lakh)	Own Revenue Percentage	Total Expenditure per Capita (Rs)	Capital Expenditure as per-capita (Rs)	Capital Expenditure as a % of Total Expenditure
Ahmedabad	2013-14	Actuals	1,480.0	2,273.0	3,753.0	-	3,753.0	1,924.0	1,829.0	3,753.0	1,829.0	-	55.8	39.0%	6,728.3	3,279.0	48.7%
Bengaluru	2013-14	Actuals	1,445.0	1,898.0	3,343.0	-	3,343.0	2,271.0	1,072.0	3,343.0	1,072.4	-	84.4	43.0%	3,959.6	1,270.1	32.1%
Bhopal	2012-13	RBE	348.0	408.0	756.0	-	756.0	407.0	349.0	756.0	349.0	-	18.0	46.0%	4,204.2	1,940.8	46.2%
Bhubaneswar	2013-14	Actuals	61.0	220.0	281.0	-	281.0	248.0	33.0	281.0	33.1	-	8.4	22.0%	3,331.7	392.0	11.8%
Chandigarh	2013-14	Actuals	124.0	462.0	586.0	-	586.0	297.0	289.0	586.0	289.0	-	9.6	21.0%	6,094.9	3,005.5	49.3%
Chennai	2013-14	Actuals	909.0	2,457.0	3,366.0	-	3,366.0	1,973.0	1,393.0	3,366.0	1,392.6	-	46.5	27.0%	7,243.3	2,997.0	41.4%
Dehradun	2013-14	Actuals	11.0	110.0	121.0	-	121.0	44.0	77.0	121.0	77.2	-	5.7	9.0%	2,121.8	1,354.5	63.8%
Delhi	2013-14	RBE	4,575.0	4,921.0	9,496.0	-	9,496.0	9,496.0	-	9,496.0	-	-	110.4	48.0%	8,605.9	-	-
Guwahati	2013-14	Actuals	54.0	78.0	132.0	-	132.0	85.0	32.0	117.0	46.5	14.3	9.6	46.0%	1,226.4	336.5	27.4%
Hyderabad	2013-14	Actuals	2,071.0	328.0	2,399.0	-	2,399.0	1,370.0	1,029.0	2,399.0	1,028.7	-	67.3	86.0%	3,563.4	1,528.1	42.9%
Jaipur	2013-14	Actuals	154.0	543.0	697.0	-	697.0	379.0	318.0	697.0	318.0	-	30.5	22.0%	2,288.1	1,043.9	45.6%
Kanpur	2013-14	RBE	138.0	1,585.0	1,723.0	-	1,723.0	509.0	1,214.0	1,723.0	1,214.4	-	27.7	8.0%	6,232.0	4,391.4	70.5%
Kolkata	2013-14	Actuals	1,225.0	1,853.0	3,078.0	-	3,078.0	2,356.0	721.0	3,078.0	721.2	-	45.0	40.0%	6,844.2	1,603.7	23.4%
Lucknow	2013-14	Actuals	195.0	773.0	968.0	-	968.0	477.0	490.0	968.0	490.2	-	28.7	20.0%	3,369.9	1,707.3	50.7%
Ludhiana	2013-14	Actuals	197.0	421.0	617.0	-	617.0	513.0	105.0	617.0	104.5	-	16.2	32.0%	3,813.9	645.7	16.9%
Mumbai	2013-14	Actuals	17,195.0	4,967.0	22,162.0	7,510.0	29,672.0	10,098.0	4,065.0	14,163.0	12,064.2	15,509.5	124.4	121.0%	11,382.6	3,266.9	28.7%
Patna	2013-14	Actuals	90.0	55.0	145.0	-	145.0	126.0	19.0	145.0	19.0	-	16.8	62.0%	863.7	112.8	13.1%
Pune	2013-14	Actuals	2,708.0	459.0	3,167.0	-	3,167.0	1,760.0	1,408.0	3,167.0	1,407.5	-	31.2	86.0%	10,136.2	4,504.8	44.4%
Raipur	2013-14	Actuals	101.0	203.0	304.0	-	304.0	154.0	150.0	304.0	150.0	-	10.1	33.0%	3,008.6	1,484.5	49.3%
Ranchi	2013-14	RBE	30.0	60.0	90.0	-	90.0	50.0	40.0	90.0	40.0	-	10.7	34.0%	834.8	372.6	44.6%
Surat	2013-14	Actuals	829.0	2,197.0	3,026.0	-	3,026.0	1,401.0	1,625.0	3,026.0	1,625.1	-	44.7	27.0%	6,772.5	3,637.4	53.7%
Thiruvananthapuram	2013-14	Actuals	115.0	111.0	226.0	-	226.0	101.0	125.0	226.0	124.8	-	7.4	51.0%	3,032.7	1,678.6	55.4%
Visakhapatnam	2013-14	Actuals	399.0	105.0	503.0	488.0	992.0	404.0	362.0	766.0	99.6	225.9	20.4	52.0%	3,762.0	1,778.9	47.3%
London	2014-15	BE	795.0	340.0	1,134.0	599.0	1,733.0	1,104.0	629.0	1,733.0	30.6	-	86.7	46.0%	1,998.6	725.6	36.3%
New York	2014-15	BE	5,484.0	2,019.0	7,503.0	614.0	8,117.0	7,503.0	614.0	8,117.0	-	-	85.0	68.0%	9,548.9	722.2	7.6%
Johannesburg	2013-14	Actuals	1,956.0	869.0	2,825.0	264.0	3,088.0	2,666.0	778.0	3,444.0	158.8	(355.5)	13.1	57.0%	26,308.1	5,942.5	22.6%

Source: Municipal Budgets *BE - Budget Estimate *RBE - Revised Budget Estimate

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 5 : Municipal Budget Variance over three years

City	YEAR 1			
	Year	Budgeted Income (Rs. Cr)	Actual Income (Rs. Cr)	Variance
Ahmedabad	2015-16	6,791.0	6,009.0	11.5%
Bengaluru	2015-16	5,411.0	5,246.0	3.1%
Bhopal	2015-16	2,701.0	1,031.0	61.8%
Bhubaneswar	2015-16	469.0	247.0	47.4%
Chandigarh	2015-16	791.0	492.0	37.8%
Chennai	2015-16	4,448.0	2,828.0	36.4%
Dehradun	2015-16	67.0	60.0	11.2%
Delhi	2015-16	9,741.0	6,683.0	31.4%
Guwahati	2015-16	253.3	117.8	53.5%
Hyderabad	2015-16	2,578.0	2,696.0	4.6%
Jaipur	2015-16	1,217.0	698.0	42.7%
Kanpur	2015-16	727.0	505.0	30.5%
Kolkata	2015-16	2,737.0	3,321.0	21.4%
Lucknow	2015-16	2,218.6	1,886.6	17.6%
Ludhiana	2014-15	771.0	638.0	17.2%
Mumbai	2016-17	30,841.0	31,178.0	1.1%
Patna	2015-16	139.0	195.0	40.0%
Pune	2015-16	4,480.0	4,037.0	9.9%
Raipur	2014-15	1,912.0	318.0	83.4%
Ranchi	2015-16	1,162.0	217.0	81.3%
Surat	2016-17	2,256.0	2,115.0	6.2%
Thiruvananthapuram	2015-16	1,046.0	258.0	75.3%
Visakhapatnam	2015-16	1,405.0	1,201.0	14.5%
London	2015-16	1,136.0	1,148.0	1.1%
New York	2015-16	8,286.0	7,853.0	5.2%
Johannesburg	2015-16	4,379.0	4,137.0	5.5%

Source: Municipal Budgets

YEAR 2				YEAR 3			
Year	Budgeted Income (Rs. Cr)	Actual Income (Rs. Cr)	Variance	Year	Budgeted Income (Rs. Cr)	Actual Income (Rs. Cr)	Variance
2014-15	6,005.0	5,351.0	10.9%	2013-14	4,823.0	4,705.0	2.5%
2014-15	6,026.0	4,205.0	30.2%	2013-14	8,521.0	3,093.0	63.7%
2014-15	2,008.0	767.0	61.8%	2013-14	1,841.0	1,000.0	45.7%
2014-15	462.0	244.0	47.2%	2013-14	445.0	236.0	46.8%
2014-15	765.0	476.0	37.8%	2013-14	838.0	478.0	42.9%
2014-15	3,509.0	3,496.0	0.4%	2013-14	3,247.0	2,928.0	9.8%
2014-15	89.0	67.0	25.2%	2013-14	83.0	53.0	36.1%
2014-15	9,817.0	6,683.0	31.9%	2013-14	9,595.0	9,387.0	2.2%
2014-15	472.9	133.4	71.8%	2013-14	251.4	131.7	47.6%
2014-15	5,936.0	3,150.0	46.9%	2013-14	4,921.0	2,617.0	46.8%
2014-15	1,115.0	607.0	45.6%	2013-14	905.0	664.0	26.6%
2014-15	1,345.0	850.0	36.8%	2013-14	1,595.0	1,756.0	10.1%
2013-14	3,464.0	2,968.0	14.3%	2013-14	3,464.0	2,968.0	14.3%
2014-15	1,064.0	1,444.0	35.6%	2013-14	937.0	1,362.0	45.4%
2013-14	481.0	741.0	53.9%	2013-14	481.0	741.0	53.9%
2014-15	27,932.0	30,741.0	10.1%	2013-14	25,922.0	29,672.0	14.5%
2014-15	315.0	206.0	34.6%	2013-14	204.0	125.0	38.7%
2014-15	4,150.0	3,326.0	19.9%	2013-14	4,168.0	2,982.0	28.4%
2013-14	1,300.0	373.0	71.3%	2013-14	1,300.0	373.0	71.3%
2014-15	753.0	149.0	80.2%	2013-14	429.0	140.0	67.3%
2014-15	3,196.0	3,054.0	4.4%	2013-14	2,414.0	2,282.0	5.5%
2013-14	1,058.0	378.0	64.3%	2013-14	1,058.0	378.0	64.3%
2014-15	1,762.0	874.0	50.4%	2013-14	1,003.0	503.0	49.8%
2014-15	1,733.0	1,686.0	2.7%	2013-14	NA	NA	NA
2014-15	7,503.0	8,079.0	7.7%	2013-14	NA	NA	NA
2014-15	3,852.0	3,844.0	0.2%	2013-14	3,632.0	3,595.0	1.0%

Figures for London, New York and Johannesburg are in their respective home currencies.

Table 6 : Cities that follow double entry accounting system in practice

Cities	Follow
Ahmedabad	No
Bengaluru	No
Bhopal	Yes
Bhubaneswar	Yes
Chandigarh	Yes
Chennai	Yes
Dehradun	Yes
Delhi	No
Guwahati	No
Hyderabad	Yes
Jaipur	Yes
Kanpur	Yes
Kolkata	Yes
Lucknow	No
Ludhiana	No
Mumbai	Yes
Patna	No
Pune	Yes
Raipur	No
Ranchi	Yes
Surat	Yes
Thiruvananthapuram	Yes
Visakhapatnam	Yes
London	Yes
New York	Yes
Johannesburg	Yes

Source: Municipal Budgets , Municipal Financial Statements

Table 7 : Credit Rating

City	Grade	Year
Ahmedabad	AA	2016
Bengaluru	NR*	
Bhopal	A-	2017
Bhubaneswar	BBB+	2017
Chandigarh	NR*	
Chennai	A	2017
Dehradun	NR*	
Delhi	AA+	2017
Guwahati	NR*	
Hyderabad	AA-	2017
Jaipur	A-	2017
Kanpur	BBB+	2017
Kolkata	A+	2017
Lucknow	A-	2017
Ludhiana	BBB+	2017
Mumbai	NR*	
Patna	NR*	
Pune	AA+	2017
Raipur	BBB+	2017
Ranchi	NR*	
Surat	NR*	
Thiruvananthapuram	BBB	2017
Visakhapatnam	AA	2017
London	AA	2016
New York	AA	2017
Johannesburg	BBB	2017

Source: Credit Rating Agency websites
* NR - No Rating

Table 8 : Appointment of Internal Auditor

Cities	Appointed
Ahmedabad	Yes
Bengaluru	Yes
Bhopal	No
Bhubaneswar	Yes
Chandigarh	Yes
Chennai	Yes
Dehradun	Yes
Delhi	Yes
Guwahati	Yes
Hyderabad	Yes
Jaipur	No
Kanpur	Yes
Kolkata	No
Lucknow	Yes
Ludhiana	No
Mumbai	Yes
Patna	Yes
Pune	Yes
Raipur	Yes
Ranchi	Yes
Surat	Yes
Thiruvananthapuram	Yes
Visakhapatnam	Yes
London	Yes
New York	Yes
Johannesburg	Yes

Source: ULB website and AMRUT SAAP Document

Table 9 : Number of State Finance Commissions (SFCs) constituted and availability of the Action Taken Report (ATR)

City	No of SFCs Constituted	Action-Taken Report
Ahmedabad	3	2nd SFC ATR
Bengaluru	4	Not Available
Bhopal	5	3rd SFC ATR
Bhubaneswar	4	4th SFC ATR
Chandigarh	5	4th SFC ATR
Chennai	5	5th SFC ATR
Dehradun	4	Not Available
Delhi	5	4th SFC ATR
Guwahati	5	5th SFC ATR
Hyderabad	0	Not Available
Jaipur	5	5th SFC ATR
Kanpur	5	Not available
Kolkata	4	Not Available
Lucknow	5	Not Available
Ludhiana	5	Not Available
Mumbai	4	Not Available
Patna	5	Not Available
Pune	4	Not Available
Raipur	3	2nd SFC ATR
Ranchi	2	Not Available
Surat	3	2nd SFC ATR
Thiruvananthapuram	5	4th SFC ATR
Visakhapatnam	4	Not Available
London		NA
New York		NA
Johannesburg		NA

Source: State Finance Commission Websites and Newspaper reports

Table 10 : Tenure of Municipal Commissioner

City	Number of municipal commissioners served since 2012*
Ahmedabad	3
Bengaluru	4
Bhopal	5
Bhubaneswar	3
Chandigarh	4
Chennai	4
Dehradun	More than 6
Delhi	3
Guwahati	6
Hyderabad	3
Jaipur	6
Kanpur	4
Kolkata	1
Lucknow	3
Ludhiana	More than 6
Mumbai	2
Patna	More than 5
Pune	3
Raipur	6
Ranchi	More than 4
Surat	3
Thiruvananthapuram	6
Visakhapatnam	4

Source: Indian Administrative Service (IAS) Executive Record (ER) Sheet of respective Municipal Commissioners, ULB Websites and Newspaper reports

* Up to December 2017

Table 11 : Urban experience of Municipal Commissioner

City	Experience* (in months)
Ahmedabad	79
Bengaluru	20
Bhopal	12
Bhubaneswar	52
Chandigarh	3
Chennai	57
Dehradun	6
Delhi	14.97
Guwahati	9
Hyderabad	118
Jaipur	31
Kanpur	6
Kolkata	65
Lucknow	38
Ludhiana	9
Mumbai	74
Patna	18
Pune	87
Raipur	19
Ranchi	6
Surat	45
Thiruvananthapuram	9
Visakhapatnam	17

Source: Indian Administrative Service (IAS) Executive Record (ER) Sheet of respective Municipal Commissioners, ULB Websites and Newspaper reports

* Up to December 2017

Table 12 : Voter turn out – Municipal v/s Assembly Elections

Cities	Municipal Elections		Assembly Elections	
	Latest Year	Voter Turnout	Latest Year	Voter Turnout
Ahmedabad	2015	46.2	2012	66.6
Bengaluru	2015	45.0	2013	58.3
Bhopal	2015	56.7	2013	63.9
Bhubaneswar	2014	43.3	2014	43.1
Chandigarh	2016	59.5	No assembly elections	
Chennai	No council election held since 2011		2016	61.2
Dehradun	2013	54.5	2017	58.0
Delhi	2017	53.6	2015	67.5
Guwahati	2013	56.2	2016	79.4
Hyderabad	2016	45.0	2014	52.7
Jaipur	2014	56.0	2013	72.8
Kanpur	2012	41.1	2017	55.0
Kolkata	2015	68.6	2016	68.5
Lucknow	2017	47.0	2017	56.6
Ludhiana	2012	63.3	2017	70.5
Mumbai	2017	55.3	2014	50.8
Patna	2017	46.0	2015	43.6
Pune	2017	53.6	2014	55.7
Raipur	2015	58.1	2013	65.2
Ranchi	2013	38.0	2014	53.4
Surat	2015	39.6	2012	66.8
Thiruvananthapuram	2015	62.9	2016	70.8
Visakhapatnam	No council election held since 2007		2014	62.5
London	2016	45.3	2017	70.0
New York	2013	21.7	2016	55.6
Johannesburg	2016	57.1	2014	72.6

Source:

- 1.Election Commission of India's detailed election report for Assembly Election turnout
- 2.Newspaper reports and State Election Commission's reports for Municipal Election Turnout

Table 13 : Mayoral Term and Mode of Elections

City	Mayor Term (years)	Mode of election
Ahmedabad	2.5	Indirect
Bengaluru	1	Indirect
Bhopal	5	Direct
Bhubaneswar	5	Indirect
Chandigarh	1	Indirect
Chennai	5	Indirect
Dehradun	5	Direct
Delhi	1	Indirect
Guwahati	5	Indirect
Hyderabad	5	Indirect
Jaipur	5	Indirect
Kanpur	5	Direct
Kolkata	5	Indirect
Lucknow	5	Direct
Ludhiana	5	Indirect
Mumbai	2.5	Indirect
Patna	5	Indirect
Pune	2.5	Indirect
Raipur	5	Direct
Ranchi	5	Direct
Surat	2.5	Indirect
Thiruvananthapuram	5	Indirect
Visakhapatnam	5	Indirect
London	4	Direct
New York	4	Direct
Johannesburg	5	Indirect

Source: Municipal Corporation Acts

Table 14 : A comparison of Mayoral Salary

City	Mumbai	London	New York	Johannesburg
Mayor Salary	INR 25,000	INR 36,56,446*	INR 39,25,580*	INR 30,11,599*
		GBP 1,45,350	USD 2,25,000	R 10,12,467

* Converted to Indian Rupee based on Purchasing Power Parity calculation

Source:

Mumbai: As sourced from MCGM

London: <http://www.citymayors.com/mayors/british-mayors-salaries.html>

New York: <https://www.google.co.in/search?q=new+york+city+mayor+salary&oq=New+York+&aqs=-chrome.5.69i57j69i60j69i61j69i59.3950j0j7&sourceid=chrome&ie=UTF-8>

Johannesburg: <https://www.news24.com/SouthAfrica/Politics/Mayors-salaries-to-top-R1-million-20111220-2>

Table 15 : Gender Representation in the Municipal Council

City	% of Women in Council
Ahmedabad	50.5%
Bengaluru	50.0%
Bhopal	43.5%
Bhubaneswar	56.7%
Chandigarh	34.6%
Chennai **	0.0%
Dehradun	45.0%
Delhi	46.6%
Guwahati	34.8%
Hyderabad	36.0%
Jaipur	36.3%
Kanpur	40.9%
Kolkata	45.8%
Lucknow	33.6%
Ludhiana	36.0%
Mumbai	41.9%
Patna	57.3%
Pune	36.4%
Raipur *	0.0%
Ranchi	59.6%
Surat	50.0%
Thiruvananthapuram	48.0%
Visakhapatnam **	0.0%
London	37.2%
New York	21.0%
Johannesburg	43.5%

Source: ULB Websites and Newspaper reports
 * Data unavailable
 ** No Active Council

Table 16 : Cities that have constituted Metropolitan Planning Committee (MPC)

City	Constituted
Ahmedabad	Yes
Bengaluru	Yes
Bhopal	No
Bhubaneswar*	NA
Chandigarh	NA
Chennai	Yes
Dehradun*	NA
Delhi	Yes
Guwahati*	NA
Hyderabad	No
Jaipur	No
Kanpur	No
Kolkata	Yes
Lucknow	No
Ludhiana	Yes
Mumbai	Yes
Patna	Yes
Pune	Yes
Raipur	No
Ranchi	No
Surat	Yes
Thiruvananthapuram*	NA
Visakhapatnam	No
London	Yes
New York	Yes
Johannesburg	Yes

Source: MPC Acts, Municipal Corporation Acts and Newspaper Reports
 * Considered as NA (Not Applicable) for cities with less than 10 lakh population as per Census 2011

Table 17 : Adoption of Comprehensive Mobility Plan by the city

City	Adopted
Ahmedabad	No
Bengaluru	No
Bhopal	Yes
Bhubaneswar	Yes
Chandigarh	Yes
Chennai	Yes
Dehradun	No
Delhi	Yes
Guwahati	Yes
Hyderabad	Yes
Jaipur	Yes
Kanpur	Yes
Kolkata	Yes
Lucknow	No
Ludhiana	Yes
Mumbai	Yes
Patna	No
Pune	Yes
Raipur	Yes
Ranchi	Yes
Surat	No
Thiruvananthapuram	Yes
Visakhapatnam	Yes
London	Yes
New York	Yes
Johannesburg	Yes

Source: ULB Websites and Transport Department portals

Table 18 : Adoption of Resilience Strategy by the city

City	Adopted
Ahmedabad	No
Bengaluru	No
Bhopal	No
Bhubaneswar	No
Chandigarh	Yes
Chennai	No
Dehradun	No
Delhi	No
Guwahati	No
Hyderabad	No
Jaipur	No
Kanpur	No
Kolkata	No
Lucknow	No
Ludhiana	No
Mumbai	No
Patna	No
Pune	No
Raipur	No
Ranchi	No
Surat	Yes
Thiruvananthapuram	No
Visakhapatnam	No
London	Yes
New York	Yes
Johannesburg	Yes

Source: ULB websites, 100 Resilient Cities website



EVALUATION CRITERIA

Table 19

Sl No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
1	UPD	MQ	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 ?	10.0		Yes/No	Check if the state town and country planning (T&CP) acts have a provision for constitution of state town planning boards/trusts or commissions (score 5/YES) and is the final approving authority for regional and municipal SDPs (score 5/YES)
2	UPD	MQ	Does the Act require 3 levels of SDPs (master plans) for metropolitan cities: regional, municipal and ward(s) /local			Yes/No	
2a	UPD	SQ	Metropolitan SDP	3.3		Yes/No	The T&CP act should mandate creation - mention the word metropolitan or any word that can be safely assumed to be a synonym for a metropolitan region
2b	UPD	SQ	Municipal SDP	3.3		Yes/No	The T&CP act should mandate creation - mention the word municipal or any word that can be safely assumed to be a synonym for a metropolitan region
2c	UPD	SQ	Ward SDP	3.3		Yes/No	The T&CP act should mandate creation - should mention the word ward or any word that can be safely assumed to be a synonym for a metropolitan region
3	UPD	MQ	Are there three levels of currently notified SDPs?			Yes/No	
3a	UPD	SQ	Is there a metropolitan region SDP?	3.3		Yes/No	Document should mention the words metropolitan regional plan or any word that can be safely assumed to be a synonym for a metropolitan region
3b	UPD	SQ	Is there a municipal SDP?	3.3		Yes/No	Document should mention the word municipal plan or the metropolitan plan should have a section on the municipal plan
3c	UPD	SQ	Is there a ward(s)/local area/neighbourhood SDP?	3.3		Yes/No	Document should mention the word ward or the metropolitan/municipal plan should have a section on the ward plan
4	UPD	MQ	Does the law mandate participation of all parastatals/agencies/ULBs in creation of metropolitan SDPs?	10.0		Yes/No	Check if the law mandates participation of all parastatals/agencies/ULBs in creation of SDPs at all three levels with respect to its jurisdiction. The clause may either state verbatim "all parastatals/agencies /ULBs" or allude to their presence using other terminologies such as bodies/relevant authorities.
5	UPD	MQ	Does the act define clearly the objectives and contents of each level of SDP?	10.0		Yes/No	The act should have a section each on objectives and/or contents for each level (act should broadly mention what the SDP should cover at each or at any level; details of a master plan/comprehensive development plan can also be taken into account. Maximum score to be in line with whether act prescribes creation of each level of plan)
6	UPD	MQ	Are planning boundaries for metropolitan SDP, municipal SDP and ward(s) SDP clearly defined in accordance with political, planning, and administrative structures ?	10.0		Yes/No	Planning boundary should include entire district boundaries with no part districts included/excluded
7	UPD	MQ	Are all SDPs in a concurrent or nested timeline of validity?			Yes/No	
7a	UPD	SQ	Is the metropolitan SDP in a concurrent or nested timeline of validity with municipal SDP?	5.0		Yes/No	Check that timelines of the metropolitan and municipal level SDPs/master plans, including ward level plans overlap (not exceeding the timeline of metropolitan plan)
7b	UPD	SQ	Is the municipal SDP in a concurrent or nested timeline of validity with ward SDP?	5.0		Yes/No	Check that timelines of the metropolitan and municipal level SDPs/master plans, including ward level plans overlap (not exceeding the timeline of metropolitan plan)
8	UPD	MQ	Is there a clear decentralised procedure for approvals of each level of plans?			Yes/No	
8a	UPD	SQ	Does the law mandate that the metropolitan SDP be approved by the state government?	3.3		Yes/No	Check if the towns > 1mn populations which had metropolitan SDPs got them approved by the state governments. NA for the towns with populations < 1mn.
8b	UPD	SQ	Does the law mandate that the municipal SDP be approved by the MPC (state government for small/medium cities)?	3.3		Yes/No	Check if the MPC exists and approves the municipal SDPs. The towns with populations < 1mn were checked if the SDPs were approved by state government
8c	UPD	SQ	Does the law mandate that the ward SDP be approved by the ULB?	3.3		Yes/No	Check if the wards SDPs were approved by the ULB
9	UPD	MQ	Is there a provision for the establishment of planning authorities for notified new towns or special developments?	10.0		Yes/No	Check if the state T&CP Acts have provision for creation of new towns and development areas and also planning authorities for the same

* MQ – Main Question, SQ – Sub Question



EVALUATION CRITERIA

Table 19

SI No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
10	UPD	MQ	Is there a clear provision for a competent technical cell to enable preparation of the SDP for each level	10.0		Yes/No	Check if the T&CP act mandates the creation of a "technical cell" (verbatim) OR mandates the creation of an office/team/department/committee of "experts" (verbatim) for preparation of plans
11	UPD	MQ	Do the SDPs reflect a stated articulation of future vision and development priorities?	10.0		Yes/No	Check if the SDP includes objectives (example - air quality, mobility etc.) with quantitative and qualitative metrics (example - air quality target level RSPM, PM 2.5 etc.) mentioned against each objective
12	UPD	MQ	Do the SDPs at each level, integrate the plans and priorities of various sectoral public departments and agencies?	10.0		Yes/No	Check if creation of the SDP involved creation of a committee/process for deliberation and decision making where all sectoral public departments and agencies were invited (at least water and sewerage, traffic, electricity, transport, health and education)
13	UPD	MQ	Is there a common digital base 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)	10.0		Yes/No	Check for 1) A state spatial data centre portal with a map available for use by all agencies and parastatals in the state and 2) must possess 7 key layers - topography, geological hazards and sensitivities, green and agricultural land, water drainage system, street networks and block footprints, peripheral rural parcels and political and admin boundaries + layers for all parastatals operating in the city (roads and allied infra, traffic, water and sewerage, storm water drains, electricity, other underground utilities, land use, planning zone)
14	UPD	MQ	Are there provisions in the act for modifications to notified SDPs?	10.0		Yes/No	Check if the T&CP acts have provisions to make modifications to the SDPs after it has been notified
15	UPD	MQ	Has an MPC been constituted?	10.0		Yes/No	Check gazette notifications, newspaper reports and relevant phone calls to see whether rules have been notified to constitute an MPC
16	UPD	MQ	Does your city give incentives for green buildings? (AMRUT)	10.0		Yes/No	Check for any provision in T&CP act or any publicly available policy document (ULB website/state govt website) that offers incentives such as rebate in property tax or charges connected to building permission/development charges
17	UPD	MQ	Does your city have a sanitation plan? (Smart Cities)	10.0		Yes/No	Check the SDP/ULB website/Swachh Bharat Urban website for the existence of a CSP
18	UPD	MQ	Does your city have a sustainability/resilience strategy? (Smart Cities)	10.0		Yes/No	100 Resilient Cities website/ULB website
19	UPD	MQ	Does your city have a comprehensive mobility plan? (Smart Cities)	10.0		Yes/No	Check the ULB website for the existence of a comprehensive mobility plan
20	UPD	MQ	Does the SDP have provisions to protect historic and cultural assets in the general public realm?	10.0		Yes/No	Check the SDP if PART A - mentions preservation of cultural assets and heritage, including buffer zones, accessibility, building norms and zoning specific to heritage and cultural assets (verbatim or otherwise) and PART B - there has to be measurable/metrics mentioned against these objectives
21	UPD	MQ	Are there prescribed urban design standards to guide the execution of urban projects?	10.0		Yes/No	Check if the ULB/implementing agency follows/alludes to following/has created design guidelines for executing projects for - 1) Roads (all types: arterial, sub-arterial, collector, access, alleys etc.) and streetscapes (including over ground traffic, 2) Footpaths, 3) Underground public utilities (water, sewerage, storm water drains, electricity, internet, gas), 4) Residential units and 5) Commercial buildings (PART A - 1 mark each if the state government / local government has such guidelines that ALSO include measurements for each guidelines + PART B - 1 more mark each if such guidelines are mandates under the SDP)
22	UPD	MQ	Are there enabling policies on land titling?	10.0		Yes/No	Check for passing of a land titling law OR passing of an order/circular to certify land titles
23	UPD	MQ	Are there enabling policies on land pooling?	10.0		Yes/No	Check for passing of a land pooling law OR passing of an order/circular to enable land pooling
24	UPD	MQ	Does your city have a single window clearance process in place for development projects that are in conformity with SDPs?	10.0		Yes/No	Check if the T&CP Act or any other relevant law that provides for single-window clearance process for development projects such as affordable housing that are in conformity with SDPs
25	UPD	MQ	Does the SDP include objectives on jobs and economy?	10.0		Yes/No	The SDP must have mention of 1) key development drivers for the sector - at least jobs generated (both formal and informal), factories/companies started, increase in revenue and 2) quantitative and qualitative impact/outcome metrics for each driver
26	UPD	MQ	Does the SDP include objectives on environment and heritage conservation?	10.0		Yes/No	The SDP must have mention of 1) key development drivers for the sector - at least recreational + non recreational green spaces, urban forests, lakes, wetlands and other water bodies, climate change and pollution and 2) quantitative and qualitative impact/outcome metrics for each driver

* MQ – Main Question, SQ – Sub Question



EVALUATION CRITERIA

Table 19

Sl No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
27	UPD	MQ	Does the SDP include objectives on social development (health care, education)?	10.0		Yes/No	The SDP must have mention of 1) key development drivers for the sector - at least hygiene systems, healthcare quality and coverage, education quality and coverage, safety and security and 2) quantitative and qualitative impact/outcome metrics for each driver
28	UPD	MQ	Is there an effective system to prevent approval of plans that are not in conformity with SDP?	10.0		Yes/No	There should be a system with all of the following aspects 1) Registry of public projects, 2) An approval authority for projects at each level defined within the MPC act or the T&CP act, 3) A defined process for rejections/variance approvals for plans not in conformity with SDP defined in the MPC act or the T&CP act and 3) Disclosure of all approvals, denials and variance approvals in the public domain
29	UPD	MQ	Is there an effective system to monitor ongoing constructions/projects for possible violations?	10.0		Yes/No	There should be a process with all of the following - 1) Online self-assessment of progress including uploading of photographs and requisite compliance documents, 2) Periodic ground surveys of approved projects (all/sample) and 3) Disclosure of all information (compliance numbers, violations registered and action taken) collected in survey in the public domain
30	UPD	MQ	Are there provisions to penalise violating plans?	10.0		Yes/No	<p>Check if the T&CP act mentions the penal provisions under the following heads (at least 5 of the below with 2 points each)</p> <ul style="list-style-type: none"> » Building Code Violations (At plan approval stage, these codes dictate details such as electric, water, door/window dimensions etc.) » Plumbing and Sewage Violations (discharge of waste into any public land, alley, stream, sidewalk etc.) » Setback Violations (Setbacks are the minimum space required between the plot boundary and building) » Building Height Violations (Maximum permissible height according to the location) » Energy Efficiency/Consumption Violations (Particularly for large-scale/commercial buildings) » Absence of Rainwater Harvesting Systems (Prominent in Indian context) » Plot Access Violations (The points of entry/exit to your building/plot in accordance with the road) » Parking Violations (with respect to your building and the road) » Fire Code Violations (Primarily important at both Plan Approval level and again at Occupancy) » Building Refurbishment without permit (Addition/Demolition/Remodeling etc.) » Change in Building Use/Function/Occupancy without permits (Dwelling to Commercial use; Warehouse to Office Space etc.) » Violations in Floor Area Ratio (FAR) or Floor Space Index (FSI) (In accordance with Zoning codes of the area) » Business signage/Outdoor Display boards (Zoning codes dictate permissible size/location of these on top of buildings etc.) » Non-Permitted uses (Some zones strictly dictate Only Residential/Only Commercial/uses) » Nuisance Violations (these might be advertisements, banners, pamphlets on buildings, flyovers, etc.) » Loading/Unloading Regulations (For Commercial and Industrial Buildings, service access, safety etc. as detailed out by building code) » Urban Design regulations (Streetscapes, Pedestrian circulation, Open Areas, Plazas, Arcades etc.) » Flight Obstruction Areas (Around major airports) » Historical Conservation/Preservation of Buildings/Areas of the city. (Violations occur if such areas/structures are recognized to be of historical importance) » Junk and Thrash Violations (Designated areas as described in the Zoning code)
31	UPD	MQ	Does the law mandate public participation in preparation of each level of plan (Metropolitan, municipal and ward) through Area Sabhas / Ward Sabhas and other means?	10.0		Yes/No	Check if the Act mandates public participation in preparation of each levels of plan. Score 10 for mandating participation through formal platforms such as area Sabhas / ward Sabhas



EVALUATION CRITERIA

Table 19

SI No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
32	UPD	MQ	Does the law mandate public scrutiny at (including objections and responses) each levels of plan (metropolitan, municipal and ward) through area sabhas/ward sabhas and other means?	10.0		Yes/No	Check if the Act mandates public scrutiny at (including objections and responses) each levels of plan. Score 10 for mandating participation through formal platforms such as area Sabhas / ward Sabhas
1	UCR	MQ	Is the ULB empowered to set and collect the following taxes?	0.0		Yes/No	
1a	UCR	SQ	Property tax	2.5		Yes/No	Check for verbatim/provisions similar in meaning in Municipal Corporation (MC) acts. 2.5 points if this applies
1b	UCR	SQ	Entertainment tax	2.5		Yes/No	Check for verbatim/provisions similar in meaning in Municipal Corporation (MC) acts. 2.5 points if this applies
1c	UCR	SQ	Profession tax	2.5		Yes/No	Check for verbatim/provisions similar in meaning in Municipal Corporation (MC) acts. 2.5 points if this applies
1d	UCR	SQ	Advertisement tax	2.5		Yes/No	Check for verbatim/provisions similar in meaning in Municipal Corporation (MC) acts. 2.5 points if this applies
2	UCR	MQ	What is the percentage of own revenues to total expenditure for the ULB?	10.0		Numeric	Compute own revenue (tax and non-tax revenue excluding any government grants) and use 3 years average wherever available (at least 2 years but not more than 5 years dated - 2012-2013 and onwards). Score is own revenue percentage as a proportion of 10 marks i.e. 50% gets 5 out of 10.
3	UCR	MQ	Is the ULB authorised to raise borrowings without state government/ central government approval?	10.0		Yes/No	Check municipal corporation acts: If the city does not require state approval for borrowings or has a debt limitation policy within which the city would not require state/central got approval, the city will get 10 marks
4	UCR	MQ	Is the ULB authorised to make investments or otherwise apply surplus funds without specific state government/central government approval?	10.0		Yes/No	Check if the MC act has a provision specifying limits of investments that do not need state/central govt. approval; if there is such a provision, the city will score 10 marks
5	UCR	MQ	What is the per capita capital expenditure of the ULB?	10.0		Numeric	Calculate capital expenditure and use 3 years average wherever available (at least 2 years but not more than 5 years dated - 2012-2013 and onwards). The city with the largest capital expenditure per capita gets scored 10 and all others are scored relatively. (INR)
6	UCR	MQ	Is the budget of the ULB realistic?	10.0		Numeric	3 year average of budget variance wherever available (at least 2 years but not more than 5 years dated - 2012-2013 and onwards); If variance is within 15%, a city will score 10 but anything over 15% will score 0 out of 10
7	UCR	MQ	Is the ULB required by law to have a long-term and/or medium-term fiscal plan?	10.0		Yes/No	Check MC act or any relevant act/reports (SFC reports, local/state FRBM act), whether it mandates the creation of any 3+ year financial management plans. Score 10 if available and 0 if not.
8	UCR	MQ	How does the city rate on adherence to budget timelines?	10.0		Yes/No	Check if date stamped on the final budget or notification is within the specified timeline mentioned in the MC act. Newspaper reports can also be relied upon to get information . Score 10 if within specified timeline.
9	UCR	MQ	Are the annual accounts of the ULB mandated to be audited by an independent/ external agency?	10.0		Yes/No	Check municipal corporation act to see whether it mandates audit of accounts by an external party which is not part of the ULB. Municipal auditor of the ULB who is either appointed by the ULB/state government but draws salary from the ULB will not be considered. If applicable, the city will score 10 and if not, 0.
10	UCR	MQ	Are the audited annual financial statements/audited annual accounts of the ULB available in the public domain?	10.0		Yes/No	Check ULB website. The latest availability should be not earlier than 2 years failing which, the city will be scored 0.
11	UCR	MQ	Have five State Finance Commissions (SFCs) been constituted by the state government?	10.0		Yes/No	Check the number of SFCs that have been constituted. According to the periodicity derived from the 74th Constitution Amendment Act, the states are required to form 5 SFCs by 2017. Cities with five SFCs will get 10, four will get 5, three will get 2 and anything below three will get 0. To factor in newly formed states - For Chhattisgarh , Jharkhand and Uttarakhand the scoring will be as follows : 4 SFCs - 10, 3 SFCs - 5, 2 SFCs - 2. Post the bifurcation in 2014, Telangana is mandated to form an SFC, which would be applicable to Hyderabad
12	UCR	MQ	Is your city, by law, mandated to follow a double-entry accounting system? (AMRUT)	10.0		Yes/No	Check MC Act or accounting & budgeting rules, to assess if there is a mandate to follow double-entry accounting system OR check SFC reports/action taken reports , CAG reports to see whether National Municipal Accounting Manual has been adopted by the state govt that mandates double entry accounting system. AMRUT SAAP document can also be a reference. If the answer is in the positive, score city 10 and if not, 0.
13	UCR	MQ	Does your city follow a double-entry accounting system? (AMRUT)	10.0		Yes/No	Check budget to assess if double-entry accounting is followed. If so, score 10 and if not, score 0.
14	UCR	MQ	What is the credit rating of your city? (AMRUT)	10.0		Numeric	Score 0 for cities with no rating and the rest of the scoring would be as follows - 1. AAA - 10, AA-(10/11)*10 and so on (considering that the rating has to be no older than 2 years)
15	UCR	MQ	Does the ULB have adequate staff commensurate with its population?	10.0		Numeric	Collect data on permanent + contractual staff. Score 10 for the city, including the benchmark cities, with the most units/ lakh population and score other cities comparatively.

* MQ – Main Question, SQ – Sub Question



EVALUATION CRITERIA

Table 19

Sl No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
16	UCR	MQ	Is the staffing data of the ULB available in the public domain?	10.0		Yes/No	Check website of ULB for staffing information - Look for sanctioned vs working & grade-wise division of employees (5 for only total + 5 for grade-wise)
17	UCR	MQ	Does the ULB have access to a municipal cadre for its staffing?	10.0		Yes/No	Check for the existence of municipal cadre for ULBs of respective states. Search within MC acts, website of department of urban development, department of personnel of respective states and AMRUT SAAP documents. Cities that have access get 10 and those that don't, get 0.
18	UCR	MQ	Does the commissioner have adequate experience in urban related departments?	10.0		Numeric	Check the executive record sheet, newspaper reports, ULB website for the years of experience in urban related departments such as municipal administration (DMA,ULB) , UDD etc. - designated as urban department. Score will be the total months of experience divided by 12 up to a maximum of 10 marks.
19	UCR	MQ	What is the average tenure of the commissioner?	10.0		Numeric	Check the number of commissioners that have served the ULB in the last 5 years. 1 commissioner for 5 years gets a score of 10. 2/3 commissioners in the last 5 years will get a score of 5 . More than 3 commissioners will be scored 0.
20	UCR	MQ	Does your city provide internship opportunities? (AMRUT)	10.0		Yes/No	Check ULB website for information on internship opportunities with the ULB. If such an opportunity is available, score the city 10 and if not, 0.
21	UCR	MQ	Has your city appointed an internal auditor? (AMRUT)	10.0		Yes/No	Check the ULB website or SAAP documents for any positions of internal auditor or for any tendering procedure put out to appoint an internal auditor. If applicable, score city 10 and if not, 0.
22	UCR	MQ	Has the ULB put in place a digital governance roadmap?	10.0		Yes/No	Check if there is any document that talks about how Information Communication Technology (ICT) will be used by the government to further governance (both to help citizens directly and to help improve ULB efficiency). The document has to be created by the ULB but may be derived from the state govt. document as well. The document should be available in the ULB website. If all stated requirements have been fulfilled, score a city 10 and if not, 0.
23	UCR	MQ	Does the ULB website incorporate the following:	0.0		Yes/No	
23a	UCR	SQ	Citizen participation	3.3		Yes/No	Check for the existence of an online complaint management and redressal system - PART A - should have active online complaint management/registration system in the ULB website, PART B - Live telecast of councils (score 1.67 points each)
23b	UCR	SQ	Basic service delivery	3.3		Yes/No	Check service types available on the ULB website 1. Registration of Birth and Death 2. Marriage 3. Water & Sewerage Charges 4. Grievance Redressal, 5. Property Tax, 6. Advertisement tax 7. Trade Licenses. If advertisement tax/water sewerage charge is not devolved down to the city, it should be treated as 'NA'. Scores would be distributed in a scale of 10 according to the availability of services in the ULB website
23c	UCR	SQ	Schemes and services	3.3		Yes/No	Check for schemes and services that are central sector schemes or state sector schemes but delivered by the ULBs. It could also be schemes fully owned and delivered by the ULB itself. The ULB website should enlist the schemes with details to be considered for scoring. If at least 2 such schemes and services are available on the ULB's site, score city 3.3 and if not, 0.
24	UCR	MQ	Does the ULB have an e-procurement system (including vendor registration)?	10.0		Yes/No	Check if there is a provision for procurement to be done through e-procurement (could be a state govt. portal as well) AND the ULB website should have an active link for the same. Score 10 if applicable and 0 if not.
1	ELPR	MQ	Does the ULB have the following powers with respect to its employees?	0.0		Yes/No	
1a	ELPR	SQ	Appointment	3.3		Yes/No	Check if the MC can 1. Unilaterally hire for positions - 3.3 marks. 2. Can recommend names but ultimate decision rests with the state govt/ state PSC - 1.7 marks
1b	ELPR	SQ	Disciplinary action	3.3		Yes/No	Check if the MC can 1. Unilaterally take disciplinary action against its employees - 3 marks. 2. Can recommend to initiate disciplinary actions but ultimate decision rests with the state govt/ state PSC - 1.7 marks
1c	ELPR	SQ	Termination	3.3		Yes/No	Check if the MC can 1. Unilaterally fire/terminate its employees - 3 marks. 2. Can recommend names for termination but ultimate decision rests with the state govt/state PSC - 1.7 marks
2	ELPR	MQ	Does the mayor of the ULB have a five year term?	10.0		Yes/No	Check if the MC act mandates for 5 year mayoral tenure. 10 marks if applicable.
3	ELPR	MQ	Is the mayor directly elected?	10.0		Yes/No	Check if the MC act mandates direct elections for the post of mayor. 10 marks if applicable
4	ELPR	MQ	Does the mayor/council have the authority to appoint the municipal commissioner/chief executive of the ULB?	10.0		Yes/No	Check the MC act for the requisite provision. If available, score 10 and if not, 0.
5	ELPR	MQ	Is the mayor an ex-officio member of the MPC?	10.0		Yes/No	Check if the MC act or the T&CP act says so

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EVALUATION CRITERIA

Table 19

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6	ELPR	MQ	Is the ULB responsible for providing all functions and services it is mandated to as per the 74 th CAA?	10.0		Yes/No	Check for the actual implementation of all 18 functions mentioned in the 74 th CAA. Existence of a parastatal to deliver a function will make the score 0. If all the functions mentioned under one heading are not carried out by the ULB, the score will be 0. For overall score, all 18 get 10 and the rest get scores accordingly.
7	ELPR	MQ	Has the State Election Commission (SEC) been constituted?	10.0		Yes/No	Check laws related to the State Election Commission (SEC) law/MC act/SEC website for constitution of SEC
8	ELPR	MQ	Is the SEC empowered to conduct delimitation of wards?	10.0		Yes/No	Check if Municipal Corporation act mandates the delimitation exercise to be carried out by SEC and not state govt
9	ELPR	MQ	Have elections to the ULB been conducted every five years?	10.0		Yes/No	Check for dates when last two elections in the state were held. The period between elections should be less than 5.5 years. 5 years is normal time frame and half a year as per the constitutional limit
10	ELPR	MQ	Do citizens participate adequately in the electoral process?	0.0		Numeric	
10a	ELPR	SQ	Council	5.0		Numeric	Turnout % gets scored out of 5 . Can be sourced from newspaper reports of SEC report/website
10b	ELPR	SQ	Legislative assembly	5.0		Numeric	Turnout % gets scored out of 5. To arrive at the percentage, map MC wards to assembly constituencies (ACs) and then divide total voters with total electors multiplied by 100. Use the Election Commission of India's delimitation document to map the MCs to ACs. To get the data on elector and voters of respective ACs use the detailed election results made available by the ECI for respective states
11	ELPR	MQ	Are locally elected officials required to publicly disclose their income and assets (and those of their immediate family) prior to taking office?	10.0		Yes/No	Check if MC act mandates locally elected officials to publicly disclose their income and assets (and those of their immediate family) prior to taking office
12	ELPR	MQ	Is the action taken report on SFC recommendations made available by the state government?	10.0		Yes/No	Check if the action taken report on latest SFC recommendation is available in the SFC website or any other website maintained by the respective state government. If so, score 10 and if not, 0.
13	ELPR	MQ	Does the council have the final say in approving the city budget?	10.0		Yes/No	Check the MC act if it states that the council is the final approving authority of the budget. If applicable, score 10 and if not, 0. The clause of 'indebted corporation requiring to get state approval' will result in zero points.
14	ELPR	MQ	Does your city council have adequate gender representation?	10.0		Numeric	If the proportion of women = 33% , the city scores 1. Maximum of all cities scores 10 and scores between 33% and maximum will be scored proportionally.
1	TAP	MQ	Has the state government enacted the Public Disclosure Law (PDL) and have the rules implementing the PDL being notified?	10.0		Yes/No	1. Check if state has passed Public Disclosure Law (PDL)(as a separate act or amendment to the municipal corporation act) - score 5 if enacted. 2. Check if the state has notified the rules for PDL - score 5 if notified
2	TAP	MQ	Is the state PDL compliant with the model PDL with respect to:	0.0		Yes/No	Check if the below mentioned terms are mentioned in the PDL of the state. These criteria is taken from the model PDL law.
2a	TAP	SQ	Audited financial statement on quarterly basis	2.0		Yes/No	Audited financial statement on quarterly basis
2b	TAP	SQ	Audited financial statement on annual basis	2.0		Yes/No	Audited financial statement on annual basis
2c	TAP	SQ	Service level benchmarks	2.0		Yes/No	Service level benchmarks
2d	TAP	SQ	Particulars of major works	2.0		Yes/No	Particulars of major works
2e	TAP	SQ	Details of plans, income and budget	2.0		Yes/No	Details of plans, income and budget
3	TAP	MQ	Has the ULB adopted open data standards and principles in respect of:	0.0		Yes/No	Data format as stipulated in the implementation guideline for National Data Sharing and Accessibility Policy (NDSAP)
3a	TAP	SQ	Annual report of works done last year	2.0		Yes/No	Based on the implementation guideline for NDSAP, data should be published in any of the following formats: » CSV (Comma separated Values) » XLS (spread sheet- Excel) » ODS (Open Document Formats for Spreadsheet) » XML (Extensive Markup Language) » RDF (Resources Description Framework) » KML (Keyhole Markup Language used for Maps) » GML (Geography Markup Language) » RSS/ATOM (Fast changing data e.g. hourly/daily)



EVALUATION CRITERIA

Table 19

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3b	TAP	SQ	Financial information (budgets) of the corporation and of respective wards.	2.0		Yes/No	Based on the implementation guideline for NDSAP, data should be published in any of the following formats: » CSV (Comma separated Values) » XLS (spread sheet- Excel) » ODS (Open Document Formats for Spreadsheet) » XML (Extensive Markup Language) » RDF (Resources Description Framework) » KML (Keyhole Markup Language used for Maps) » GML (Geography Markup Language) » RSS/ATOM (Fast changing data e.g. hourly/daily)
3c	TAP	SQ	Raw and synthesized data on civic works	2.0		Yes/No	Based on the implementation guideline for NDSAP, data should be published in any of the following formats: » CSV (Comma separated Values) » XLS (spread sheet- Excel) » ODS (Open Document Formats for Spreadsheet) » XML (Extensive Markup Language) » RDF (Resources Description Framework) » KML (Keyhole Markup Language used for Maps) » GML (Geography Markup Language) » RSS/ATOM (Fast changing data e.g. hourly/daily)
3d	TAP	SQ	Information under Right To Information (RTI), section 4(1) b on minutes of council meetings, rules, regulations and documents of the ULB and its decision-making processes	2.0		Yes/No	Based on the implementation guideline for NDSAP, data should be published in any of the following formats: » CSV (Comma separated Values) » XLS (spread sheet- Excel) » ODS (Open Document Formats for Spreadsheet) » XML (Extensive Markup Language) » RDF (Resources Description Framework) » KML (Keyhole Markup Language used for Maps) » GML (Geography Markup Language) » RSS/ATOM (Fast changing data e.g. hourly/daily)
3e	TAP	SQ	Quarterly audited financial reports	2.0		Yes/No	Based on the implementation guideline for NDSAP, data should be published in any of the following formats: » CSV (Comma separated Values) » XLS (spread sheet- Excel) » ODS (Open Document Formats for Spreadsheet) » XML (Extensive Markup Language) » RDF (Resources Description Framework) » KML (Keyhole Markup Language used for Maps) » GML (Geography Markup Language) » RSS/ATOM (Fast changing data e.g. hourly/daily)
4	TAP	MQ	Does your city publish e-newsletter? (AMRUT)	10.0		Yes/No	Check if the ULB website has an e-newsletter which is published at least twice a year (as per AMRUT)
5	TAP	MQ	Does your city publish post Demand Collection Book (DCB) of tax details on the website? (AMRUT)	10.0		Yes/No	Check the ULB website for publication of demand collection book (as per AMRUT)

* MQ – Main Question, SQ – Sub Question



EVALUATION CRITERIA

Table 19

Sl No	City-System	MQ-SQ *	Question	Question Weight		Answer Type	Scoring Methodology
6	TAP	MQ	Has the state government enacted the Community Participation Law (CPL) and have rules implementing the CPL been notified?	10.0		Yes/No	PART A - Check if the state has passed Community Participation Law (as a separate act or as an amendment to the Municipal Corporation act) - score 5 (2.5 each for provision for ward committees and area sabhas). & PART B - Check if the rules to implement the CPL has been notified - Score 5 (2.5 each for notifying rules for ward committees and area sabhas)
7	TAP	MQ	Have ward committees been constituted for all wards of the ULB?	10.0		Yes/No	Check for implementation in law/policy through RTIs/response received for data request letters sent to mayors and commissioners, policy documents, newspaper reports etc.
8	TAP	MQ	Have area sabhas been constituted in all wards of the ULB?	10.0		Yes/No	Check for implementation in law/policy through RTIs/response received for data request letters sent to mayors and commissioners, policy documents, newspaper reports etc.
9	TAP	MQ	Does the ULB harness the spirit of volunteerism among its citizens and provide such opportunities for them?	10.0		Yes/No	The website should have the following components (5 points each) - 1. A link for citizens to register as volunteers with the ULB 2. Advertisement / notice on opportunities for citizens to volunteer
10	TAP	MQ	Does the ULB have a participatory budgeting process in place?	10.0		Yes/No	Check if the website has a link/page on a participatory budgeting process (brought to effect through a circular/order)
11	TAP	MQ	Is the ULB required by its municipal act to carry out an internal audit within a predetermined frequency, at least annual?	10.0		Yes/No	Check if the MC act PART A - specifies that a municipal accounts audit be carried out (5 points) and PART B - mentions a specified time period/alludes to a broad time period (5 points). The word 'shall' must be used instead of 'may' .
12	TAP	MQ	Are the internal audits of the ULB available in the public domain?	10.0		Yes/No	Check for availability of internal audit report in the ULB website. The latest availability should be at least of last 2 years .
13	TAP	MQ	Has the state mandated guaranteed public service delivery to citizens?	10.0		Yes/No	Check if the state has passed Public Service Guarantee act
14	TAP	MQ	Does the city have a citizens' charter providing for:	0.0		Yes/No	
14a	TAP	SQ	Target levels of service?	3.3		Yes/No	Check for service targets
14b	TAP	SQ	Timelines for delivery of services?	3.3		Yes/No	Check if timeline for service delivery is given against each service
14c	TAP	SQ	Protocols for obtaining relief, where service levels are not met?	3.3		Yes/No	Check for any process for grievance redressal (steps)
15	TAP	MQ	Does the ULB have single window civic service centres?	10.0		Yes/No	PART A - Check whether there are apps by city governments for civic services- score 5 PART B - Check for availability of civic service centres with a population coverage of one civic service centre per one lakh population - score 5
16	TAP	MQ	Does the ULB conduct citizen satisfaction survey?	10.0		Yes/No	Check if the city PART A - conducts citizen satisfaction surveys at least annually (link in the ULB website) PART B - publishes the results (5 each)
17	TAP	MQ	Does the ULB have an ombudsman for service related issues?	10.0		Yes/No	State should have constituted local body ombudsman for service related Issues - MC act and separate existence of act to be checked
18	TAP	MQ	Has the position of ombudsman been filled?	10.0		Yes/No	Check if the ombudsman position has been filled - the website of ombudsman, newspaper reports can be used to score
19	TAP	MQ	Is the ombudsman authorized to:	0.0		Yes/No	Check only if state has constituted local body ombudsman
19a	TAP	SQ	Investigate corruption suo motu?	5.0		Yes/No	Check the rules/law pertaining to the ombudsman has power to resolve inter-agency disputes
19b	TAP	SQ	Resolve inter-agency disputes?	5.0		Yes/No	Check the rules/law pertaining to the ombudsman has power to investigate suo motu

* MQ – Main Question, SQ – Sub Question

Table 20

City	Municipal Corporation Acts
Ahmedabad	Gujarat Provincial Municipal Corporations Act, 1949
Bengaluru	Karnataka Municipal Corporations Act, 1976
Bhopal	Madhya Pradesh Municipal Corporation Act, 1956
Bhubaneswar	Orissa Municipal Corporations Act, 2003
Chandigarh	Punjab Municipal Corporation Law (Extension to Chandigarh) Act, 1994
Chennai	The Chennai Municipal Corporations Act, 1919
Dehradun	Uttarakhand Municipal Corporations Act
Delhi	Delhi Municipal Corporations Act
Guwahati	Guwahati Municipal Corporation Act 1969
Hyderabad	Greater Hyderabad Municipal Corporations Act, 1955
Jaipur	Rajasthan Municipality Act, 2009
Kanpur	Uttar Pradesh Municipal Corporation Act, 1959
Kolkata	Kolkata Municipal Corporation Act, 1980
Lucknow	Uttar Pradesh Municipal Corporation Act, 1959
Ludhiana	The Punjab Municipal Corporation Act, 1976
Mumbai	Mumbai Municipal Corporation Act
Patna	Bihar Municipal Act 2007
Pune	Maharashtra Municipal Corporation Act, 1949
Raipur	Chhattisgarh Municipal Corporations Act, 1956
Ranchi	Jharkhand Municipal Act, 2011
Surat	Gujarat Provincial Municipal Corporations Act, 1949
Thiruvananthapuram	Kerala Municipality Act, 1994
Visakhapatnam	Visakhapatnam Municipal Corporation Act, 1979
London	Greater London Authority Act, 1999
New York	New York City Charter
Johannesburg	Local Government: Municipal Structures Act 1998, Municipal Systems Act 2000

Municipal Corporation Budgets of the years 2017-2018, 2016-17 2015-2016 (Includes London, New York and Johannesburg)
Municipal Corporation Budget of the year 2014-2015 (Bhopal)

Table 21

City	Town and Country Planning Acts
Ahmedabad	Gujarat Urban Planning and Development Act, 1976
Bengaluru	Karnataka Town and Country Planning Act, 1961
Bhopal	Madhya Pradesh Nagar Tatha Gram Nivesh Adhiniyam, 1973
Bhubaneswar	Orissa Town Planning and Improvements Trust Act, 1956
Chandigarh	The Capital of Punjab (Development and Regulation) Act, 1952
Chennai	Tamil Nadu Town and Country Planning Act, 1971
Dehradun	Uttarakhand Urban and Country Planning and Development Act, 1973
Delhi	The National Capital Region Planning Board Act, 1985
Guwahati	The Assam Town and Country Planning Act, 1959
Hyderabad	Andhra Pradesh (Andhra Area) Town Planning Act, 1920
Jaipur	Jaipur Development Authority Act, 1982
Kanpur	Uttar Pradesh Urban Planning and Development Act, 1973
Kolkata	West Bengal Town and Country (Planning and Development) Act, 1979
Lucknow	Uttar Pradesh Urban Planning and Development Act, 1973
Ludhiana	The Punjab Regional and Town Planning and Development Act, 1995
Mumbai	Maharashtra Regional and Town Planning Act, 1966
Patna	Bihar Urban Regional Planning and Development Act, 2012
Pune	Maharashtra Regional and Town Planning Act, 1966
Raipur	Chhattisgarh Nagar Tatha Gram Nivesh Niyam, 1973
Ranchi	Jharkhand Town Planning and Improvement Trust Act, 1954
Surat	Gujarat Urban Planning and Development Act, 1976
Thiruvananthapuram	Kerala Town and Country Planning Act, 2016
Visakhapatnam	Andhra Pradesh (Andhra Area) Town Planning Act, 1920
London	England Town and Country Planning Act, 1990
New York	New York City Charter
Johannesburg	The City of Johannesburg Municipal Planning By-Law, 2016

Table 22

City	Act Name/Web name/Doc name
Ahmedabad	Amdavad Development Plan 2021
Bengaluru	Revised Master Plan 2015
Bhopal	Bhopal Development Plan 2005
Bhubaneswar	Bhubaneswar Vision 2030 Concept Paper
Chandigarh	Chandigarh Master Plan 2031
Chennai	Tamil Nadu Town and Country Planning Act, 1971
Dehradun	Mussoorie Dehradun Development Authority Master Plan 2025
Delhi	Master Plan for Delhi 2021
Guwahati	Master Plan for Guwahati Metropolitan Area 2025
Hyderabad	Metropolitan Development Plan 2031
Jaipur	Jaipur Development Authority Master Development Plan 2025 – Volume (I) (II) (III)
Kanpur	Kanpur Master Plan 2021
Kolkata	Kolkata Vision 2025 Master Plan
Lucknow	Lucknow Mahayojna 2031
Ludhiana	Ludhiana Master Plan 2021
Mumbai	Draft Development Plan 2034 Greater Mumbai
Patna	Patna Master Plan 2031
Pune	Draft Development Plan for Old Pune City (2007-2027)
Raipur	Raipur Master Plan (Revised) 2021
Ranchi	Ranchi Master Plan 2037
Surat	Surat Development Plan 2035
Thiruvananthapuram	Thiruvananthapuram Master Plan 2031
Visakhapatnam	Master Plan document not available in public domain
London	The London Plan 2016
New York	OneNYC 2017
Johannesburg	Spatial Development Framework 2040

Table 23

City	Websites of City Governments
Ahmedabad	https://ahmedabadcity.gov.in/portal/index.jsp
Bengaluru	http://bbmp.gov.in/
Bhopal	http://www.bhopalmunicipal.com/
Bhubaneswar	http://bmc.gov.in/
Chandigarh	http://mcchandigarh.gov.in/
Chennai	http://www.chennaicorporation.gov.in/
Dehradun	http://nagarnigamdehradun.com/
Delhi	http://www.mcd.gov.in/
Guwahati	http://www.gmcportal.in/gmc-web/
Hyderabad	http://www.ghmc.gov.in/
Jaipur	http://jaipurmc.org/Jp_HomePagemain.aspx
Kanpur	http://kmc.up.nic.in/
Kolkata	https://www.kmcgov.in/KMCPortal/jsp/KMCPortalHome1.jsp
Lucknow	http://lmc.up.nic.in/default.aspx
Ludhiana	http://mcludhiana.gov.in/
Mumbai	http://www.mcgm.gov.in/
Patna	http://www.patnanagarnigam.in/
Pune	https://pmc.gov.in/en
Raipur	http://nagarnigamraipur.nic.in/default.aspx
Ranchi	http://www.ranchimunicipal.com/
Surat	https://www.suratmunicipal.gov.in/
Thiruvananthapuram	http://www.corporationoftrivandrum.in/
Visakhapatnam	https://www.gvmc.gov.in/gvmc/
London	https://www.london.gov.uk/
New York	http://www1.nyc.gov/
Johannesburg	https://joburg.org.za/

Table 24

Other References
74th Constitution Amendment Act
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 14 th 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 / Municipal service rules
State Election Acts/Rules
State Entertainment Tax Acts
State Lokayukta Acts
State Profession Tax Acts
State Public Services Guarantee Acts
State Fiscal Responsibility and Budget Management Acts
Election Commission of India: Election Results – Full statistical reports (Assembly Elections)
AMRUT State Annual Action Plans
Swachh Bharat Urban website
AMRUT Mission Statement and Guidelines
Smart Cities Mission Guidelines
State Finance Commission Reports
London – Localism Act 2011, Freedom of Information Act 2000, Internal Audit Charter, Local Government Act 1974, Local Government Finance Act 1988, Documents of Local boundary Elections Commission
New York – Documents of Board of Elections in the city of New York / Conflicts of interest board
Johannesburg – Constitution of the Republic of South Africa, Municipal Finance Management Act 2007, Municipal Demarcation Act 1998, Electoral Commission Act 1996 , Promotion of Access to Information Act 2000, Ombudsman Bye Law
Newspaper Reports

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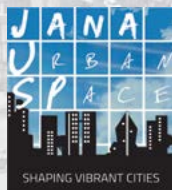


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