



**NATIONAL
URBAN REFORMS
ROUNDTABLE 2025**
New Delhi | 25 November



Strengthening the Constitutional Framework for
City Governance



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Setting the agenda for India's urban transformation through our thought leadership and ecosystem convening (1/2)

In our Annual Conclave 2024, we published Janaagraha's [Roadmap for India's City-Systems Reforms](#), which offers three pathways for India's urban transformation: **place-based governance of cities, decentralised participatory governance, and the building of state capacities.**

Our flagship initiative, the [Annual Survey of India's City-Systems \(ASICS\)](#) is a comprehensive diagnostic of the state of India's city-systems that underpin urban governance and strongly influence the quality of life in India's cities.



Mr. Hardeep Singh Puri, Former Minister, Housing and Urban Affairs, GoI released ASICS 2023 as part of the Annual Conclave on India's City-Systems 2023



The XVI FC partnered with Jana to organise the National Conference of Mayors and Chairpersons, to bring together heads of city governments from nearly 60 cities and towns across 25 states.



Janaagraha and NITI Aayog hosted a roundtable on 'The Bengaluru Story: Balancing Growth, Sustainability, and Inclusion'. The discussion was led by Suman Bery, Vice-Chairperson, NITI Aayog, and Srikanth Viswanathan.

Setting the agenda for India's urban transformation through our thought leadership and ecosystem convening (2/2)

- The Roundtable, **held on 8 July 2025** in New Delhi, brought together experienced elected representatives, practitioners, and urban governance experts for in-depth discussions on the scope of reforms and optimal implementation pathways

Key findings of the report on Delays in Urban Local Government Elections in India:

- Regular elections to local governments are essential for accountability
- Reforms are required in the following areas -
 - Constitutional Strengthening of State Election Commissions for Role Clarity, Autonomy, and Institutional Capacity
 - Mandatory Timelines, Clear Procedures, and Defined State Government Powers
 - Effective Coordination between SECs and Election Commission of India
 - Enhanced Transparency and Accountability

To know more, please access the report [here](#)



India's growth story is playing out in our cities

India now lives as much in its cities as in its villages

2011

318 mn

25% of India's citizens lived in cities as per Census 2011

377 mn

That number rises to 31% if you include census towns (i.e., using the census criteria for urban)

2015

569 mn

Estimated urban population including 24,000 large urbanized villages as per IHS study

763 mn

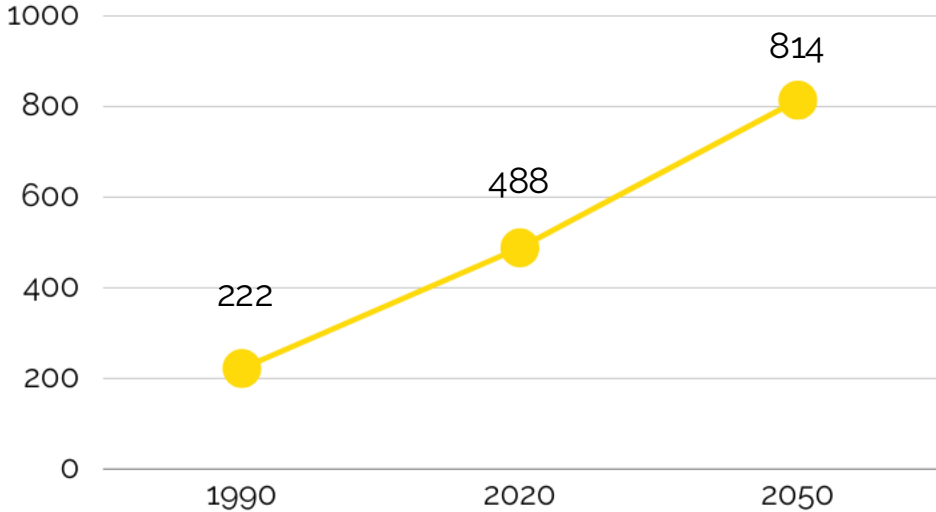
As per Global Human Settlements Layer (GHSL) by EU, based on built-up surface maps

2015

814 mn

Even by conservative estimates, India's urban population expected to cross 800 mn — the second highest in the world; >50% share

Urban Population (in million)

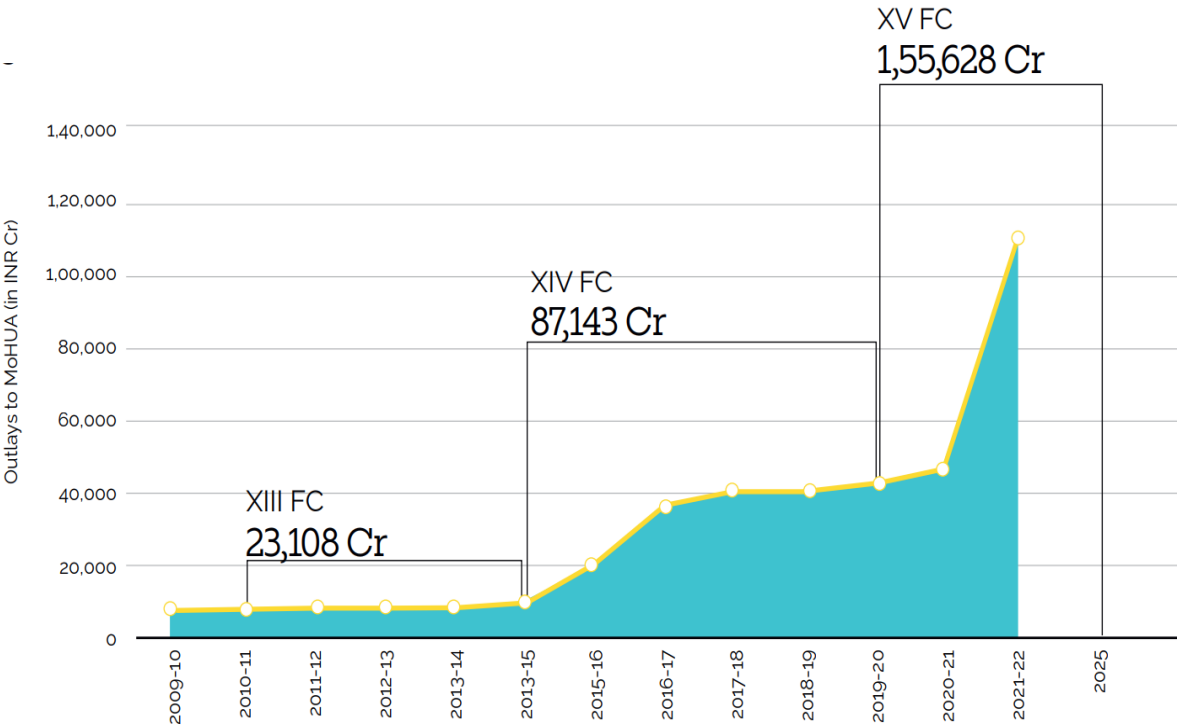


Source: World Bank data, UN World Urbanisation Prospects, 2014

Sustainable urbanization is critical for India to accomplish Sustainable Development Goals (SDGs) – 1, 6, 7, 8, 9, 12, 15, and 17, and achieve developed nation status.

India's growth story is playing out in our cities

This urban growth has also seen unprecedented investments in infrastructure and services



87.12 lakh houses constructed through PMAY-U in 2015–2024, meeting **77.6% of target demand** of 112.24 lakh houses



Municipal Solid Waste (MSW) treatment capacity expanded to **nearly 1 lakh tonnes per day (70% of total waste generated)** in 2021, through SBM-U



Coverage of tap connections increased to **70%** in 2023 from **49%** in 2011, through AMRUT



Metro rail network has increased from **248km in five cities in 2014** to **973km in 23 cities in 2024**

Complex issues and challenges relating the commons continue to persist in our cities

In India's cities, we need to balance the 4Es of Economic growth and job creation, Equitable access to jobs and infrastructure, Environmental sustainability, and democratic Engagement.

Economy

Globally, a **1% increase in urbanisation** is associated with a **3.9% increase in per capita GDP**. In India, this is **only 1.7%**.¹

80% of all workers are employed under **informal arrangements** in urban India.²

Female labour force participation in urban areas remains **low at 28%**, compared to the national average of 41.7%.³

Engagement

Mayors and councils are disempowered; there are no formal platforms for citizen participation.⁴

Only 3 states/UTs have mandated **public consultation** in municipal budgeting.⁷

Delayed council elections in **61% of Urban Local Governments (ULGs)** in **15 states**.⁸



Equity

3.4% poverty reduction in urban areas, significantly slower than the 13.3% decline in rural areas (2015-16 and 2019-21).⁴

5.3% of India's urban population is **multidimensionally poor**, with **intensity of poverty** at **43.1%** (2019-21).⁵

In 2020 roughly **half of India's urban households lived in slums**. Poor availability of affordable housing stock (29 Mn gap in 2020).⁶

Environment

59% of India's urban population faces **water scarcity**.¹⁰

36.4 crore urban residents faced very strong **heat stress** (>38°C*).¹¹

India's **groundwater extraction** rate expected to triple by 2080, from current rate of 60%. 50% of urban water consumption comes from groundwater sources.¹²

44% of India's **emissions** have urban origins.¹³

Issues in India's cities are symptoms of a deeper crisis of urban governance

Jobs and income growth, ease of doing business for small businesses

Inclusive and safe space for women

Public health (primary healthcare, non-communicable and infectious diseases, immunization)

Climate resilience and adaptation (flooding, heat stress, air quality, and conservation of water bodies)

Urban poverty and migration, social security

Public transport, congestion, and traffic management

Safe, walkable, inclusive, and vibrant public spaces

Housing, power, water supply and sanitation

Quality of Life

PLANNING AND DESIGN

- Spatial development plans
- Design, implementation, and maintenance standards for streets and public spaces
- Sectoral plans for housing, mobility, water and sanitation

DECENTRALISED PARTICIPATORY GOVERNANCE

- Voice and agency for all citizens, especially women, the urban poor and migrants, children and youth, elderly and the differently abled
- Devolution of powers and functions to Urban Local Governments (ULGs)
- Empowered mayors and councils

City-Systems

STATE CAPACITIES

- Adequate revenues
- Ability to spend
- Financial and performance accountability
- Skilled staff
- Modern organizational design
- Performance management

Empowering local governance- The Promise of 1992 and the Reality

Promise

The 74th Constitutional Amendment was a landmark step to formalize democratic decentralization over:

- **Functions:** Devolution of 18 functions (12th Schedule) like urban planning, roads, and health.
- **Funds:** Financial empowerment via State Finance Commissions (SFCs) and own-source revenue.
- **Functionaries:** Transfer of state staff to be accountable to the elected Urban Local Government (ULG).
- **Citizen Participation:** Constituting Ward Committees for engaging with citizens

Reality

Janaagraha's Annual Survey of India's City-Systems (ASICS) shows that 30 years on, cities are stuck. States have systematically retained control, rendering ULGs as a weak agency implementing schemes on their behalf

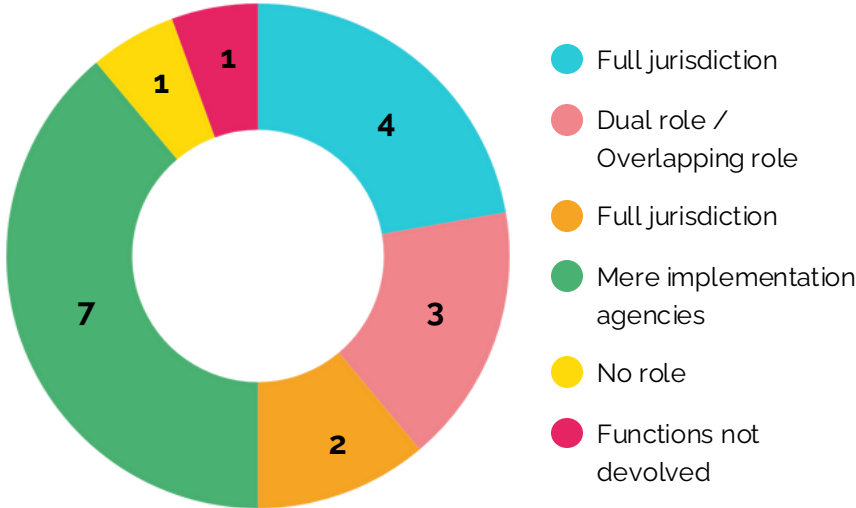
For example, in 10 States, the state Government have overriding powers over ULGs on more than 5 factors (framing rules, dissolution, sanction to borrow money etc.) out of the 16 factors analysed (CAG report).

Devolution of functions on paper than in reality

While State municipal legislations have largely complied with the provisions of the 74th CAA, there are gaps in devolution of functions to ULGs.

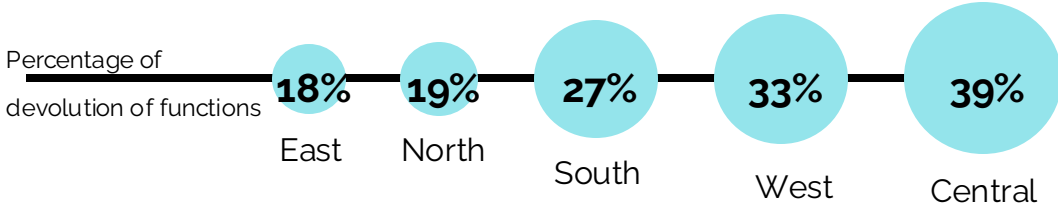
- Many of the key provisions in 74th CAA are **not binding** on States
- On average, **17 out of 18 functions** have been devolved to ULGs by law. However, seven States distinguish such devolved functions as 'obligatory' and 'discretionary'.
- Only **4 functions**, on average, are under **full jurisdiction of the ULGs**.

ULGs have **no role** mostly in core functions like **urban planning, public health and slum upgradation** and act as mere implementing agencies



Compendium of Performance Audits on the Implementation of the 74th Constitutional Amendment Act, 1992: Landscape across India (Volume 1), CAG of India, 2024.

Figure 2.1: Percentage average of functions fully devolved across regions



Eastern and Northern States performed lower compared to Western Central and Southern States in terms of the empowerment of ULGs over municipal functions.

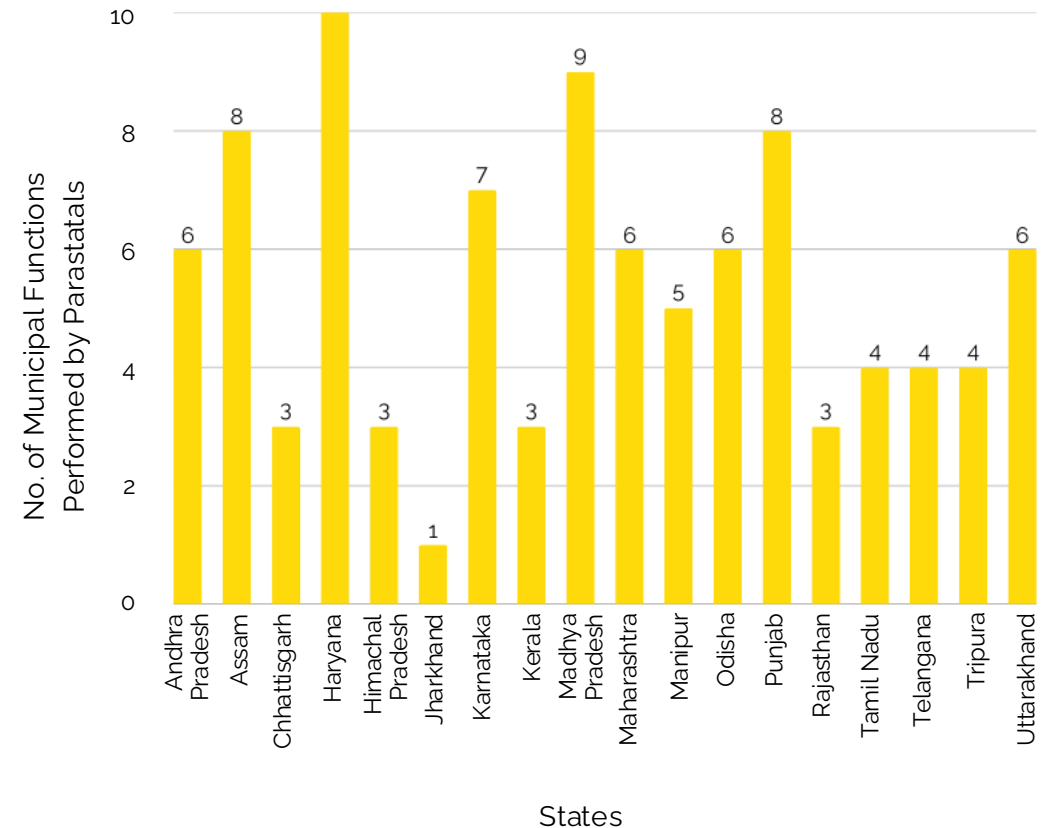
Increasing number of Parastatals involved in cities functions

Key urban services and planning remain controlled by state-level parastatals and multiple overlapping agencies

ULGs have no power or control over the functions undertaken by parastatals/state departments; and only act as implementation agencies if involved.

More than 5 functions are performed by **parastatals**; and where ULGs are involved, they are **only implementation agencies**.

Metropolitan cities face the highest fragmentation, with numerous agencies handling different parts of service delivery. For eg: Mumbai, approximately 25 parastatals/state departments are responsible for service delivery and infrastructure



Cities lack fiscal autonomy

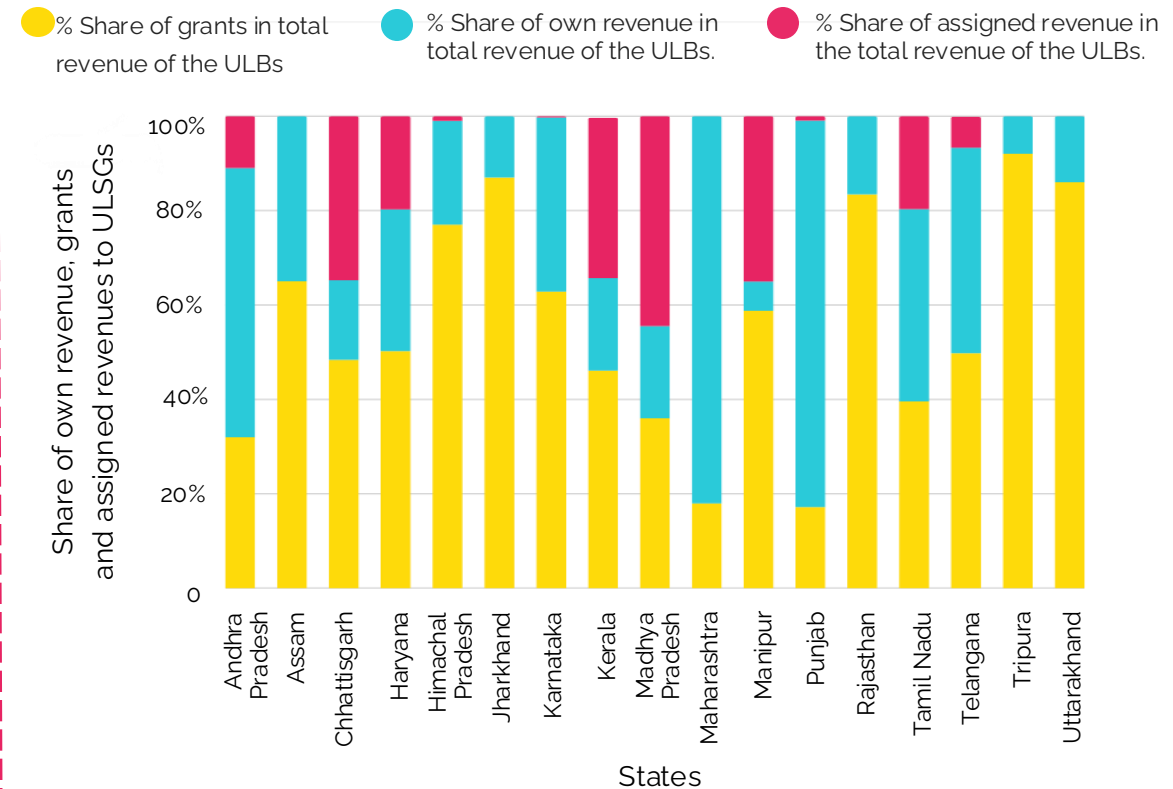
Cities are critically grant-dependent. Their own-source revenue (property tax, fees) is insufficient

- There is a **lack of complete autonomy** for ULGs with respect to taxes and user charges. States retain control over property tax valuation, rates and exemptions.
- 5 out of the 6 States** require the administrative approval of the State Government to undertake **infrastructure works**.

ULGs do not generate adequate revenue

- On average, ULGs **generate** only **32 per cent of their funds** from their own sources,
- On average, only **56 per cent** of the demand for **property tax** is realised by ULGs in 9 States
- Only **10 states** have constituted **State Finance Commission**. The recommendations are however **not binding** on the State and often delayed

Figure 3.2: Share of own revenue, grants and assigned revenues to ULSGs



On average, grants constitute 56% and assigned revenues constitute 12% of the total revenue of ULGs.

Cities of New York and Johannesburg are empowered to **impose taxes, approve their own budget, invest, borrow** without prior sanction

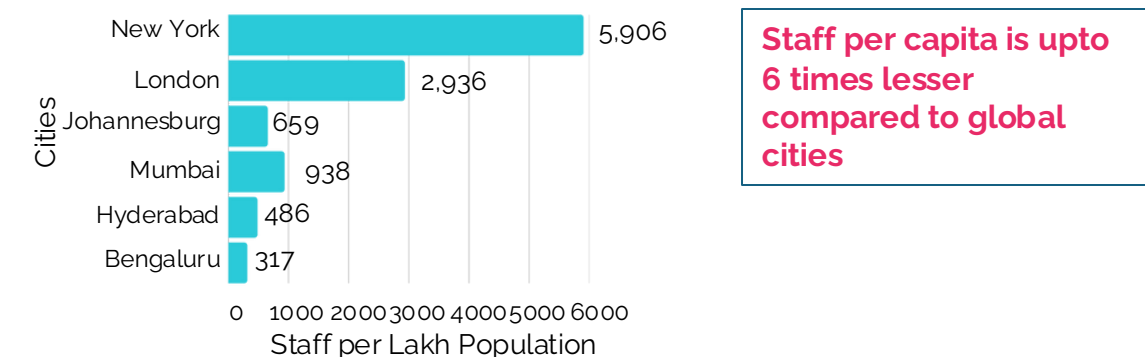
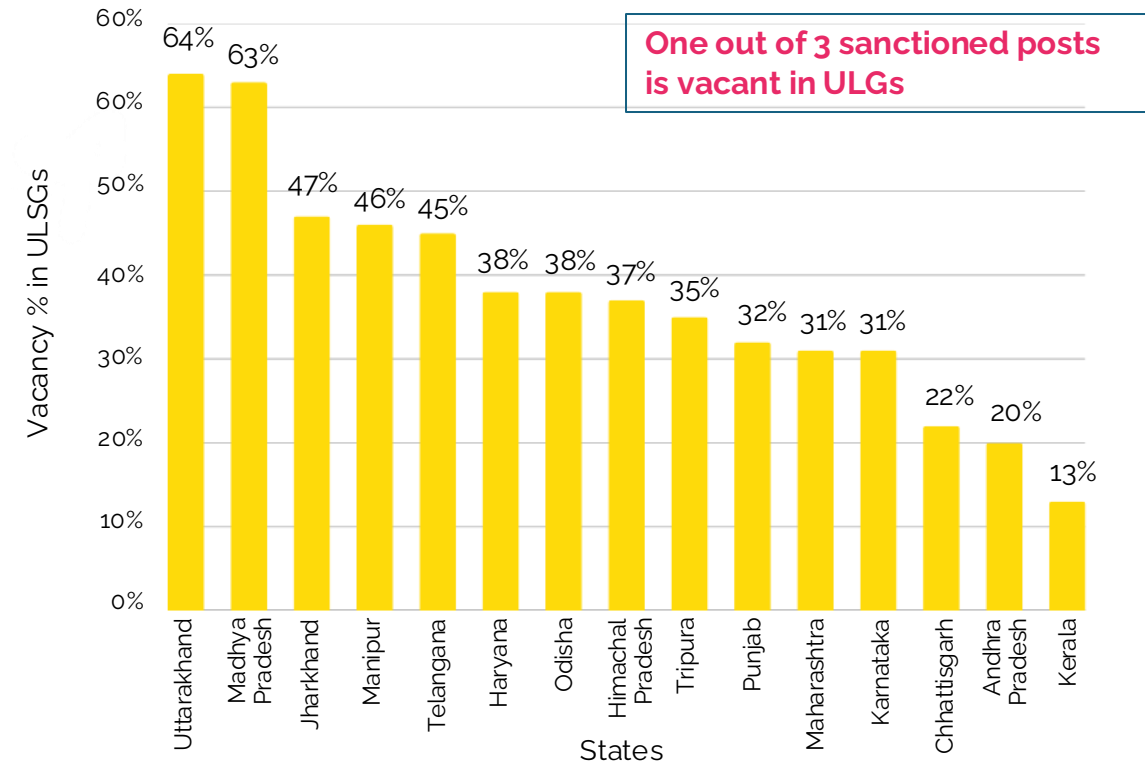
Cities staff controlled and managed by state, not the city

ULGs do not have power over their staff (appointments, transfers, promotions or disciplinary proceedings)

- **No State** has devolved all **powers** regarding **recruitment, disciplinary action** and **promoting staff to ULGs**. Municipal Commissioners are appointed by the State and accountable to them.
- ULGs are not empowered to assess their **workforce requirements**. (For example:UDs in AP, HP, Rajasthan or State PSC in Haryana, Kerala)
- **4 States** are **yet to notify** comprehensive **Municipal Cadre and Recruitment Rules**

Key staff are **on deputation** from state cadres (For eg: In Odisha the **post of health/sanitation officers** in ULGs are **deputed from the State Health and Family Welfare Department**)

Greater London Authority can decide terms and conditions for staff employment



Mayors are disempowered due to limited tenure, unattractive remuneration, rotational policy and lack of control over functions and functionaries

Lack of accountability: 61 per cent of ULGs in 17 States **did not have** an **elected Council** at the time of the audits. **Only 5 States** have **directly-elected Mayors** in their ULGs.

Limited tenure: **Only 9 out of the 18 States** have **Mayors with a five-year tenure**, co-terminus with that of the Council across all ULG categories.

Policy of rotational reservations: Mayors are unable to nurture their ward and cultivate leadership

Unattractive remuneration: averaging INR 9,643 per month for Councillors

Mayors in Andaman, Chandigarh, Delhi, Panaji and Karnataka change every year

London Mayor controls transport, policing, environment, development and cities strategic planning

- **No clear mandate for a Ward Committee (WCs) in each ward**
- **No specific mandate for Areas Sabhas. Only Five states/UTs** have enacted the **community participation law** for functioning ward committees and area sabhas.
- **Growing number of smaller ULGs with no WC.** Small cities in India (<100k population) constitute the largest chunk of ULGs (3,565) covering 31% of the urban population. The current limit of WCs for population above 3,00,000 therefore ignores this.
- **Absence of decentralised participatory planning.** There are no legal provisions or functional/institutional platforms for citizens to be involved in planning related decisions.
- **Absence of legislative mandate on Participatory Budgeting (PB).** At present, **only 3 states - Jammu and Kashmir, Ladakh, and Karnataka** have mandated public consultation as part of the city budgeting process. Pune, Bengaluru, Thiruvananthapuram have conducted PB exercises in the past.

While India's growth story is playing out in our cities, structural issues are not addressed even after 30 years of the 74th CAA leading to a weak city system

- We cannot have quality of life for our citizens or sustained economic growth without empowered local governments having control over functions, funds and functionaries
- Cities without elected councils suffer from poor public service delivery (vital decision-making) and lack institutional accountability from local leaders.
- ULGs are democracy at the grassroots, enabling citizens to elect first-mile leaders who understand their local needs and priorities.
- Globally, there are no examples of cities that developed well without strong urban local governments.

Hence, India's Urban Transformation Demands Effective Local Governance and it is an opportune time for a major reform

A model structure for governing of cities (Metropolitan, Medium and Small)

Features	Recommendation
Institutional Structure	<p>Elected Council headed by Mayor with power over functions, funds and functionaries for medium and small cities</p> <p>A Unified metropolitan authority at metropolitan level combining municipal corporations and parastatals (transport, planning, housing, utilities).</p>
Mayoral role	<p>Strong Mayor who is directly elected for Medium and small cities</p> <p>Metropolitan Mayor, preferably Directly-elected leading Metropolitan Authority bringing together ULGs and parastatals under one governance umbrella (Eg: Tokyo, London)</p>
Executive Leadership	<ul style="list-style-type: none"> - Mayor with fixed 5-year tenure and executive powers - ULGs to have Mayor-in-Council comprising Mayors and relevant elected representatives for key portfolios (Finance, Planning, Mobility, Health); - Ward Committees to have an elected councillor as Chairperson
Functional Devolution	<p>Full devolution of 18 functions under the 12th Schedule, plus additional function for metropolitan authority such as mobility, environment, climate resilience, digital governance.</p>
Fiscal Framework	<p>Powers of ULG to set rates and collect local taxes, issue municipal bonds, and access performance-linked state transfers.</p>
Citizen Participation & Accountability	<ul style="list-style-type: none"> - Multi-tier participation: City-level civic assemblies/ consultation groups, ward committees and area sabhas - Participatory Planning and Participatory budgeting at ward level.
Capacity Support	<p>Dedicated Municipal/Metropolitan Cadre; technical secretariat for planning, transport, and infrastructure</p>

A Constitutional Reform Agenda

Legislative mandate for a strong and empowered city system

Reform Plan

Ref orm No.	Reform description	Constitution Silent (Y/N)	Reform change (Amendment or new provision)	Reform
1	Empowered City Government through elections and State Election Commission (SEC)	No	Amendments (Art. 243 ZA)	Timely and transparent process for municipal election
2	Empowered City Government through full control over Functions	No	Amendment (Art. 243 W)	Full devolution of functions
3	Empowered City Government through fiscal autonomy	No	Amendment (Art. 276)	Autonomy and control over funds
4	Empowered City Government through strengthening SFCs	No	Amendment (Art. 243 I and 243 Y)	SFC recommendations to be binding
5	Empowered City Government through power over staff resources	Yes	New provisions (Model Municipal Law)	Full control over municipal functionaries
6	Empowered City through a strong Mayor-in-Council	No	Amendment (Article 243 R (2))	Strong Mayor and Council
7	Empowered City Government through greater citizen	No	Amendment (Art. 243 S)	Mandatory engagement through WCs & Area Sabhas

Reform 1: Empower City Government through timely elections and strengthening State Election Commission (SEC)

1.1. Define Timelines and Frequency for Municipal Elections for effective city governance

- **Form councils by calling first meeting after elections within 15 days**, as no timeline exists currently
- Ensuring **timelines for Delimitation of wards for local elections ie. 10 years based on every last census.**
- Ensuring **timelines for reservation** where the Constitution is silent

1.2. Empowering SECs and ensuring transparency in delimitation, reservation and dissolution

- A **clear criteria for appointment of Election Commissioners** to ensure transparency of the process
- State government to ensure **adequate financial & admin powers for SEC staffing**
- **Empower SECs for delimitation and reservation of wards** or set up independent delimitation commission in which SEC is a prominent member
- **Preventing changes in law on delimitation, reservation and updating of electoral rolls** which result in election delay
- **SECs to submit annual report to Governors and table in Assembly** to ensure transparency in functioning of SECs

1.3. Common electoral rolls and transparency in dissolution

- To **adopt common electoral rolls** as ECI, and make all election data available on their website in an accessible format thereby reducing time and save resources
- **State Govt. to not dissolve a ULG without legislative sanction**; cannot make any legislative/administrative change in 6 months before due elections

Reform 2: Empower City Government through full control over Functions

City government to have full control over functions concerning city

Proposed Amendments

1. The functions listed in the 12th schedule **which are not yet devolved by the states, to be devolved immediately at the notification** of the Constitutional Amendment Act
2. Amend **Article 243W** to ensure that the **twelfth schedule is to be illustrative in nature** and **more such functions could be devolved** to municipalities by the state government.
For eg: **climate change, gender equality, public transport and traffic management, promotion of information technology and broadband internet, and primary healthcare**

Spain

In 2013, Spain introduced a municipal reform based on the principle of **“One Administration, One Competence”** to eliminate overlaps and clearly assign responsibilities. The reform established a **defined list of core municipal competencies**, with all other responsibilities classified as **non-core**.

Crucially, when upper tiers of government delegate any additional functions to municipalities, they are **required to transfer the corresponding financial resources**.

Reform 3: Empower City Government through fiscal autonomy

City government to have more financial powers, revenue control and fiscal autonomy over cities finance to effectively discharge their responsibilities

States should be **mandated to transfer adequate financial resources and taxation powers** corresponding to the **functions assigned, and land under their jurisdiction.**

These include:

- a) **Power to fix rates for taxation** (property tax) including procedure for valuation, exemptions and concessions
- b) **Power to levy taxes**, duties (Stamp duty), fees (property registration) and tolls
- c) **Administrative and enforcement mechanisms** over delay, arrears and evasion.

Proposed Amendments

Amend Articles **243W** and **243X** of the Constitution to **replace the term “may” with “shall”**, thereby making it **mandatory** for State Legislatures to devolve **finances** to Local bodies (Eg: Property Tax, Professional Tax).

India:

Resource transfer - Kerala government's decision to earmark 35 to 40 per cent of the State Development budget down from a centralized Government to local self-Government

Reform 4: Empower City Government by strengthening SFCs

Strengthening SFCs to ensure better fiscal decentralisation and co-ordination

A) Improve quality of SFC consultations and reports

Proposed Amendments

Amend Article **280 (1)** mandating **SFCs to be constituted at least 2 years before the start of the next award period**, therefore, providing SFCs of a term of approx. **18 months**.

B) Laying of Action Taken Report (ATR) before state legislature

Proposed Amendments

Amend **Article 243 I and 243 Y** to ensure that the **action taken report** by the government **is laid before** the state legislature **within six months of the submission of the SFC recommendations**.

Reform 5: Empower City Government through power over staff resources

Ensuring City government to have the power of recruitment, appointment, transfer, initiate disciplinary action and termination of municipal staff

Proposed Amendments through Municipal Services Act and Model Municipal law

- Power to **appoint, transfer, initiate disciplinary action and terminate services of municipal officers** including Commissioner, heads of departments, parastatal agencies under city jurisdiction, etc.
- Establish a **dedicated Municipal Cadre** to strengthen professional capacity and continuity in urban governance.

Explore Shared municipal services to tackle adequacy of resources and cost optimisation

- Shared municipal services to optimise current staff, improve revenue and save cost, service delivery and improve operational effectiveness and efficiencies, especially for small cities.

Reform 6: Empower City through a strong Mayor-in-Council

City to be governed by a strong Mayor accountable to an elected Council with the following features

- a) **A Mayor-in-Council system** comprising of the Mayor and relevant elected members, **having executive powers over municipal administration** on planning, service delivery, finance and human resources
- b) **Civic Agencies/Para statals to report to the Mayor** in matters concerned within the jurisdiction of the respective ULGs
- c) **Fixed tenure of five years** for the Mayor, co-terminus with the term of the ULB
- d) **Mayor to be directly elected**

Proposed Amendments

1. Amend **Article 243R(2)(a)** to **exclude MPs, MLAs, and non-elected** members of the municipal council from voting rights.
2. Amend **Article 243R(2)(b)** as, "state to legislate the manner of election of the chairperson of a municipality, provided the chairperson has a tenure co-terminus with that of the council", in order to **fix the tenure of mayor at five years**.
3. Amend **Article 243W** to "The **Executive Authority** of the Municipality shall vest in the **Chairperson (Mayor)**."

International parallels

City	Mode of election	Mayor's Key Executive Powers
London (UK)	Direct	Transport, policing, fire services report to Mayor; authority over GLA budget
New York City (USA)	Direct	Full control over city departments, budget, and appointments
Tokyo (Japan)	Direct	Executive control over metropolitan functions including transport, environment, and housing
Seoul (South Korea)	Direct	Overlooks City-wide planning, Emergency services and Education. Control over city corporation engaged in service delivery

Reform 7: Empowered City Government through greater citizen participation

Ensuring City government to have a functional ward committee in every ward including Area Sabha.

Learnings from best practices

Proposed Amendments

1. Replace 'wards committees' by amending Art.243S
2. Constitute **ward committees within one year of notification** of the amendment to the 74th CAA (Add Art.243S(1)(a))
3. Mandate the **establishment of Area Sabhas** (New sub-clause Art.243S(6))

Ensuring City planning at different level and provision for participatory budgeting

Proposed Amendments

1. Create **planning at multi-layered levels-** Neighbourhood Improvement Plans-Ward Development Plans- City Action Plans.(Add Art.243ZD(3c) and Art.c243 ZE(3c))
2. **Mandating annual participatory budgeting at the city level** before finalisation of the budget.

City/State	Status of Ward Committees	Success in practice/Impact
Bhuj, Gujarat	10 out of 11 wards have functional WCs , with broader representation- women and marginalized communities.	<ul style="list-style-type: none"> - Improved infrastructure - water resource restoration, citywide cement concrete roads - Strengthened negotiation - 8 functional ward offices with public information access.
Karnataka	<ul style="list-style-type: none"> - 7145 WC meetings were conducted in total (2019-2024) across BBMP Wards. - 489 WC meetings were conducted(April 2022-July 2024) across 60 wards Mangaluru City Corporation. 	<ul style="list-style-type: none"> - Improved infrastructure- lighting and waste collection, sanitation and water supply. - Empowerment of women and youth in civic decisions; - Other city corporations (Belagavi, Hubballi Dharwad etc.) have tried to replicate.

How do we make this happen?

Engaging with government stakeholders, departments, ministries and institutions

STAKEHOLDER	OUTREACH
Senior government leadership including the Prime Minister's Office	<ul style="list-style-type: none">- Building a favourable opinion for reforms by linking it with policy and political priorities (eg. Developed nation, Viksit Bharat@2047, Trillion Dollar Economy etc.)- Leveraging existing engagement with relevant stakeholders to pitch reforms- Submission of formal policy briefs and reports and engagement through meetings, roundtables, conferences etc.- Propose formal collaborations to provide relevant research and support for reforms
Ministry of Housing and Urban Affairs	
NITI Aayog	
National Institute of Urban Affairs	
Urban development departments of various states	

Engaging with elected representatives and policy makers

STAKEHOLDER	OUTREACH
Members of Parliament	<ul style="list-style-type: none">• Sensitize on reforms to build political support and engage through meetings, Roundtables, conferences
Members of Legislative Assembly / Council	<ul style="list-style-type: none">• Collaborate to support legislative efforts, including:<ul style="list-style-type: none">- Private Member Bills;- Raise issues, questions and debates;- Letters to Government etc.• Engage with relevant legislative committees, including:<ul style="list-style-type: none">- Parliament Standing Committee on Housing and Urban Affairs- Local Bodies Committees in Assemblies- Petitions Committees• Collaborate to support favourable opinion building efforts, including:<ul style="list-style-type: none">- Writing Opeds- Participating in social media campaigns- Events on ground / in constituencies• Support building a coalition / caucus of reform-oriented legislators

Engaging with the ecosystem

STAKEHOLDER	OUTREACH
Mayors and Councillors	<ul style="list-style-type: none">• Build demand and multiple voices for reforms• Create avenues and platforms for joint action, coalitions• Organise Roundtables, seminars, webinars and meetings at national and regional level• Write Opeds and provide support for other feature stories, articles, podcasts, shows etc. In mainstream, vernacular, independent media• Design and run social media campaigns, engage with influencers• Initiate and support petitions and letters
Civil society organisations / academia / think tanks	
Media and social media	
Citizens, including communities like RWAs, Self Help Groups, cause specific citizens forums etc.	

Thank You

Annexure: Comparison of City governance in major global cities

Pillar	London	New York	Seoul
Functions	<p>Two tier</p> <ul style="list-style-type: none"> • Mayor: Controls Transport for London (TfL) (Unified transport authority), Metropolitan Police (via MOPAC), Fire Services, and Strategic Planning (The London Plan). • Boroughs: Handle waste collection, local roads, schools, and social care. 	<p>Total Integration: The Mayor controls all key agencies: NYPD (Police), FDNY (Fire), Sanitation, Parks, Health, and Housing.</p> <p>Mayoral Control of Schools: Since 2002, the Mayor directly controls the Department of Education (Chancellor is a Mayoral appointee), taking power away from independent school boards.</p>	<p>Infrastructure & Smart City: The SMG runs the Seoul Metro (one of the world's largest) and Arisu (Waterworks).</p> <p>Innovation: The Mayor drives "Smart City" initiatives (big data, AI governance) directly. Urban Planning is centralized under the Mayor to ensure cohesive high-density development.</p>
Funds	<p>The Mayor levies a surcharge on the Council Tax collected by Boroughs.</p> <p>Business Rates: London retains a significant portion of business taxes.</p> <p>User Charges: TfL generates massive revenue from fares and the Congestion Charge (managed autonomously).</p>	<p>Fiscal Sovereignty: NYC levies its own Personal Income Tax, Corporate Tax, and Sales Tax, in addition to Property Tax. This diversified base makes NYC financially robust (Budget ~\$100 Billion).</p>	<p>Shared & Local Taxes: Seoul has high fiscal autonomy. It collects Acquisition Tax (on property purchases), Registration Tax, and Automobile Tax. It also receives a fixed share of national taxes.</p>
Functionaries	<p>Political Appointments: The Mayor appoints the Board of TfL and the Deputy Mayor for Policing. The Commissioner of Police is appointed by the Queen/Home Secretary but must have the confidence of the Mayor.</p>	<p>"At-Will" Commissioners: The Police Commissioner, Fire Commissioner, and Schools Chancellor are appointed by the Mayor and serve at the pleasure of the Mayor. The Mayor can fire them for non-performance without needing State permission.</p>	<p>Meritocratic Bureaucracy: While the Mayor provides political leadership, the administration is run by highly trained career civil servants. However, the Mayor has significant leverage over personnel management and policy direction.</p>