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01

Introduction

- Reviewed Municipal Acts, Municipal Corporation websites, budget documents, and audit reports.
- Collected 136 budget documents of 28 Municipal Corporation for 5 financial years (FY 2021-22 to 2025-26) and for Mumbai we have collected eight Audit documents (2020-21 to 2023-24).
- Entered budget data and re-categorised account heads using National Municipal Accounting Manual (NMAM) and calculated financial ratios on both nominal and real values.
- Analysed and conducted cross-city budget comparison of all 29 corporations to identify trends and gaps.

Nominal values: Actual Budget Values

Real values: Inflation Adjusted Actual Values

The study has divided the cities into **four groups based on the population** to provide a comprehensive assessment of the cities ranging in that particular category. It was important to analyse Mumbai separately given the population and financial empowerment that it poses. Following are the categories based on which the cities are segregated:

City	Projected Population 2023
Mumbai	1,39,85,032

Above 20 lakh population	
Cities	Projected Population 2023
Nagpur	28,71,837
Pimpri Chinchwad	23,50,677
Pune	38,33,736
Thane	24,15,898

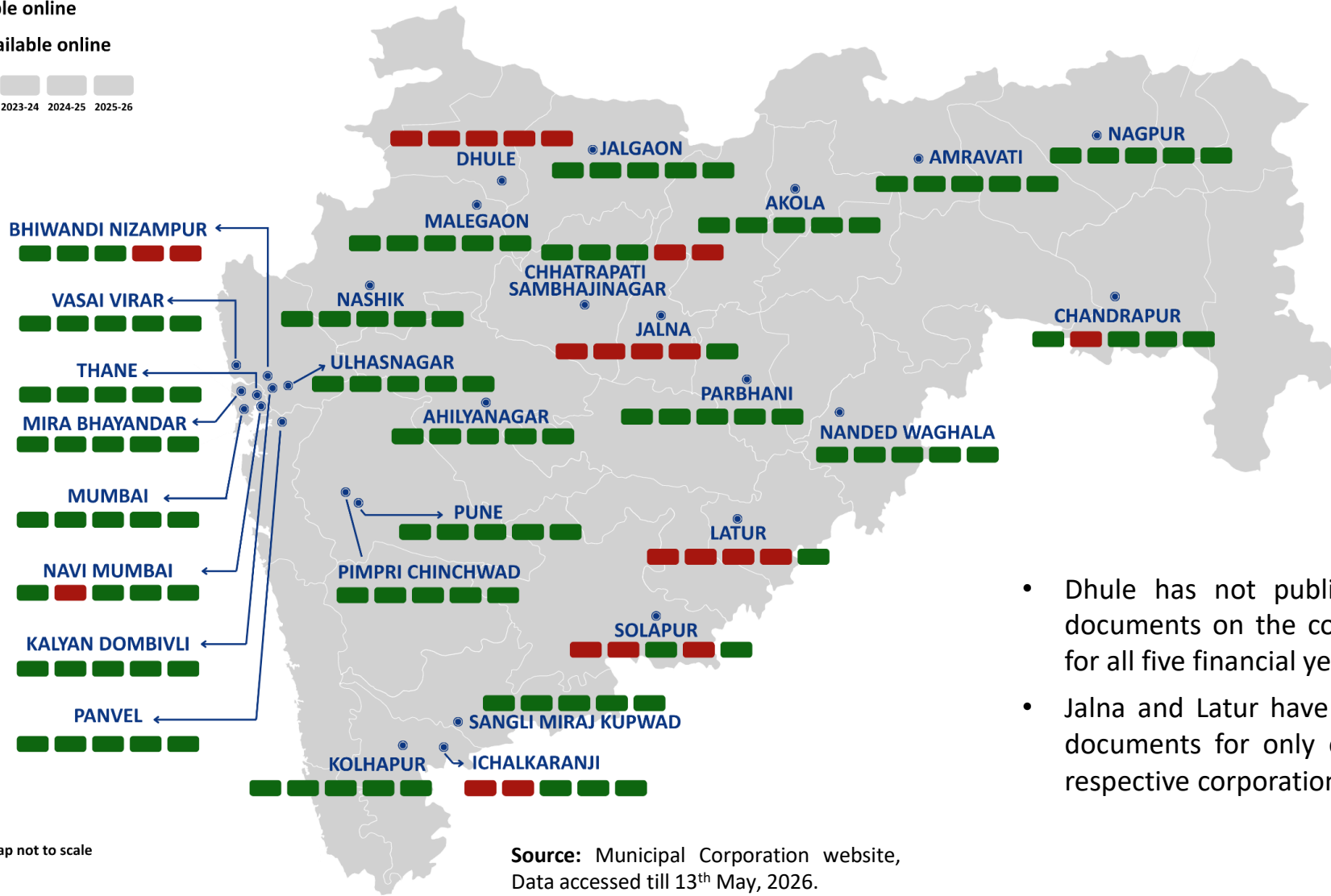
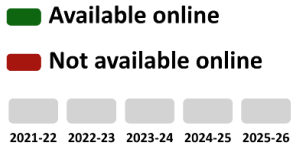
10 to 20 lakh Population	
Cities	Projected Population 2023
Chhtrapati Sambhajinagar	15,14,962
Kalyan Dombivali	15,15,019
Mira Bhayandar	10,96,126
Nashik	19,16,612
Navi Mumbai	15,26,938
Solapur	11,04,952
Vasai Virar	17,32,387

Below 10 lakh Population	
Cities	Projected Population 2023
Ahilyanagar	4,18,515
Akola	4,91,195
Amravati	7,76,074
Bhiwandi Nizampur	8,94,616
Chandrapur	3,87,316
Dhule	4,40,496
Ichalkaranji	3,41,770
Jalgaon	5,72,931
Jalna	3,46,525
Kolhapur	6,30,939
Latur	4,82,751
Malegaon	5,52,474
Nanded Waghala	6,87,588
Panvel	2,41,145
Parbhani	3,79,672
Sangli Miraj Kupwad	5,93,088
Ulhasnagar	5,92,349

Note: For the city population category, we have considered the 2023 population, which was calculated by projecting the 2011 Census population*.

* <https://censusindia.gov.in/census.website/en/data/census-tables>

Availability of Budget on City Government Website (2021-22 to 2025-26)



- Dhule has not published any budget documents on the corporation website for all five financial years
- Jalna and Latur have published budget documents for only one year on their respective corporation websites.

Note: Map not to scale

Source: Municipal Corporation website, Data accessed till 13th May, 2026.

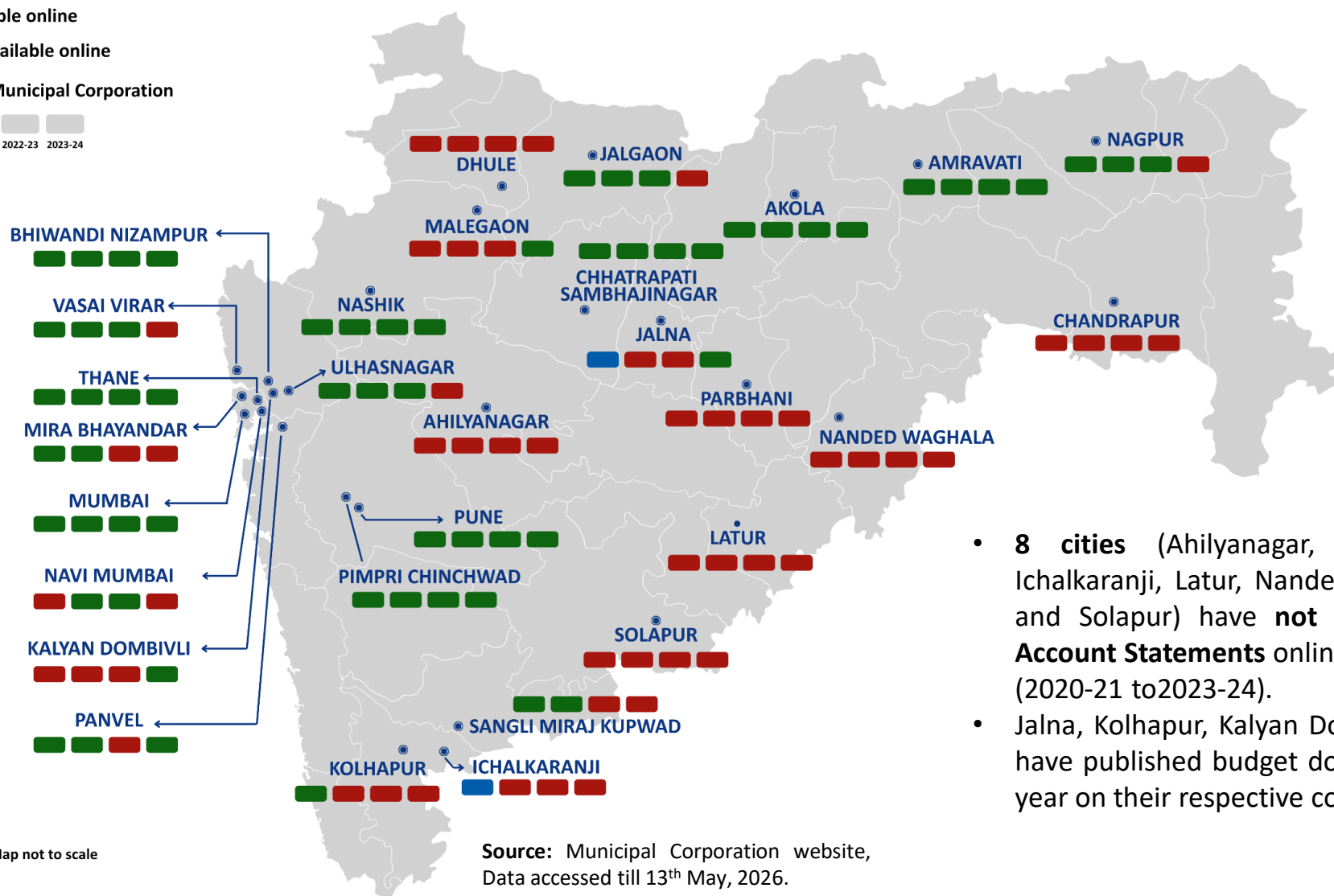
Availability of Audit Report on City Government Website (2020-21 to 2023-24)

Available online

Not available online

New Municipal Corporation

2020-21 2021-22 2022-23 2023-24



- **8 cities** (Ahilyanagar, Chandrapur, Dhule, Ichalkaranji, Latur, Nanded Waghala, Parbhani, and Solapur) have **not published any Audit Account Statements** online for the entire period (2020-21 to 2023-24).
- Jalna, Kolhapur, Kalyan Dombivli and Malegaon have published budget documents for only one year on their respective corporation websites.

Note: Map not to scale

Source: Municipal Corporation website,
Data accessed till 13th May, 2026.

Devolution of fiscal powers of the corporation

Municipal Act	Does the city government hold independent authority to		
	Introduce new taxes/charges as per State/City Municipal Act	Revise the tax rates/charges	Allocate its financial resources and approve budget
Maharashtra Corporation Act, 1949	Yes	Yes	Yes
Mumbai Corporation Act, 1888	Yes	Yes	Yes

Financial transparency and accountability of the corporation

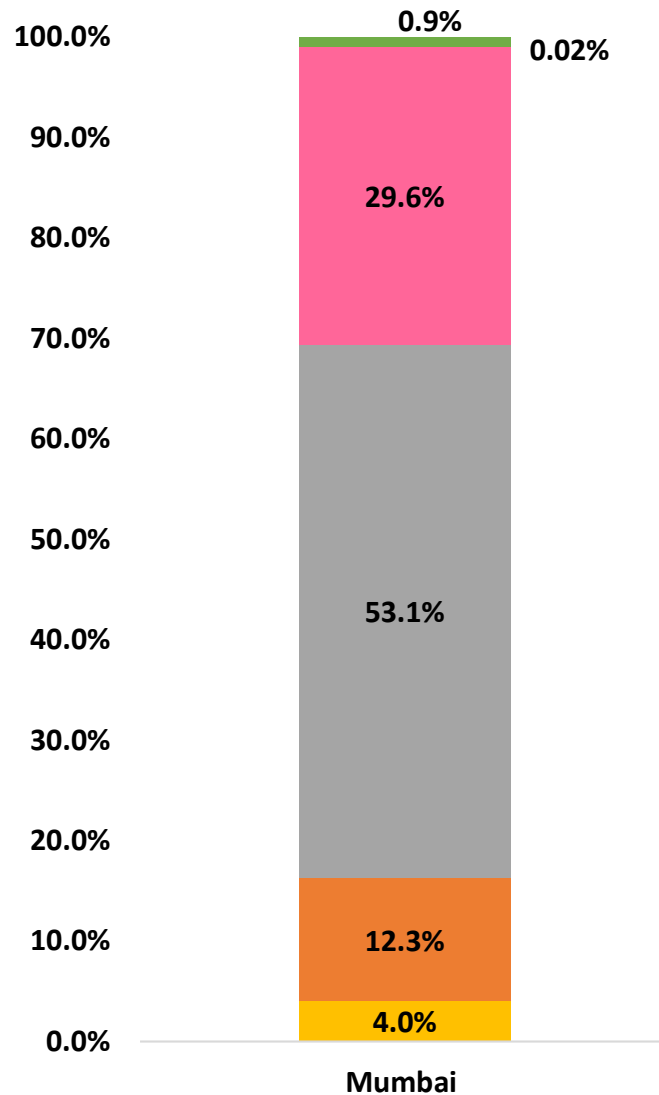
Municipal Act	State/City Municipal Act makes it mandatory to publish the budget & accounts	State/City Municipal Act has provision on external audit of Municipal accounts	City Government publishes its Credit Rating on the website	Contracts & tenders dealt by City Government published on website
Maharashtra Corporation Act, 1949	Yes	Yes	No	Yes
Mumbai Corporation Act, 1888	Yes	Yes	No	Yes

- City Governments should adopt the **National Municipal Accounting Manual (NMAM)** and **accrual-based accounting system** to strengthen fiscal management and transparency.
- Improve transparency through **regular publication and updating of budget documents and audit reports** on City Government websites.
- State Municipal Acts should **prescribe specific timelines and penalties for delay or non-compliance in financial reporting**. The Mumbai and Maharashtra Municipal Corporation Acts have provisions for audit reporting and submission to the Standing Committee, but do not explicitly prescribe penalties for delayed financial reporting.
- City Governments should publish **Gender, Outcome, Poverty Alleviation, and Ward-wise budgets**.
- City Governments should **submit audit reports and compliance reports to the Standing Committee** in a timely manner.
- Promote bottom-up budget monitoring through **participatory budgeting, social audits, and involvement of civil society** to strengthen accountability and transparency.

02

Municipal Revenue

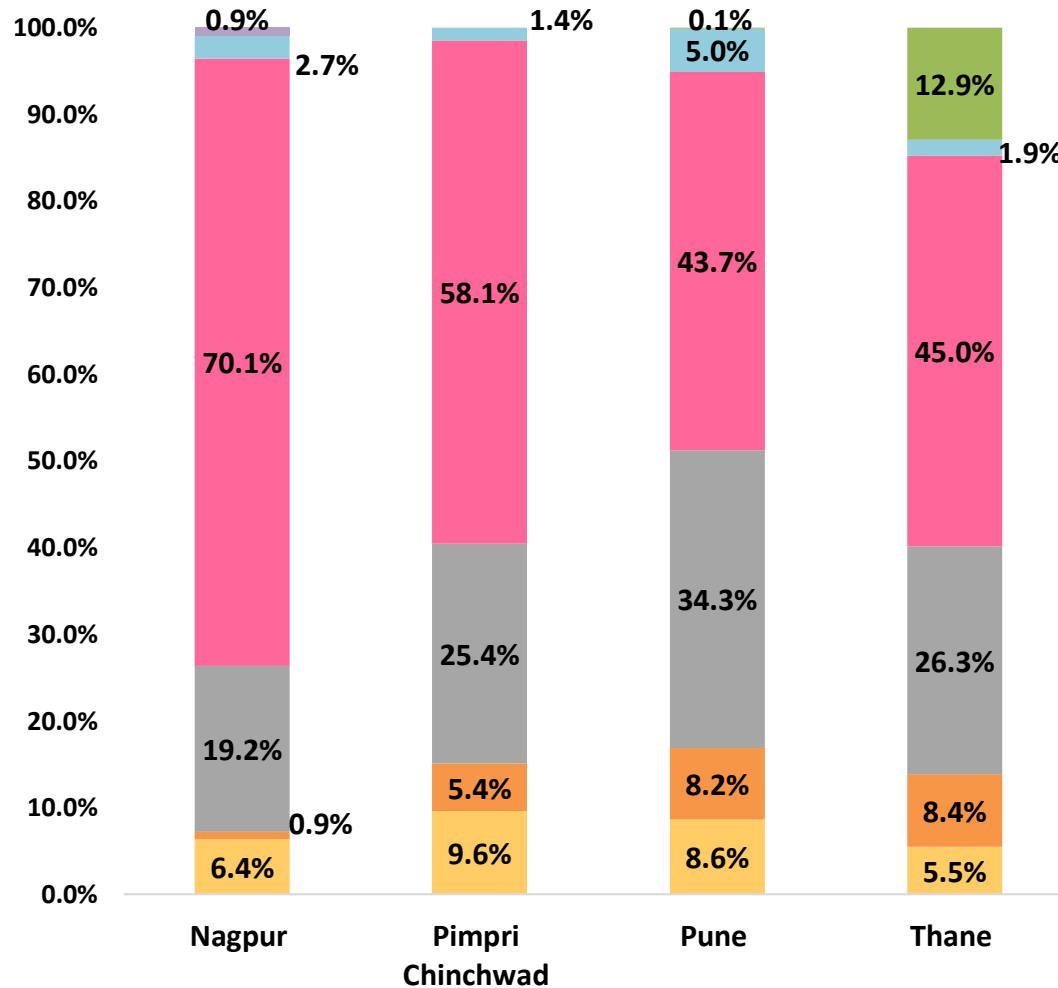
Average Percentage Share of Total Income: Mumbai (Actuals from 2020-21 to 2023-24)



Heads	Mumbai
Property Tax	4.0%
Other Tax	12.3%
Non-Tax	53.1%
State Transfer	29.6%
Central Transfer	0.02%
Market Borrowings	0.0%
Capital Income - Other Receipt	0.9%

- Own Source Revenue i.e. Property Tax, Other Tax and Non-tax for Mumbai city is 69.4% to the total income.

Average Percentage Share of Total Income: Cities above 20 lakh Population (Actuals from 2020-21 to 2023-24)

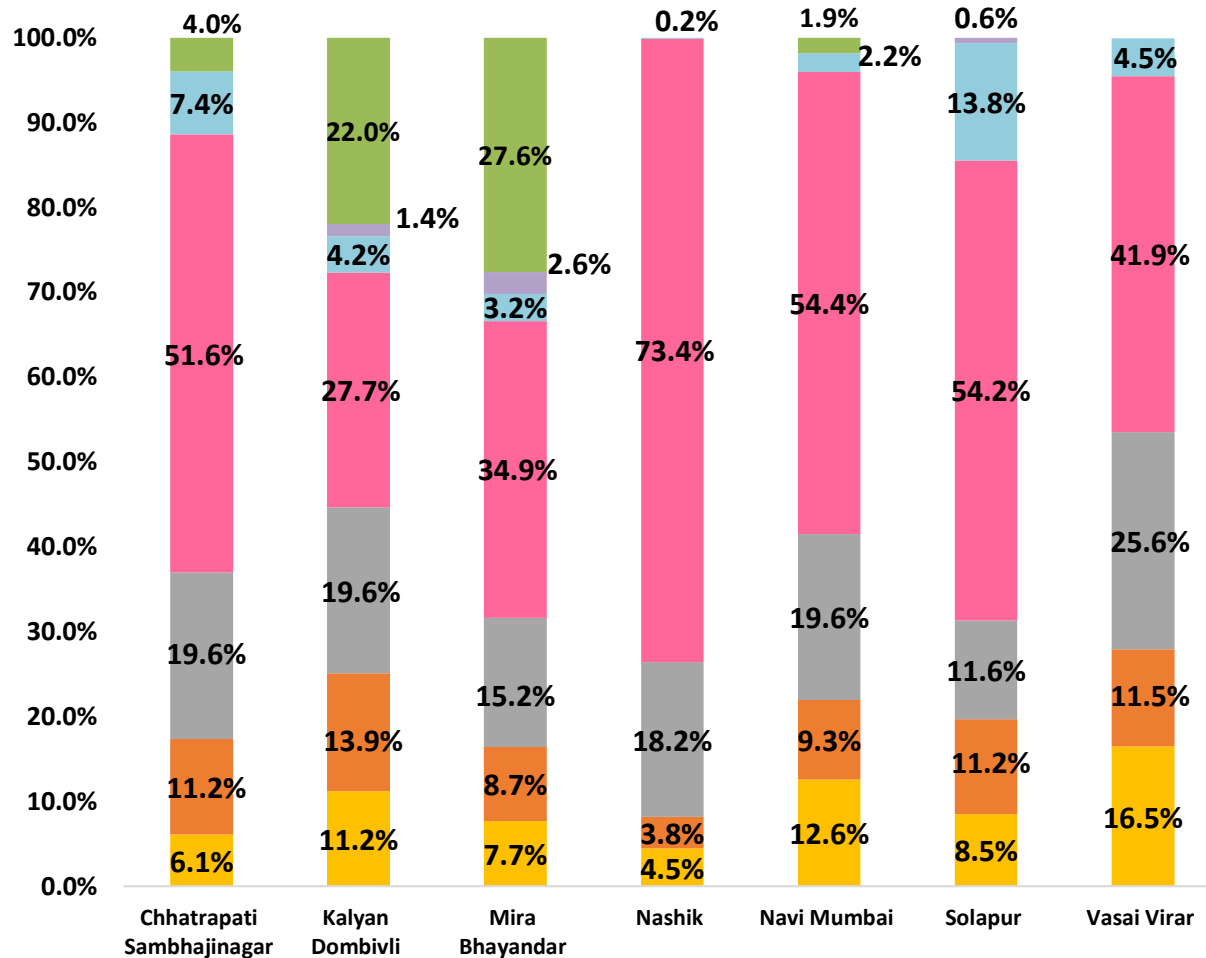


Heads	Nagpur	Pimpri Chinchwad	Pune	Thane
Property Tax	6.4%	9.6%	8.6%	5.5%
Other Tax	0.9%	5.4%	8.2%	8.4%
Non-Tax	19.2%	25.4%	34.3%	26.3%
State Transfer	70.1%	58.1%	43.7%	45.0%
Central Transfer	2.7%	1.4%	5.0%	1.9%
Market Borrowings	0.9%	0.0%	0.0%	0.0%
Capital Income - Other Receipt	0.0%	0.0%	0.1%	12.9%

The **Average Own Source revenue** i.e. Property Tax, Other Tax and Non-tax for these four cities is **39.6 %** to the total income.

- Average Property Tax revenue for four cities: 7.5%.
- Average Other Tax revenue for four cities: 5.7%.
- Average Non-Tax revenue for four cities: 26.3%.
- Average Market Borrowings for four cities: 0.2%

Average Percentage Share of Total Income: Cities between 10 to 20 lakh Population (Actuals from 2020-21 to 2023-24)

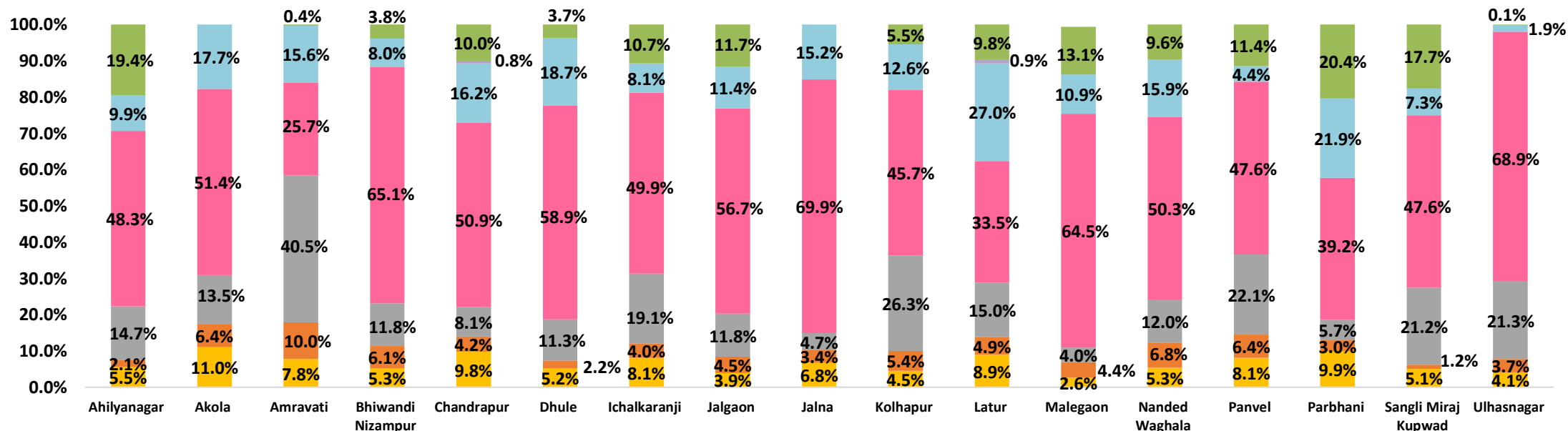


Heads	Chhatrapati Sambhajinagar	Kalyan Dombivli	Mira Bhayandar	Nashik	Navi Mumbai	Solapur	Vasai Virar
Property Tax	6.1%	11.2%	7.7%	4.5%	12.6%	8.5%	16.5%
Other Tax	11.2%	13.9%	8.7%	3.8%	9.3%	11.2%	11.5%
Non-Tax	19.6%	19.6%	15.2%	18.2%	19.6%	11.6%	25.6%
State Transfer	51.6%	27.7%	34.9%	73.4%	54.4%	54.2%	41.9%
Central Transfer	7.4%	4.2%	3.2%	0.2%	2.2%	13.8%	4.5%
Market Borrowings	0.0%	1.4%	2.6%	0.0%	0.0%	0.6%	0.0%
Capital Income - Other Receipt	4.0%	22.0%	27.6%	0.0%	1.9%	0.0%	0.0%

The **Average Own Source** revenue i.e. Property Tax, Other Tax and Non-tax for these seven cities is **38%** to the total income.

- Average Property Tax revenue for all seven cities: 9.6%.
- Average Other Tax revenue for all seven cities: 9.9%.
- Average Non-Tax revenue for all seven cities: 18.5%.
- Average Market Borrowings for seven cities: 0.7%

Average Percentage Share of Total Income Cities below 10 lakh Population (Actuals from 2020-21 to 2023-24)



Heads	Ahilyanagar	Akola	Amravati	Bhiwandi Nizampur	Chandrapur	Dhule	Ichalkaranji	Jalgaon	Jalna	Kolhapur	Latur	Malegaon	Nanded Waghala	Panvel	Parbhani	Sangli Miraj Kupwad	Ulhasnagar
Property Tax	5.5%	11.0%	7.8%	5.3%	9.8%	5.2%	8.1%	3.9%	6.8%	4.5%	8.9%	2.6%	5.3%	8.1%	9.9%	5.1%	4.1%
Other Tax	2.1%	6.4%	10.0%	6.1%	4.2%	2.2%	4.0%	4.5%	3.4%	5.4%	4.9%	4.4%	6.8%	6.4%	3.0%	1.2%	3.7%
Non-Tax	14.7%	13.5%	40.5%	11.8%	8.1%	11.3%	19.1%	11.8%	4.7%	26.3%	15.0%	4.0%	12.0%	22.1%	5.7%	21.2%	21.3%
State Transfer	48.3%	51.4%	25.7%	65.1%	50.9%	58.9%	49.9%	56.7%	69.9%	45.7%	33.5%	64.5%	50.3%	47.6%	39.2%	47.6%	68.9%
Central Transfer	9.9%	17.7%	15.6%	8.0%	16.2%	18.7%	8.1%	11.4%	15.2%	12.6%	27.0%	10.9%	15.9%	4.4%	21.9%	7.3%	1.9%
Market Borrowings	0.0%	0.0%	0.0%	0.0%	0.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Income - Other Receipt	19.4%	0.0%	0.4%	3.8%	10.0%	3.7%	10.7%	11.7%	0.0%	5.5%	9.8%	13.1%	9.6%	11.4%	20.4%	17.7%	0.1%

The **Average Own Source revenue** i.e. Property Tax, Other Tax and Non-tax for these 17 cities is **26.7%** to the total income.

- Average Property Tax revenue for these 17 cities: 6.6%.
- Average Other Tax revenue for these 17 cities: 4.6%.
- Average Non-Tax revenue for these 17 cities: 15.5%.
- Average Market Borrowings for these 17 cities: 0.1%

Financial Ratios for 28 cities*	Own Source Revenue	Tax Revenue	Property Tax Revenue	Non-Tax Revenue
CAGR	19%	16.7%	12.2%	23.4%
Percentage Share to Total Income	31.8%	13.9%	7.7%	17.9%
Percentage Share to Own Source Revenue	NA	45.2%	25.6%	54.8%
Per Capita	3,463	1,445	788	2,017

(*) Mumbai has not been considered for the above table.

- Across 28 corporations, Own Source Revenue (OSR) has grown at a strong compound annual growth rate (CAGR) of 19%.
- Non-Tax Revenue is the fastest-growing segment, with a CAGR of 23.4%, and constitutes the largest share of OSR at 54.8%.
- The average share of OSR in total income is 31.8%, falling within the RBI's target range of 30–35%.
- Mumbai recorded a nominal Own Source Revenue CAGR of 14.1%. Panvel recorded the highest nominal and real Own Source Revenue CAGR at 79.9% and 70.2%, respectively.
- Property Tax contributes only 25.6% of Own Source Revenue and 7.7% of total income, indicating significant untapped potential for property tax reforms and improved collection efficiency.

CAGR: Compound Annual Growth Rate is the rate at which value grows annually over a period of time, assuming the growth is steady each year.

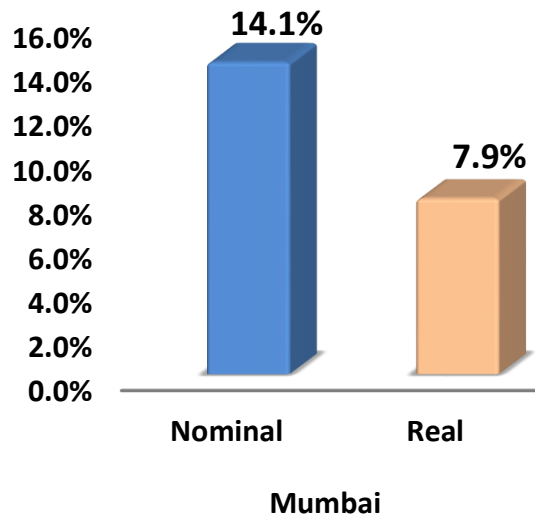
Cities-wise Own Source Revenue Summary (Actuals from 2020-21 to 2023-24)

Name of City	Own Source Revenue		Tax Revenue			Property Tax Revenue			Non-Tax Revenue		
	CAGR	Percentage Share to Total Income	CAGR	Percentage Share to Total Income	Percentage Share to Own Source Revenue	CAGR	Percentage Share to Total Income	Percentage Share to Own Source Revenue	CAGR	Percentage Share to Total Income	Percentage Share to Own Source Revenue
Mumbai	14.1%	68.7%	6.9%	16.5%	24.3%	4.6%	4.1%	6.0%	16.8%	52.2%	75.7%
Cities above 20 lakh Population											
Nagpur	21.6%	27.5%	0.9%	7.9%	28.5%	-15.3%	7.3%	26.0%	31.5%	19.6%	71.5%
Pimpri Chinchwad	15.4%	40.4%	15.3%	15.1%	37.6%	15.1%	9.6%	24.0%	15.5%	25.3%	62.4%
Pune	20.5%	51.5%	9.1%	17.4%	33.9%	8.5%	8.9%	17.3%	27.7%	34.1%	66.1%
Thane	23.8%	40.7%	1.5%	15.0%	37.0%	-6.0%	6.1%	14.9%	41.6%	25.8%	63.0%
Cities between 20 to 10 lakh Population											
Chhatrapati Sambhajinagar	8.7%	36.8%	10.0%	17.6%	47.8%	5.6%	6.3%	17.0%	7.3%	19.2%	52.2%
Kalyan Dombivli	16.8%	44.6%	1.0%	25.3%	57.5%	-2.6%	11.4%	25.9%	51.3%	19.3%	42.5%
Mira Bhayandar	14.6%	31.6%	3.1%	16.9%	53.6%	-4.2%	7.9%	25.3%	35.2%	14.8%	46.4%
Nashik	9.0%	26.4%	22.1%	8.1%	31.5%	22.4%	4.4%	17.1%	2.8%	18.3%	68.5%
Navi Mumbai	16.9%	41.3%	8.2%	22.1%	53.8%	8.3%	12.7%	30.9%	28.9%	19.2%	46.2%
Solapur	31.0%	31.2%	25.6%	19.8%	64.0%	22.0%	8.6%	27.9%	42.6%	11.4%	36.0%
Vasai Virar	19.3%	52.9%	15.6%	28.1%	53.7%	11.0%	16.8%	32.1%	24.7%	24.8%	46.3%
Cities below 10 lakh Population											
Ahilyanagar	2.0%	22.3%	-9.4%	7.7%	34.6%	-10.6%	5.6%	25.1%	9.6%	14.6%	65.4%
Akola	23.4%	31.1%	19.7%	17.7%	56.7%	19.2%	11.2%	36.0%	27.2%	13.5%	43.3%
Amravati	17.8%	58.3%	46.3%	16.9%	28.9%	14.1%	7.9%	13.5%	9.3%	41.4%	71.1%
Bhiwandi Nizampur	12.6%	22.8%	3.3%	11.5%	51.7%	-1.1%	5.4%	24.1%	27.1%	11.3%	48.3%
Chandrapur	20.2%	22.0%	27.6%	14.0%	62.9%	24.6%	9.8%	44.2%	11.3%	8.0%	37.1%
Dhule	-12.2%	19.6%	16.4%	7.4%	41.6%	15.1%	5.2%	29.2%	-26.3%	12.2%	58.4%
Ichalkaranji		31.9%		12.1%	40.3%		8.1%	26.9%		19.7%	59.7%
Jalgaon	29.7%	20.0%	27.6%	8.4%	41.4%	27.6%	3.9%	19.2%	31.5%	11.6%	58.6%
Jalna		14.9%		10.3%	69.3%		7.0%	47.1%		4.6%	30.7%
Kolhapur	17.6%	36.1%	5.8%	10.0%	27.9%	7.2%	4.5%	12.7%	22.9%	26.1%	72.1%
Latur	3.7%	30.4%	-4.9%	15.1%	48.2%	-3.7%	9.6%	31.0%	14.2%	15.3%	51.8%
Malegaon	12.5%	11.1%	11.7%	7.0%	65.0%	9.5%	2.6%	24.1%	14.2%	4.1%	35.0%
Nanded Waghala	28.0%	24.1%	21.3%	12.3%	51.3%	19.8%	5.4%	22.6%	36.6%	11.8%	48.7%
Panvel	79.9%	39.0%	95.9%	14.7%	37.7%	85.1%	8.3%	21.6%	71.9%	24.3%	62.3%
Parbhani	11.6%	20.7%	19.7%	14.4%	69.0%	1.8%	11.3%	53.9%	-3.6%	6.3%	31.0%
Sangli Miraj Kupwad	20.7%	27.2%	22.5%	6.1%	21.9%	25.9%	4.9%	17.6%	20.1%	21.1%	78.1%
Ulhasnagar	27.9%	28.9%	17.6%	7.9%	27.6%	16.7%	4.2%	14.5%	32.9%	21.0%	72.4%

Ichalkaranji and Jalna Municipal Corporations (formed in 2023) are excluded from CAGR analysis.

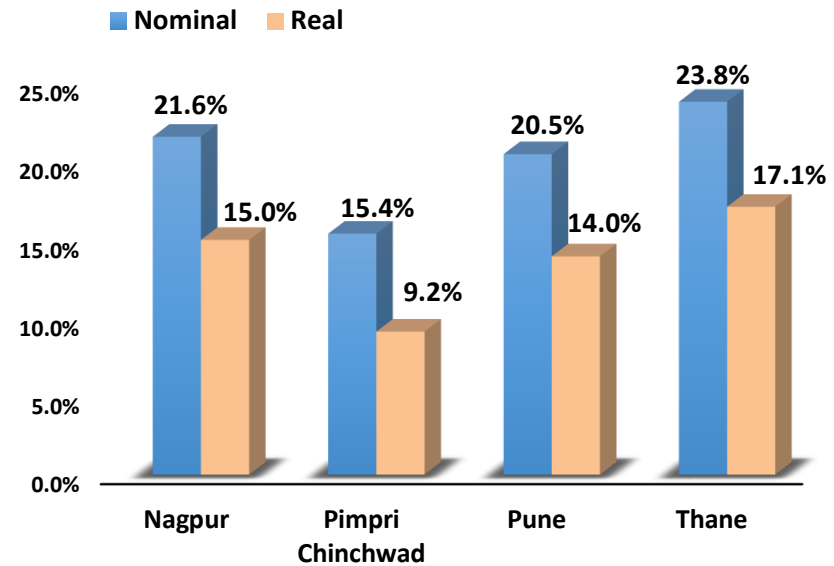
Own Source Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 1/2

Cities above 1 core population



- Mumbai has a nominal own source revenue CAGR of 14.1%, while the real own source revenue CAGR stands at 7.9%.

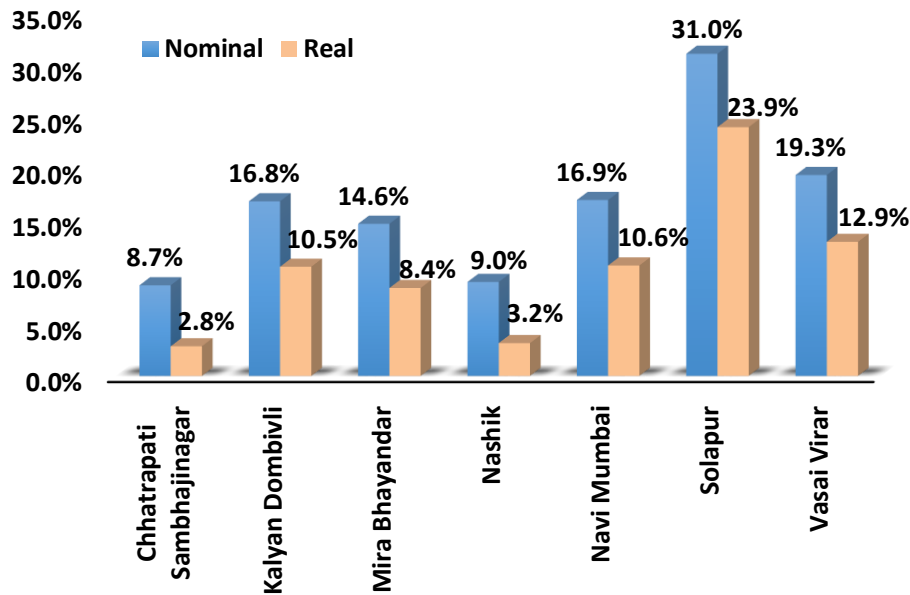
Cities above 20 lakh population



- The average Nominal Own Source Revenue CAGR for the above four cities is 20.3% whereas, the Real CAGR is 13.8%.
- Thane has the highest Nominal and Real Own Source Revenue CAGR of 23.8% and 17.1% respectively.
- Pimpri Chinchwad has the lowest Nominal Own Source Revenue CAGR is 15.4%, and the Real Own Source Revenue CAGR is 9.2%.

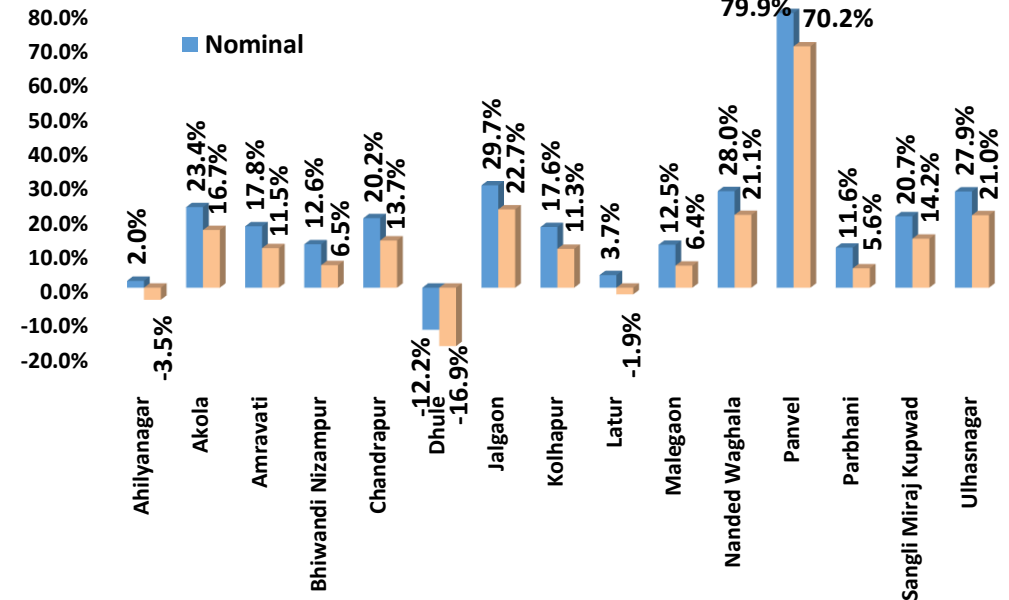
Own Source Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 2/2

Cities between 20 to 10 lakh population



- The Average Nominal Own Source Revenue CAGR for the above seven cities is 16.6% whereas, the Real CAGR is 10.3%.
- Solapur has the highest Nominal and Real Own Source Revenue CAGR of 31% and 23.9% respectively.
- Chhatrapati Sambhajnagar has the lowest Nominal Own Source Revenue CAGR is 8.7%, and the Real Own Source Revenue CAGR is 2.8%.

Cities below 10 lakh population

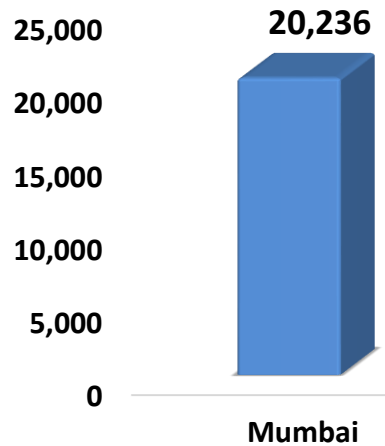


- The Average Nominal Own Source Revenue CAGR for the above 15 cities is 19.7% whereas, the Real CAGR is 13.2%.
- Panvel has the highest Nominal and Real Own Source Revenue CAGR of 79.9% and 70.2% respectively.
- Dhule has the lowest Nominal Own Source Revenue CAGR is -12.2%, and the Real Own Source Revenue CAGR is -16.9%

Note: Panvel's high own source revenue CAGR growth (79.9%) can be attributed to improvement in tax coverage and collection post-covid.

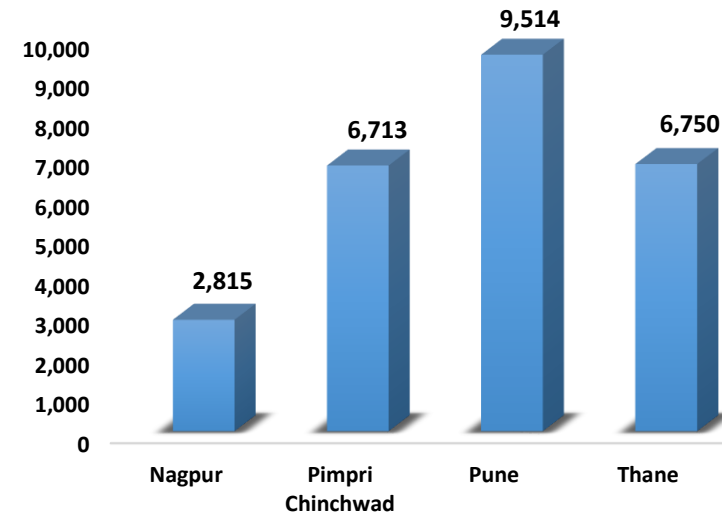
Average Per Capita Own Source Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 1/2

Cities above 1 core population



- The per capita own source revenue of Mumbai stands significantly high at Rs.20,236, indicating a strong revenue base and higher fiscal capacity compared to other cities.

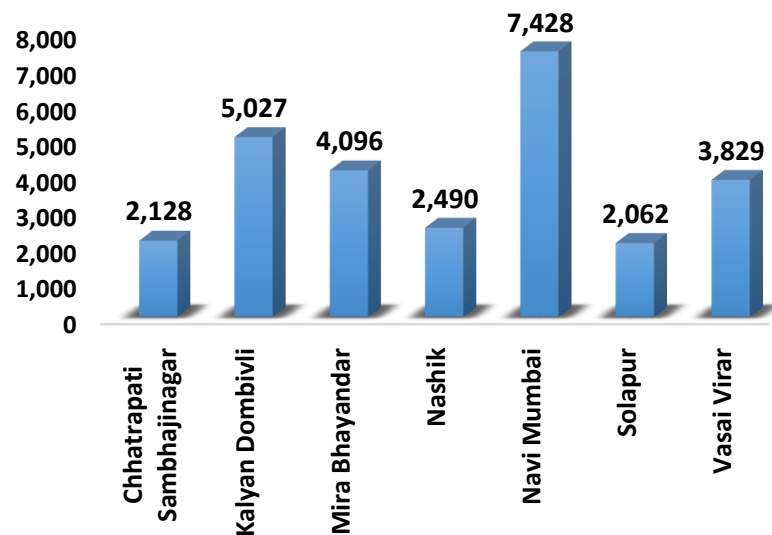
Cities above 20 lakh population



- The Average Per Capita Own Source Revenue for the above four cities is Rs.6,448.
- Pune records the highest per capita own source revenue among the compared cities at Rs.9,514.
- Nagpur has the lowest Average Per Capita Own Source Revenue of Rs.2,815.

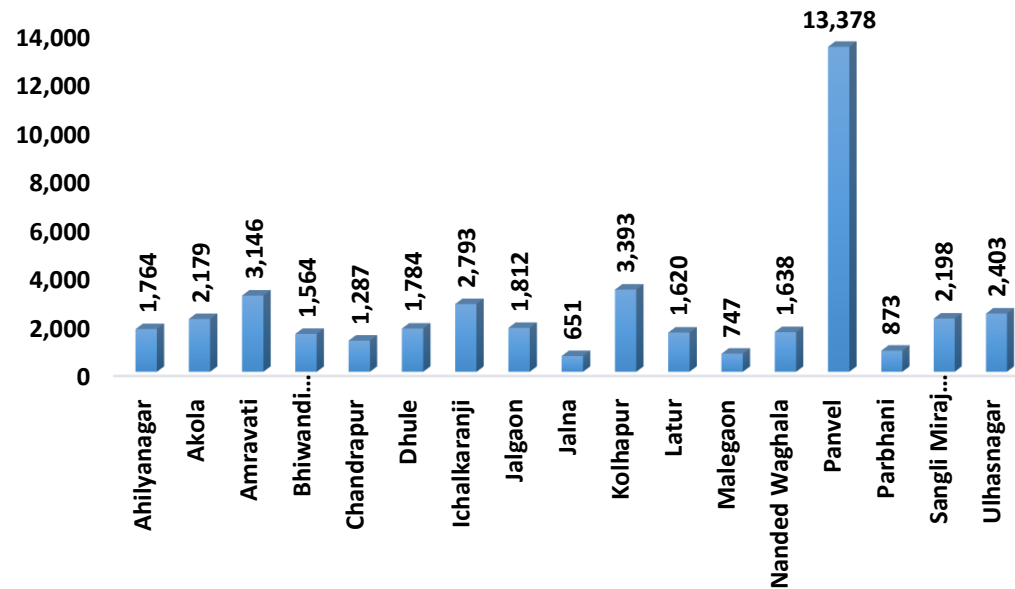
Average Per Capita Own Source Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 2/2

Cities between 20 to 10 lakh population



- The Average Per Capita Own Source Revenue for the above seven cities is Rs.3,866.
- Navi Mumbai has the highest Average Per Capita Own Source Revenue of Rs.7,428.
- Solapur has the lowest Average Per Capita Own Source Revenue of Rs.2,062.

Cities below 10 lakh population



- The Average Per Capita Own Source Revenue for the above 17 cities is Rs.2,568.
- Panvel has the highest Average Per Capita Own Source Revenue of Rs.13,378. These are extraordinary years for Panvel due to improved tax collection & coverage post COVID.
- Jalna has the lowest Average Per Capita Own Source Revenue of Rs.651.

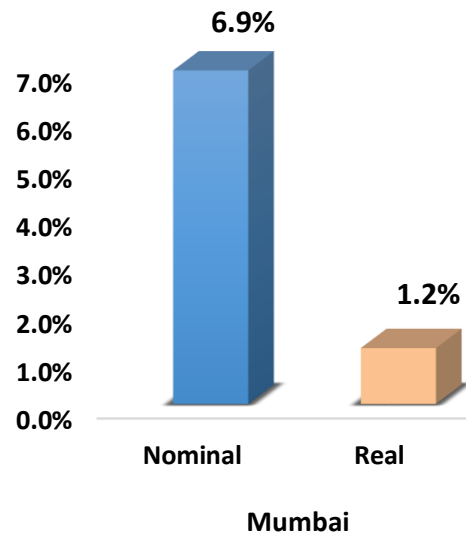
Tax Revenue Compound Annual Growth Rate (CAGR)

- Mumbai has a Nominal Tax Revenue CAGR of 6.9%. While the Real Tax Revenue CAGR of Mumbai is 1.2%.
- The average growth rate of 28 cities for tax revenue is 16.7%.
- Panvel has the highest Nominal Tax Revenue CAGR of 95.9% and the Real Tax Revenue CAGR of 85.4%.
- Ahilyanagar has the lowest Nominal Tax Revenue CAGR of -9.4%, whereas, the Real Tax Revenue CAGR of -14.3%.

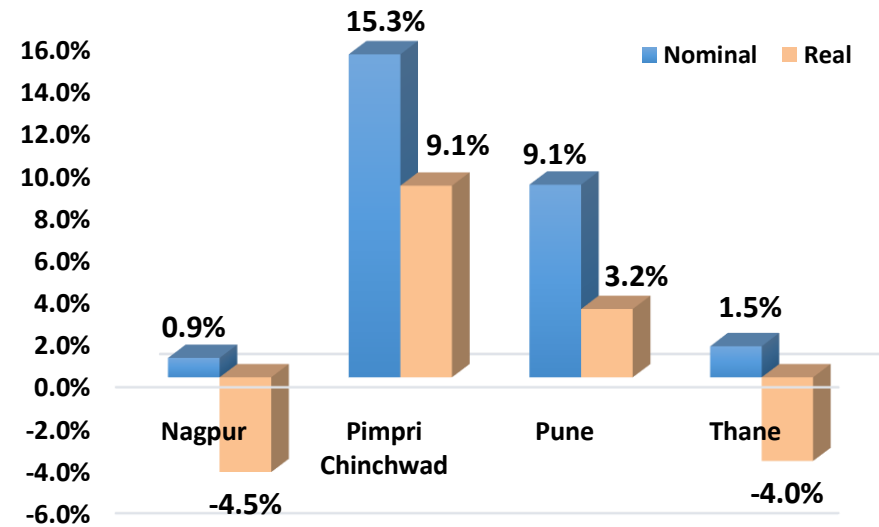
Panvel has recorded the highest nominal Tax Revenue CAGR due to initiatives undertaken to strengthen collection of property tax, non-tax revenue, and other taxes post COVID years.

Tax Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 1/2

Cities above 1 core population



Cities above 20 lakh population



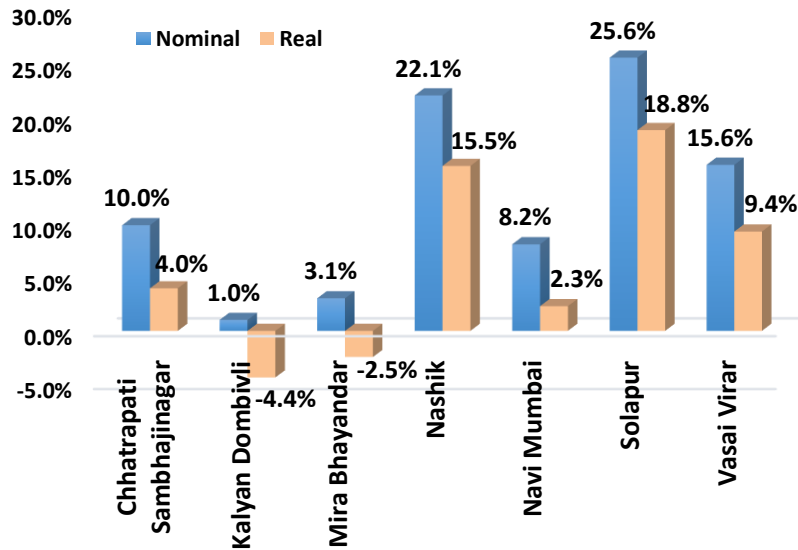
- Mumbai has a Nominal Tax Revenue CAGR of 6.9%. While the Real Tax Revenue CAGR of Mumbai is 1.2%.

- The Average Nominal Tax Revenue CAGR for the above 4 cities is 6.7% whereas, the Real CAGR is 0.9%.
- Among cities with population above 20 lakh, Pimpri-Chinchwad recorded a nominal CAGR of 15.3% and a real CAGR of 9.1%.
- Nagpur has the lowest Nominal Tax revenue CAGR of 0.9% whereas its Real Tax Revenue CAGR is -4.5%.

Note: Pimpri chinchwad has high growth because of increase in property tax collection.

Tax Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 2/2

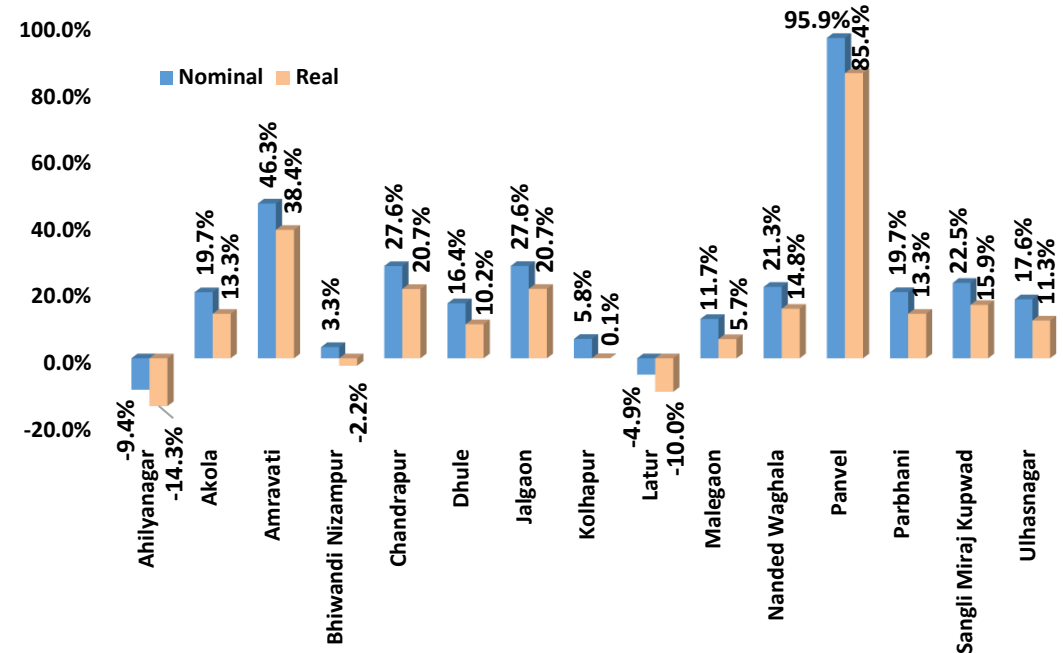
Cities between 10 to 20 lakh population



- The Average Nominal Tax Revenue CAGR for the above 7 cities is 12.2% whereas, the Real CAGR is 6.2%.
- Solapur has the highest Nominal Tax Revenue CAGR of 25.6% whereas its Real Tax Revenue CAGR is 18.8%.
- Kalyan Dombivli has the lowest Nominal and Real Tax Revenue CAGR of 1.0% and -4.4% respectively.

Note: Solapur has high growth because of better non-tax collection.

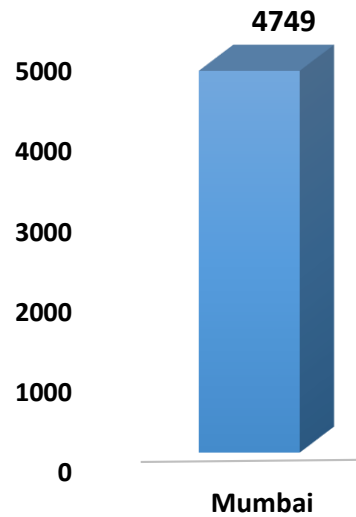
Cities below 10 lakh population



- The Average Nominal Tax Revenue CAGR for the above 15 cities is 16.7% whereas, the Real CAGR is 10.4%.
- Panvel has the highest Nominal Tax Revenue CAGR of 95.9%. Whereas, the Real Tax Revenue CAGR of 85.4%.
- Ahilyanagar has the lowest Nominal Tax Revenue CAGR of -9.4%, whereas, the Real Tax Revenue CAGR of -14.3%.

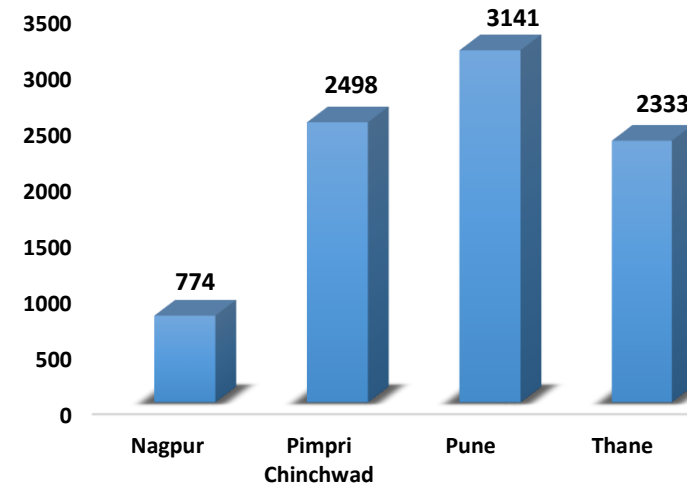
Average Per Capita Tax Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 1/2

Cities above 1 core population



- The per capita tax revenue of Mumbai is Rs.4,749.

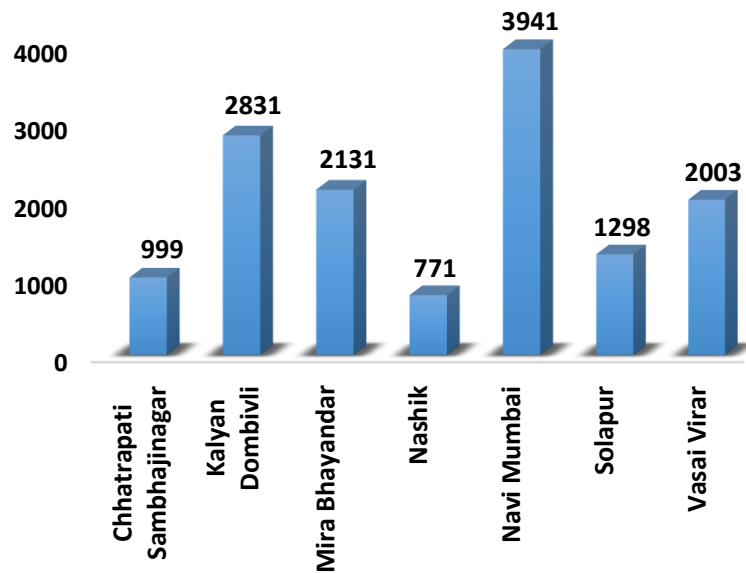
Cities above 20 lakh population



- The Average Per Capita Tax Revenue for these four cities is Rs.2,187.
- Pune has the highest Average Per Capita Tax Revenue of Rs. 3,141.
- Nagpur has the lowest Average Per Capita Tax Revenue of Rs.774.

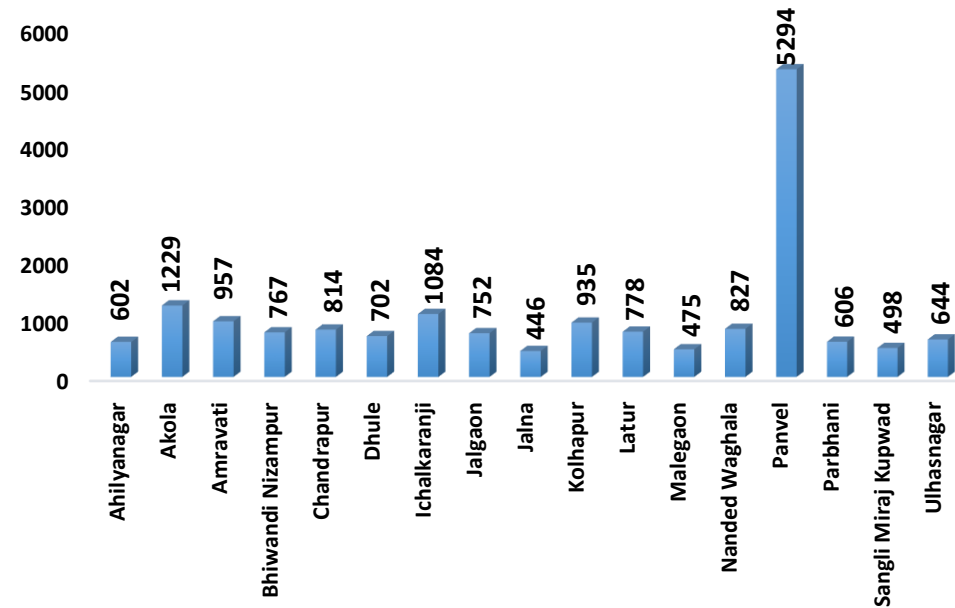
Average Per Capita Tax Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 2/2

Cities between 10 to 20 lakh population



- The Average Per Capita Tax Revenue for these seven cities is Rs.1,996.
- Navi Mumbai has the highest Average Per Capita Tax Revenue of Rs.3,941.
- Nashik has the lowest Average Per Capita Tax Revenue of Rs.771.

Cities below 10 lakh population



- The Average Per Capita Tax Revenue for these 17 cities is Rs.1,032.
- Parnel has the highest Average Per Capita Tax Revenue of Rs.5,294.
- Jalna has the lowest Average Per Capita Tax Revenue of Rs.446.

- Broaden the tax base through property mapping and identification of property types, while bringing all eligible properties and services under taxation to strengthen municipal revenue collection.
- Strengthen enforcement with penalties for non-payment and delayed payments to boost tax compliance and collection efficiency.
- Establish performance-linked incentives for City Government to enhance own-source revenue generation.
- Periodic audits help verify whether properties, businesses, and tax assessments are correctly recorded and taxed.
- Data integration by linking databases such as property tax records, building permissions, water connections, trade licenses, and GIS mapping to identify discrepancies and unassessed properties.
- Monitoring mechanisms like regular tracking of tax collection, arrears, defaulters, and staff performance through dashboards and review systems.

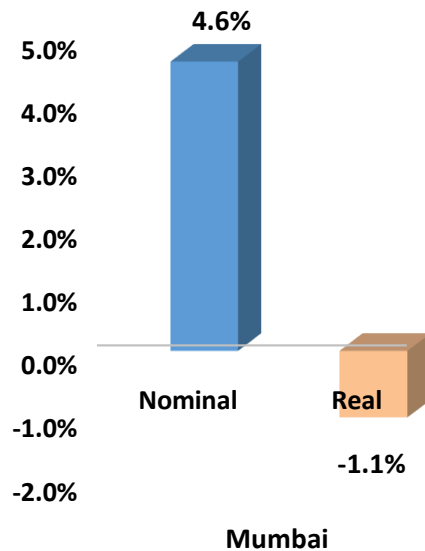
Property Tax Revenue Compound Annual Growth Rate (CAGR)

- Mumbai has Nominal Property Tax Revenue CAGR of 4.6% whereas its Real Property Tax Revenue CAGR is -1.1%. This shows that Real Property Tax Revenue has slightly declined from 2020-21 to 2023-24.
- The average growth rate of 28 cities for property tax revenue is 12.2%.
- Panvel has the highest Nominal Property Tax CAGR of 85.1%, while its Real Property Tax Revenue CAGR is 75.2%.
- Nagpur has the lowest Nominal and Real Property Tax CAGR of -15.3% and -19.9% respectively.

Panvel has taken various initiatives to increase the tax collection through online mode which has resulted in increased property tax collection. Also, Incentives for early payments with 10% rebate for timely payers has been provided.

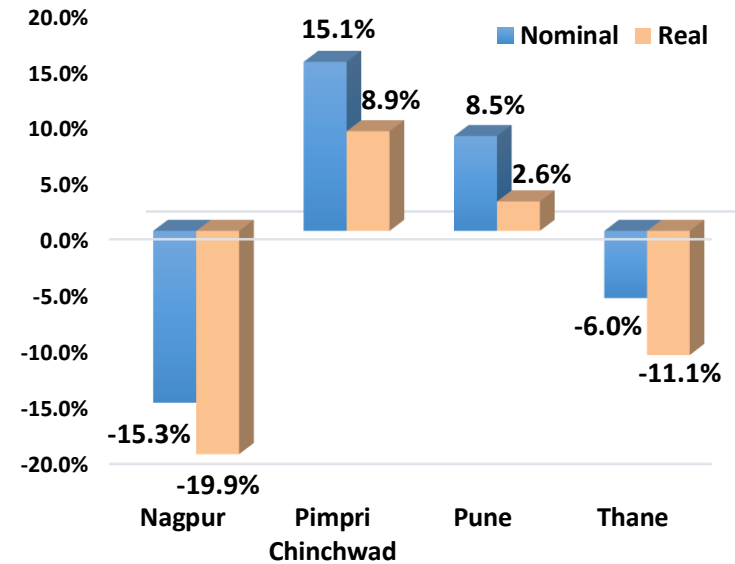
Property Tax Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 1/2

Cities above 1 core population



- Mumbai has Nominal Property Tax Revenue CAGR of 4.6% whereas its Real Property Tax Revenue CAGR is -1.1%. This shows that Real Property Tax Revenue has slightly declined from 2020-21 to 2023-24.

Cities above 20 lakh population

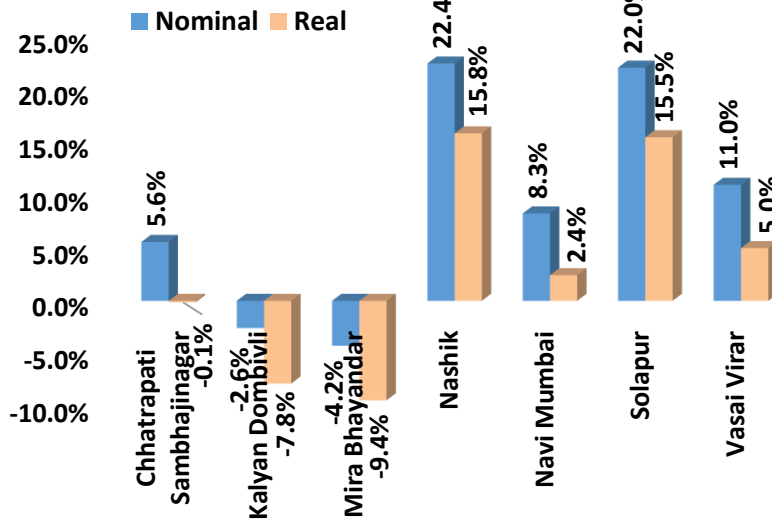


- The Average Nominal Property Tax Revenue CAGR for the above four cities is 0.6% whereas, the Real CAGR is -4.8%.
- Pimpri Chinchwad has higher Nominal and Real Property Tax CAGR of 15.1% and 8.9%.
- Nagpur has the lowest Nominal Property Tax revenue CAGR of -15.3% whereas its Real Tax Revenue CAGR is -19.9%.

Pimpri Chinchwad property tax collection increased by 53% from 28,612 lakhs in 2020-21 to 43,640 lakhs in 2023-24.

Property Tax Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 2/2

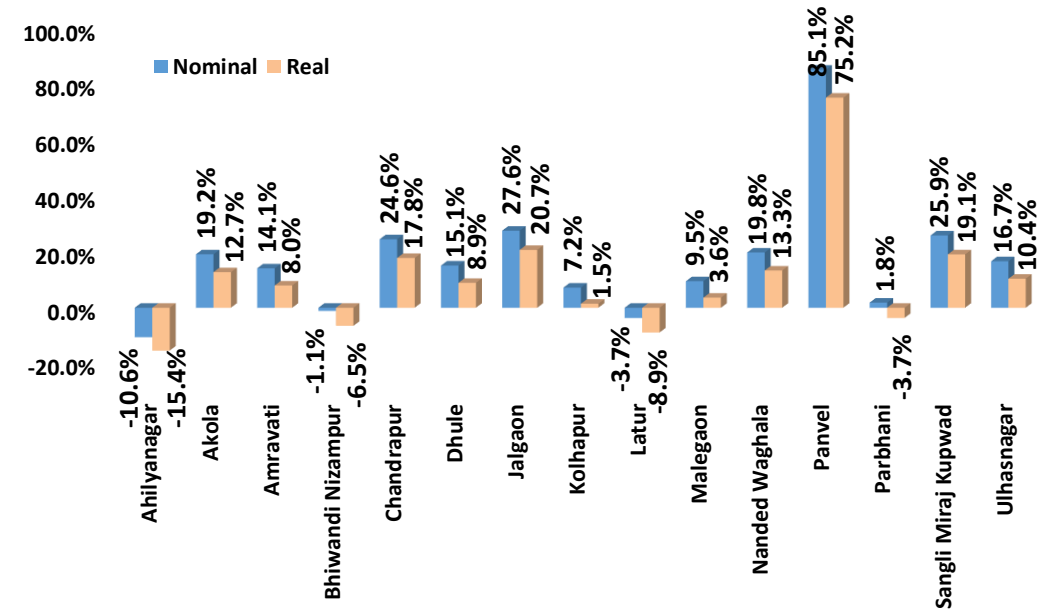
Cities between 10 to 20 lakh population



- The Average Nominal Property Tax Revenue CAGR for the above seven cities is 8.9% whereas, the Real CAGR is 3%.
- Nashik has the highest Nominal and Real Property Tax CAGR of 22.4% and 15.8% respectively.
- Mira Bhayandar has the lowest Nominal and Real Property Tax CAGR of -4.2% and -9.4% respectively

Note: Nashik property tax collection increased by 83% from 5,372 lakhs in 2020-21 to 9,856 lakhs in 2023-24.

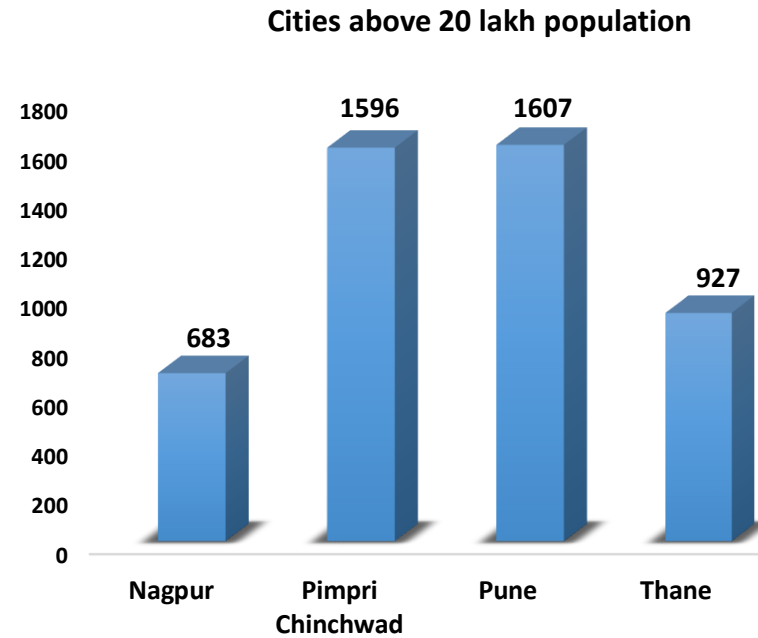
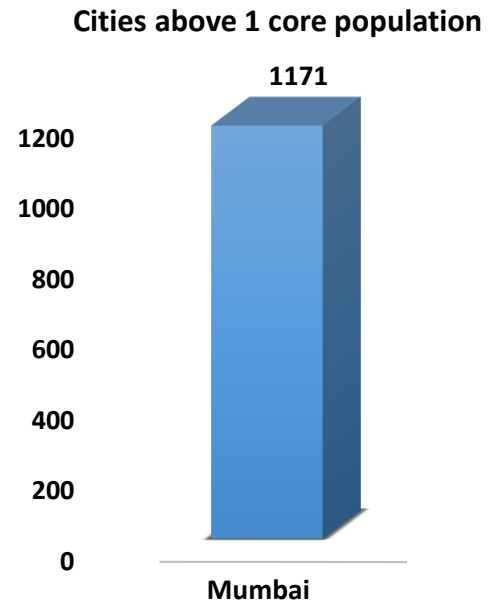
Cities below 10 lakh population



- The Average Nominal Property Tax Revenue CAGR for the above 15 cities is 12.2% whereas, the Real CAGR is 6.1%.
- Panvel has the highest Nominal Property Tax CAGR of 85.1%, while its Real Property Tax Revenue CAGR is 75.2%.
- Ahilyanagar has the lowest Nominal and Real Property Tax CAGR of -10.6% and -15.4% respectively.

Note: Ahilyanagar property tax collection has reduced by 28% over the years, from 1,942 lakhs in 2020-21 to 1,390 lakhs in 2023-24.

Average Per Capita Property Tax Revenue (Actuals from 2020-21 to 2023-24 (in Rs.) - 1/2

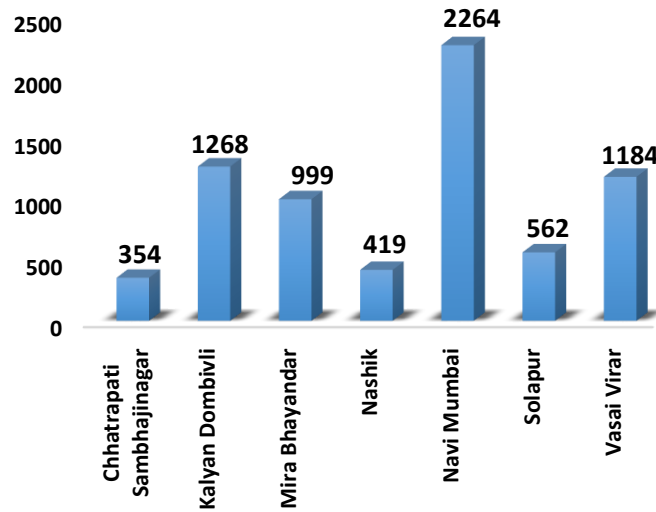


- The per capita property tax revenue of Mumbai is Rs.1,171.

- The Average Per Capita Property Tax Revenue for these four cities is Rs.1,203.
- Pune has the highest Average Per Capita Property Tax Revenue of Rs.1,607.
- Nagpur has the lowest Average Per Capita Property Tax Revenue of Rs.683.

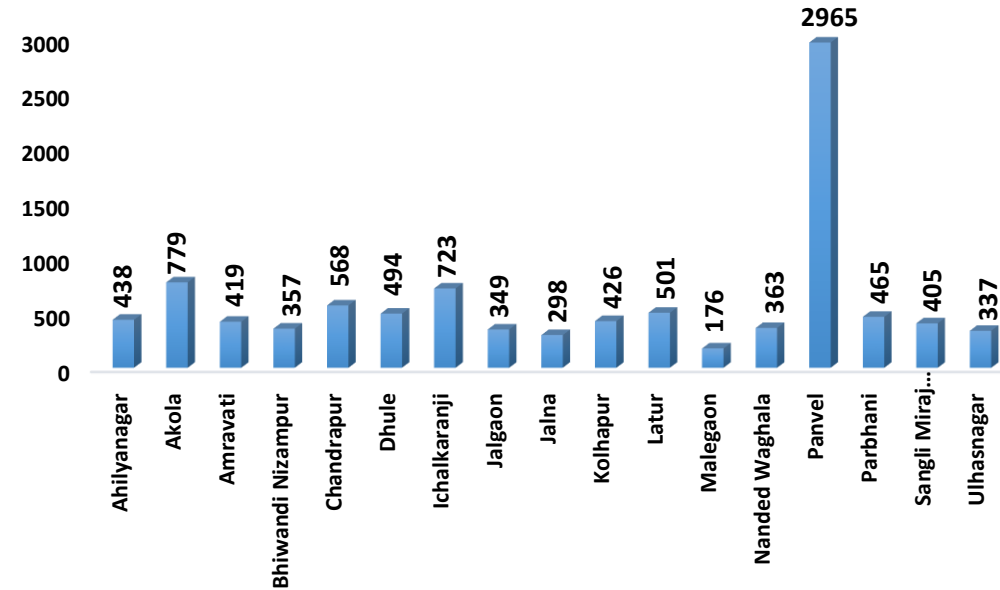
Average Per Capita Property Tax Revenue (Actuals from 2020-21 to 2023-24 (in Rs.) - 2/2

Cities between 10 to 20 lakh population



- The Average Per Capita Property Tax Revenue for these seven cities is Rs.1007.
- Navi Mumbai has the highest Average Per Capita Property Tax Revenue of Rs.2,264.
- Chhatrapati Sambhajinagar has the lowest Average Per Capita Property Tax Revenue of Rs.354.

Cities below 10 lakh population



- The Average Per Capita Property Tax Revenue for these 17 cities is Rs.594.
- Parnel has the highest Average Per Capita Property Tax Revenue of Rs.2,965.
- Malegaon has the lowest Average Per Capita Property Tax Revenue of Rs.176.

Coverage

- Regularly update property tax register.
- Undertake mapping of vacant lands and unassessed properties; levy vacant land tax where provisions exist but implementation is weak.

Assessment and Valuation

- Periodic revision of tax rates does not occur under the ARV method, leading to suboptimal property tax collections. This can be addressed by linking rate revisions to ready reckoner rates as an interim measure.
- For optimal property tax collection, it is strongly recommended to move towards the Capital Value Method, as Mumbai is currently the only city in Maharashtra where this method is implemented.

Property Tax Collection

- Incentivise early property tax payments and encourage digital payment methods.
- Improve user experience and simplify the tax payment process to encourage timely compliance.
- Explore outsourcing tax collection through performance-based contracts to address manpower shortages in City Governments. Community-based initiatives can also be adopted, similar to Assam's Pouro Sakhi initiative.
- Regular monitoring of tax collection by Municipal Commissioners to optimise property tax assessment and collection strategies is essential.

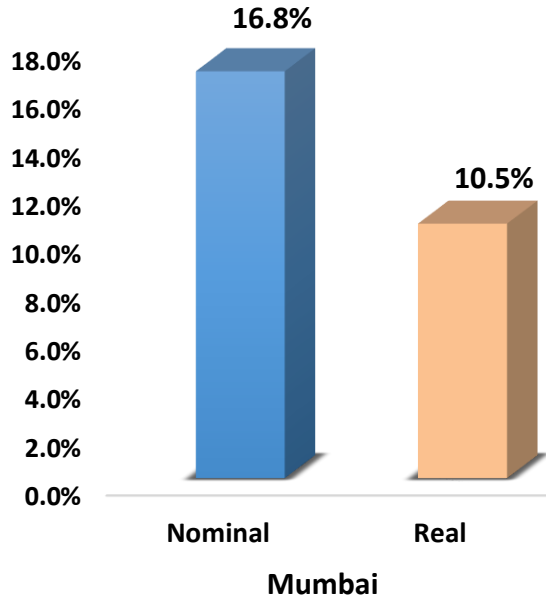
Non-Tax Revenue Compound Annual Growth Rate (CAGR)

- Mumbai has Nominal Non-Tax CAGR of 16.8% whereas, its Real Non-Tax CAGR is 10.5%. Mumbai generates significant non-Tax revenue as it levies many charges and fees such as water supply charge, interests and dividends.
- The average growth rate of 28 cities for Non-Tax tax revenue is 23.4%.
- Panvel has the highest Nominal and Real Non-Tax CAGR of 71.9% and 62.7% respectively.
- Dhule has the lowest Nominal Non-Tax CAGR of -26.3% whereas, its Real Non-Tax CAGR is -30.2%.

Panvel has the highest Nominal Non-Tax Revenue CAGR and has increased its non-tax collection through initiatives such as renting out shops and land.

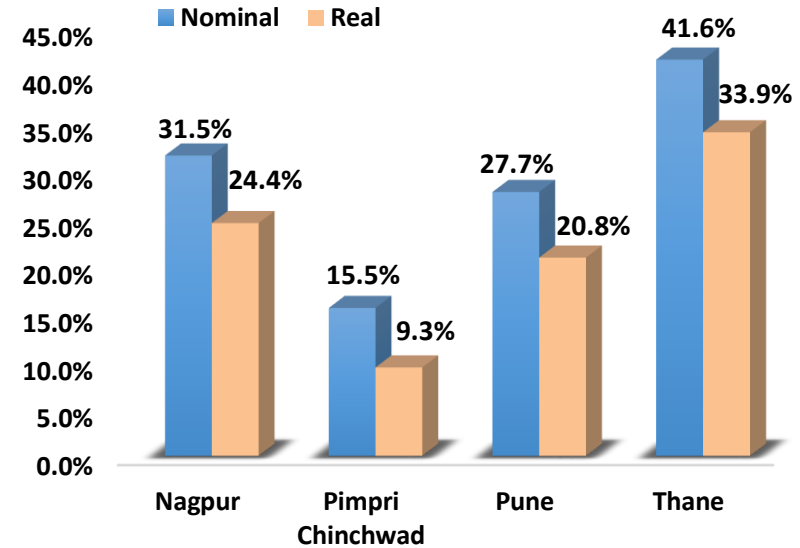
Non-Tax Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) -1/2

Cities above 1 core population



- Mumbai has Nominal Non-Tax CAGR of 16.8% whereas, its Real Non-Tax CAGR is 10.5%. Mumbai generates significant non-Tax revenue as it levies many charges and fees such as water supply charge, interests and dividends.

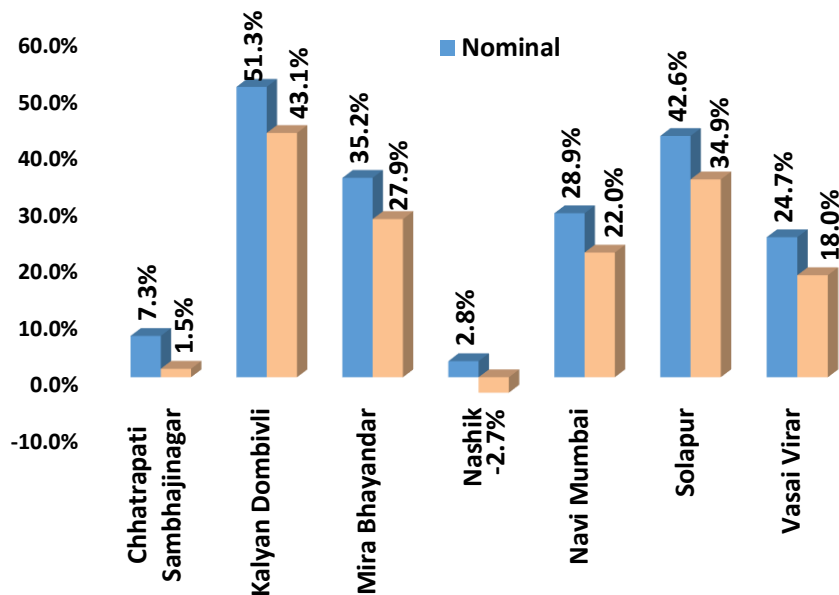
Cities above 20 lakh population



- The Average Nominal Non Tax Revenue CAGR for the above four cities is 29% whereas, the Real CAGR is 22.1%.
- Thane has higher Nominal and Real Non-Tax CAGR of 41.6% and 33.9% respectively.
- Pimpri Chinchwad has the lowest Nominal Non-Tax CAGR of 15.5% whereas its Real Tax Revenue CAGR is 9.3%.

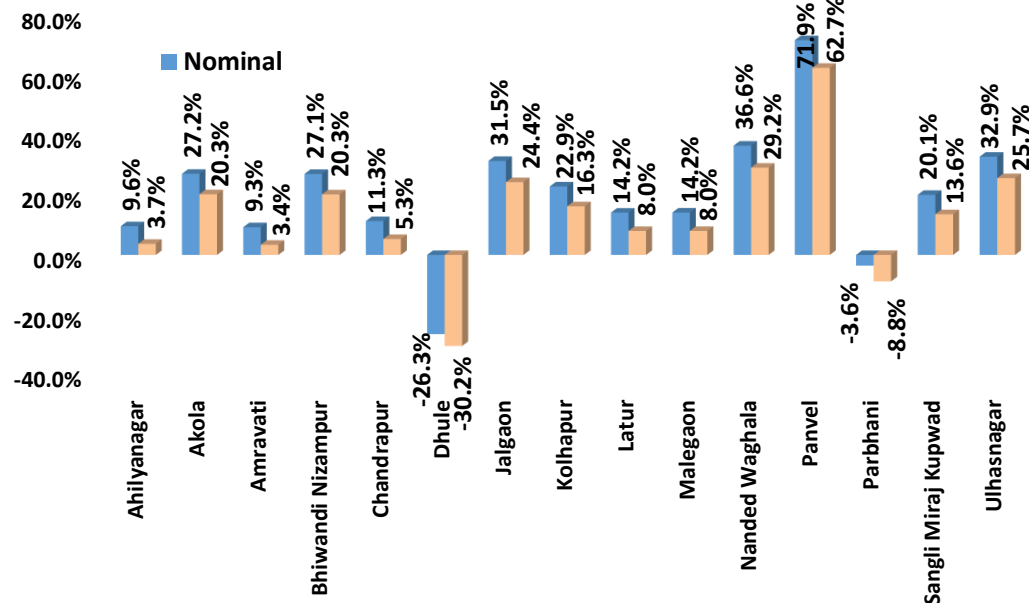
Non-Tax Revenue Compound Annual Growth Rate (CAGR) (Actuals from 2020-21 to 2023-24) - 2/2

Cities between 10 to 20 lakh population



- The Average Nominal Non Tax Revenue CAGR for the above seven cities is 27.6% whereas, the Real CAGR is 20.7%.
- Kalyan Dombivli has the highest Nominal Non-Tax CAGR of 51.3% whereas, its Real Non-Tax CAGR is 43.1%.
- Nashik has the lowest Nominal and Real Non-Tax CAGR of 2.8% and -2.7% respectively.

Cities below 10 lakh population

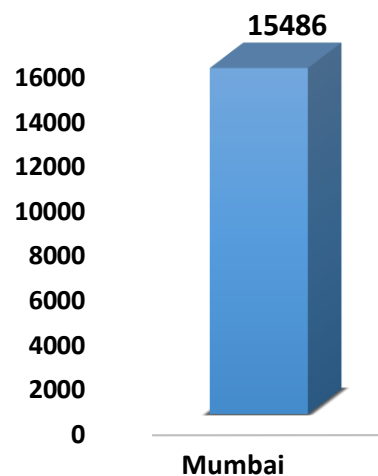


- The Average Nominal Non Tax Revenue CAGR for the above 15 cities is 23.4% whereas, the Real CAGR is 16.7%.
- Panvel has the highest Nominal and Real Non-Tax CAGR of 71.9% and 62.7% respectively.
- Dhule has the lowest Nominal Non-Tax CAGR of -26.3% whereas, its Real Non-Tax CAGR is -30.2%.

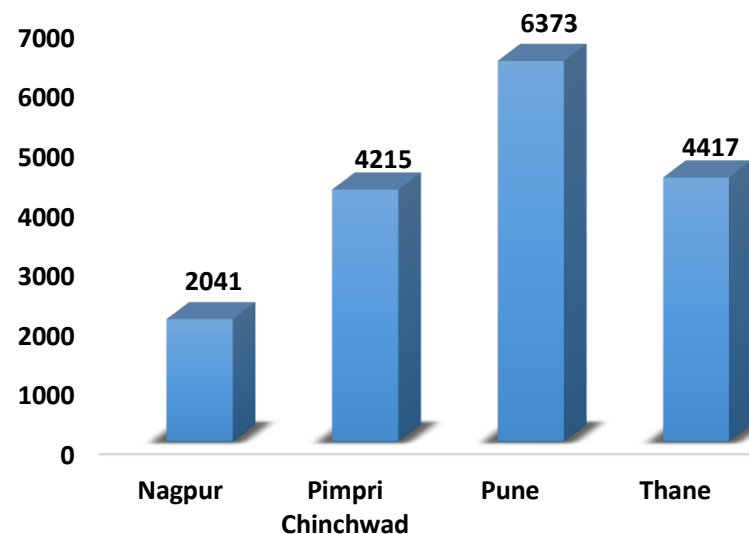
Panvel non-tax collection increased from 7,023 lakhs in 2020-21 to 35,686 lakhs in 2023-24.

Average Per Capita Non-Tax Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 1/2

Cities above 1 core population



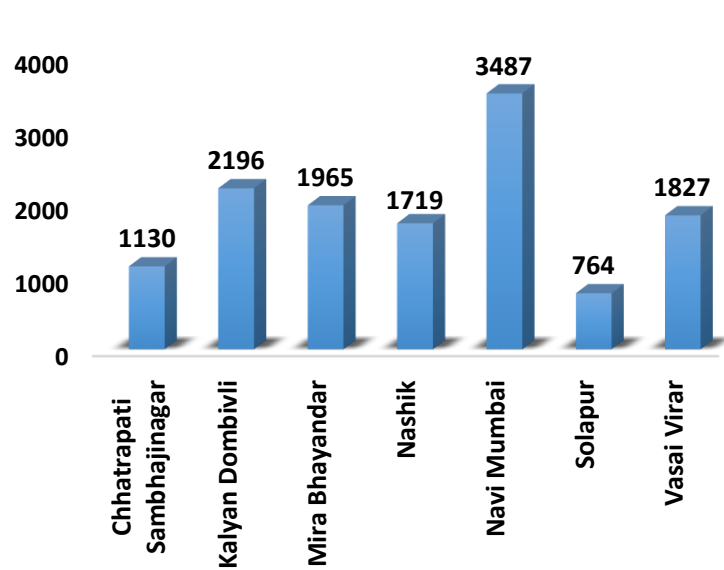
Cities above 20 lakh population



- The per capita non-tax revenue of Mumbai is Rs.15,486.
- The Average Per Capita Non-Tax Revenue for these four cities is Rs.4,261.
- Pune has the highest Average Per Capita Non-Tax Revenue of Rs.6,373.
- Nagpur has the lowest Average Per Capita Non-Tax Revenue of Rs.2,041.

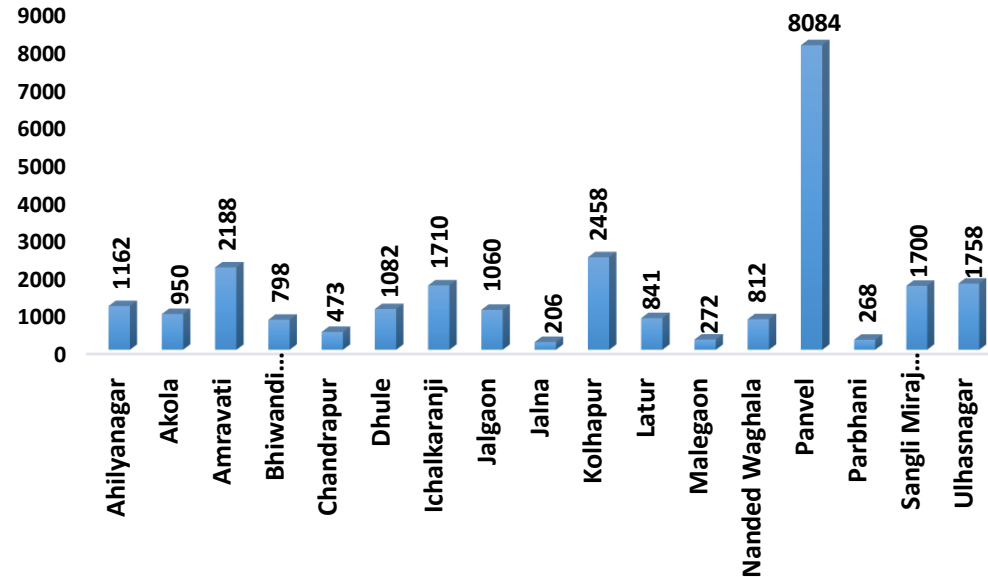
Average Per Capita Non-Tax Revenue (Actuals from 2020-21 to 2023-24) (in Rs.) - 2/2

Cities between 10 to 20 lakh population



- The Average Per Capita Non-Tax Revenue for these seven cities is Rs.1,870.
- Navi Mumbai has the highest Average Per Capita Non-Tax Revenue of Rs.3,487.
- Solapur has the lowest Average Per Capita Non-Tax Revenue of Rs.764.

Cities below 10 lakh population



- The Average Per Capita Non-Tax Revenue for these 17 cities is Rs.1,536.
- Panvel has the highest Average Per Capita Non-Tax Revenue of Rs.8,084.
- Jalna has the lowest Average Per Capita Non-Tax Revenue of Rs.206.

- Recover costs through user charges for municipal services, such as water, waste management, and parks.
- Set user charges that reflect actual service delivery costs to ensure fair and sustainable revenue.
- Leverage municipal assets by renting properties, community centers, and advertising spaces to raise non-tax revenue.
- Regulate and expand advertisement rights in public spaces like bus shelters, hoardings, and street furniture.
- Improve collection efficiency by enforcing timely payments and reducing pending dues. Use digital systems for billing and tracking to streamline non-tax revenue collection.

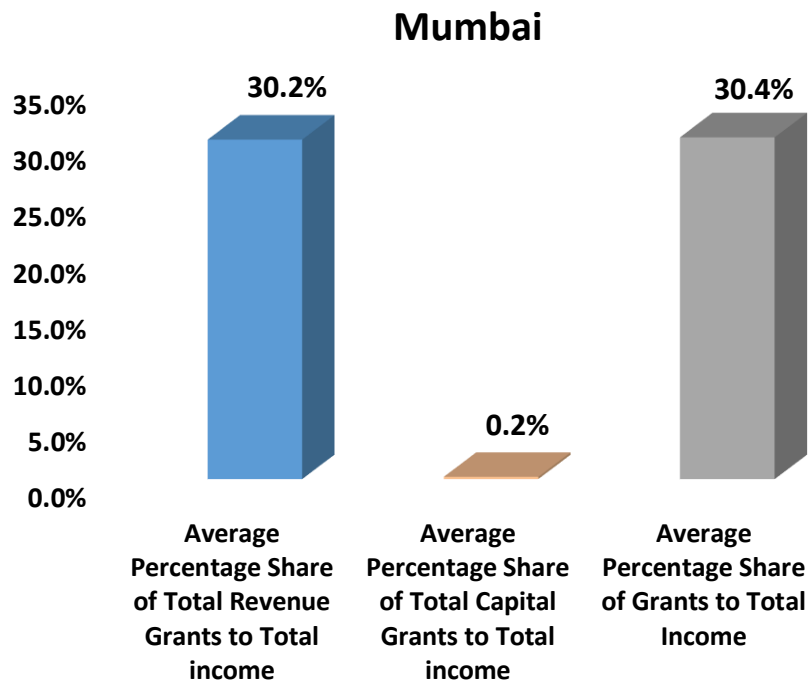
Percentage Share of Grants across different population

- **Mumbai** has the average percentage share of total grants to total income is 30.2% while the share of own source income is 68.7%.
- **Cities above 20 lakhs population:** Average percentage share of total grants to total income for four these cities is 56.5% while the share of own source income is 40%.
- **Cities between 10 to 20 lakh Population:** Average percentage share of total grants to total income for these seven cities is 53.4% while share of own source income is 37.8%.
- **Cities below 10 lakh Population:** Average percentage share of total grants to total income for these 17 cities is 64.5% while share of own source revenue is 27.2%.

Overall, larger cities like Mumbai are better at funding themselves, while most other categories rely heavily on government grants to function.

Average Percentage Share of Government Grants to Total Income (Actuals from 2020-21 to 2023-24) (1/3)

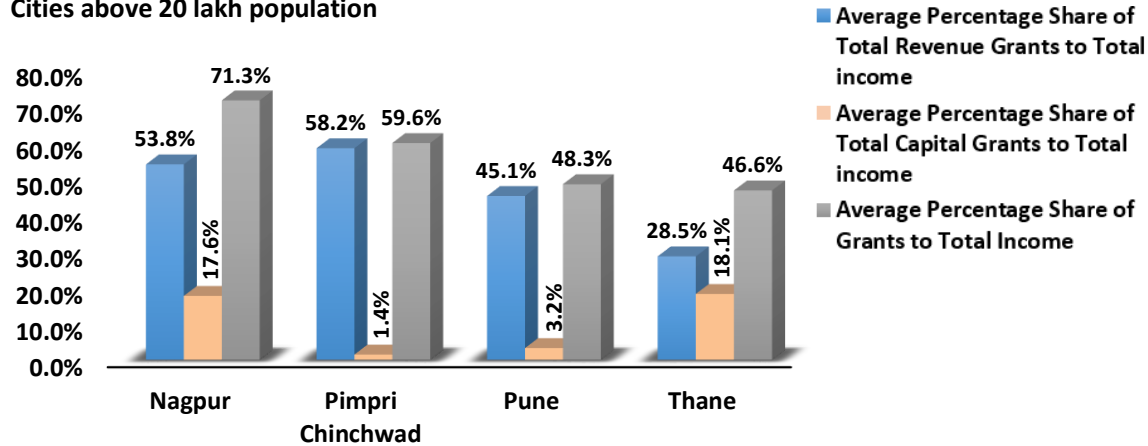
Cities above 1 core population



- Mumbai has the average percentage share of total grants to total income is 30.4% while the share of own source income is 68.7%.

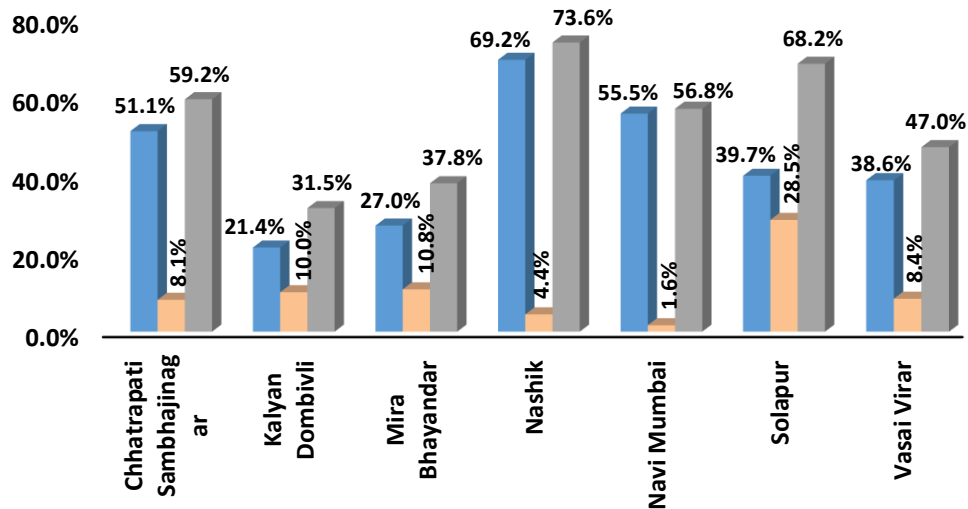
Average Percentage Share of Government Grants to Total Income (Actuals from 2020-21 to 2023-24) (2/3)

Cities above 20 lakh population



- The average percentage share of Total Revenue Grants to Total Income for these four cities is 46.4%, while Pimpri Chinchwad has the highest share of Total Revenue Grants to Total Income at 58.2%.
- The average percentage share of Total Capital Grants to Total Income for these four cities is 10.1%, while Thane has the highest share of Total Capital Grants to Total Income at 18.1%.
- The average percentage share of Grants to Total Income for these four cities is 56.5%, with Nagpur having the highest share at 71.3%.

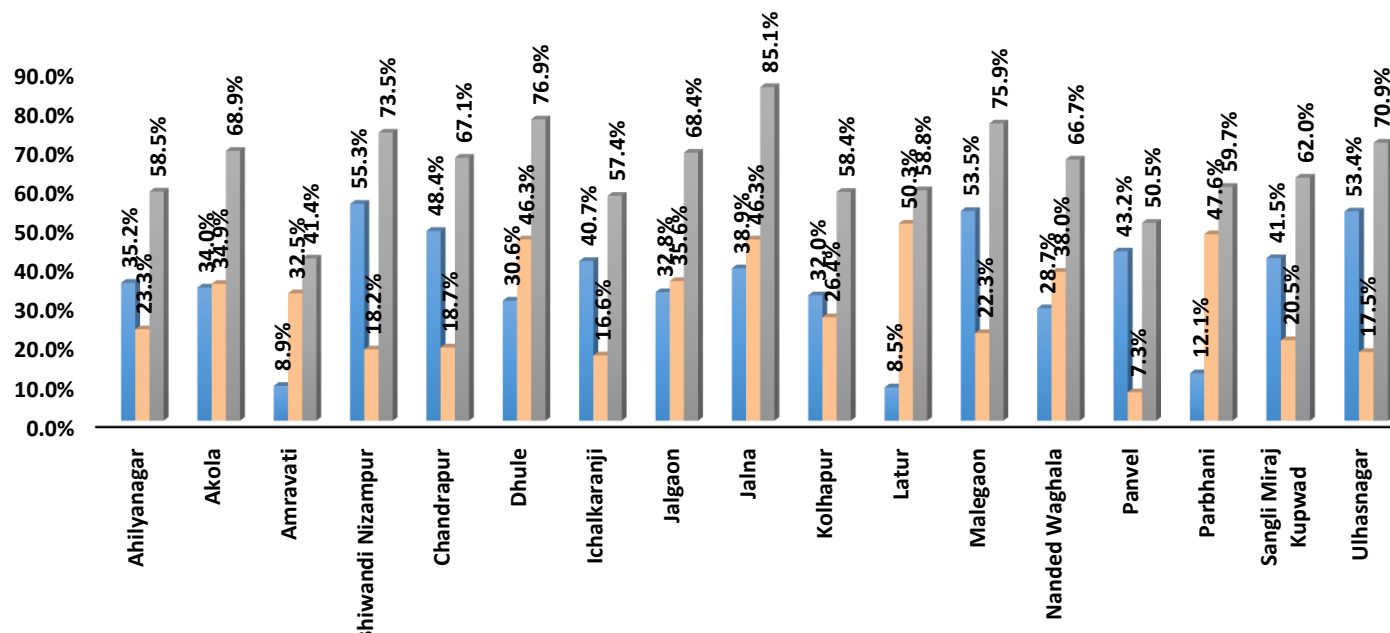
Cities between 10 to 20 lakh population



- The Average Percentage Share of Total Revenue Grants to Total Income for these seven cities is 43.2%.
- Nashik has the highest Average Percentage Share of Total Revenue Grants to Total Income of 69.2%.
- The Average Percentage Share of Total Capital Grants to Total Income for these seven cities is 10.3%. Solapur has the highest Average Percentage Share of Total Capital Grants to Total Income of 28.5%.
- The Average Percentage Share of Grants to Total Income for these seven cities is 53.4%. Nashik has the highest Average Percentage Share of Grants to Total Income of 73.6%.

Average Percentage Share of Government Grants to Total Income (Actuals from 2020-21 to 2023-24) (3/3)

Cities below 10 lakh population



- The average percentage share of Total Revenue Grants to Total Income for these 17 cities is 35%, while Bhiwandi Nizampur has the highest share of Total Revenue Grants to Total Income at 55.3%.
- The average percentage share of Total Capital Grants to Total Income for these four cities is 29.5%, while Latur has the highest share of Total Capital Grants to Total Income at 50.3%.
- The average percentage share of Grants to Total Income for these 17 cities is 64.5%, with Jalna having the highest share at 85.1%.

	Ahilyanagar	Akola	Amravati	Bhiwandi Nizampur	Chandrapur	Dhule	Ichalkaranji	Jalgaon	Jalna	Kolhapur	Latur	Malegaon	Nanded Waghala	Panvel	Parbhani	Sangli Miraj Kupwad	Ulhasnagar
Average Percentage Share of Total Revenue Grants to Total income	35.2%	34.0%	8.9%	55.3%	48.4%	30.6%	40.7%	32.8%	38.9%	32.0%	8.5%	53.5%	28.7%	43.2%	12.1%	41.5%	53.4%
Average Percentage Share of Total Capital Grants to Total income	23.3%	34.9%	32.5%	18.2%	18.7%	46.3%	16.6%	35.6%	46.3%	26.4%	50.3%	22.3%	38.0%	7.3%	47.6%	20.5%	17.5%
Average Percentage Share of Grants to Total Income	58.5%	68.9%	41.4%	73.5%	67.1%	76.9%	57.4%	68.4%	85.1%	58.4%	58.8%	75.9%	66.7%	50.5%	59.7%	62.0%	70.9%

- Maharashtra should focus on improving their Own source revenue and reduce dependency on State and Central grants.
- Maharashtra should focus on clear bifurcation of Revenue and Capital grants in their budgeting for better utilisation and monitoring.
- Ensure consistent adherence to Central Finance Commission and State Finance Commission recommendations by state, along with regular monitoring mechanisms.
- Mandate Maharashtra to report all fund receipts, including program-specific grants, in municipal accounts for better fiscal tracking.
- Link grants to measurable outcomes in service delivery and revenue generation to improve Maharashtra operational efficiency.

03

Market Borrowings

Comparison of Municipal Laws

	Maharashtra Corporation Act, 1949	Mumbai Corporation Act, 1888
Is borrowing permitted?	Yes, borrowing is permitted under Section 109 of the Act	Yes, borrowing is permitted under Section 106 of the Act
What kind of borrowing?	Long-term borrowing for capital works (e.g., water supply, roads, drainage, buildings). Short-term borrowing to meet temporary financial needs, repayable within the year. Loans from government, banks, or open market.	
Is State Government approval required?	Yes, prior approval of the State Government is mandatory for raising any loan as per Section 109(1)(c)(ii) of the Act.	Yes, prior approval of the State Government is mandatory for raising any loan as per Section 106 of the Act.
Are limits on borrowing prescribed?	Yes, the State Government may impose limits on the amount of borrowing as per Section 109(1)	Yes, the State Government may impose limits on the amount of borrowing as per Section 109(dd)
Is maximum loan repayment period prescribed?	Yes, the maximum repayment period is determined by the State Government at the time of sanctioning the loan as per Section 109(1)(c)(iii).	No

Percentage gap in Total Income estimates across cities (Actuals from 2020-21 to 2023-24)

- **5 cities with more than 50% gap in income estimates:** Chhatrapati Sambhajnagar, Ahilyanagar, Akola, Nanded Waghala and Parbhani
- **5 cities with more than 30% gap in income estimates:** Mira Bhayandar,, Chandrapur, Dhule, Jalgaon, Latur
- **16 cities with below 30% gap in income estimates:** Nagpur, Pimpri Chinchwad, Pune, Thane, Kalyan Dombivli, Nashik, Navi Mumbai, Solapur, Vasai Virar, Amravati, Bhiwandi Nizampur, Kolhapur, Malegaon, Panvel, Sangli Miraj Kupwad, Ulhasnagar

(Note: Excluding Mumbai, Jalna & Ichalkaranji)

Gap in Actual Income vs. Estimated Income

A higher percentage gap means there is a large difference between estimated and actual income, indicating weaker budgeting accuracy and financial planning.

This gap highlights that city government do not have enough funds from grants and their own sources to support infrastructure and development projects.

For estimation in gap of Total Income, we have compared budget estimate values and actual values in budget document.

Need for Borrowings (1/3)

City Name	Average 2021-22 to 2023-24	Revenue Income (in lakh)	Capital Income (in lakh)	Total Income (in lakh)
Cities above 20 lakh Population				
Nagpur	Budgeted Estimates (BE)	2,28,034	48,108	2,76,142
	Actuals	2,46,324	82,525	3,28,850
	% Change BE to Actuals	8%	72%	19%
Pimpri Chinchwad	Budgeted Estimates (BE)	4,45,762	33,700	4,79,462
	Actuals	3,98,658	5,776	4,04,435
	% Change BE to Actuals	-11%	-83%	-16%
Pune	Budgeted Estimates (BE)	8,02,528	91,588	8,94,116
	Actuals	7,43,378	26,704	7,70,083
	% Change BE to Actuals	-7%	-71%	-14%
Thane	Budgeted Estimates (BE)	2,94,293	64,948	3,59,241
	Actuals	2,92,688	1,55,960	4,48,648
	% Change BE to Actuals	-1%	140%	25%
Cities between 10 to 20 lakh Population				
Chhatrapati Sambhajnagar	Budgeted Estimates (BE)	1,23,799	75,419	1,99,218
	Actuals	76,476	12,952	89,428
	% Change BE to Actuals	-38%	-83%	-55%
Kalyan Dombivli	Budgeted Estimates (BE)	1,14,659	94,675	2,09,334
	Actuals	1,18,176	54,133	1,72,309
	% Change BE to Actuals	3%	-43%	-18%
Mira Bhayandar	Budgeted Estimates (BE)	1,04,948	1,14,825	2,19,772
	Actuals	87,994	61,229	1,49,224
	% Change BE to Actuals	-16%	-47%	-32%
Nashik	Budgeted Estimates (BE)	1,94,013	8,066	2,02,078
	Actuals	1,76,917	7,772	1,84,689
	% Change BE to Actuals	-9%	-4%	-9%
Navi Mumbai	Budgeted Estimates (BE)	3,28,250	22,856	3,51,106
	Actuals	2,72,700	6,595	2,79,295
	% Change BE to Actuals	-17%	-71%	-20%
Solapur	Budgeted Estimates (BE)	67,058	22,919	89,977
	Actuals	53,292	24,202	77,495
	% Change BE to Actuals	-21%	6%	-14%
Vasai Virar	Budgeted Estimates (BE)	1,25,981	24,600	1,50,581
	Actuals	1,19,120	10,954	1,30,074
	% Change BE to Actuals	-5%	-55%	-14%

Need for Borrowings (2/3)

City Name	Average 2021-22 to 2023-24	Revenue Income (in lakh)	Capital Income (in lakh)	Total Income (in lakh)
Cities below 10 lakh Population				
Ahilyanagar	Budgeted Estimates (BE)	40,051	61,761	1,01,811
	Actuals	19,500	14,668	34,167
	% Change BE to Actuals	-51%	-76%	-66%
Akola	Budgeted Estimates (BE)	33,627	51,587	85,214
	Actuals	23,314	14,703	38,017
	% Change BE to Actuals	-31%	-71%	-55%
Amravati	Budgeted Estimates (BE)	37,809	13,817	51,626
	Actuals	30,682	14,144	44,826
	% Change BE to Actuals	-19%	2%	-13%
Bhiwandi Nizampur	Budgeted Estimates (BE)	45,299	26,874	72,173
	Actuals	48,346	15,358	63,703
	% Change BE to Actuals	7%	-43%	-12%
Chandrapur	Budgeted Estimates (BE)	29,880	14,848	44,728
	Actuals	16,435	6,813	23,248
	% Change BE to Actuals	-45%	-54%	-48%
Dhule	Budgeted Estimates (BE)	41,092	29,202	70,294
	Actuals	20,240	23,358	43,598
	% Change BE to Actuals	-51%	-20%	-38%
Jalgaon	Budgeted Estimates (BE)	43,867	43,278	87,146
	Actuals	28,663	24,046	52,709
	% Change BE to Actuals	-35%	-44%	-40%
Kolhapur	Budgeted Estimates (BE)	50,213	26,534	76,747
	Actuals	42,556	17,998	60,554
	% Change BE to Actuals	-15%	-32%	-21%
Latur	Budgeted Estimates (BE)	17,647	25,714	43,361
	Actuals	10,309	19,685	29,994
	% Change BE to Actuals	-42%	-23%	-31%
Malegaon	Budgeted Estimates (BE)	30,349	21,715	52,064
	Actuals	25,153	14,163	39,316
	% Change BE to Actuals	-17%	-35%	-24%

Need for Borrowings (3/3)

City Name	Average 2021-22 to 2023-24	Revenue Income (in lakh)	Capital Income (in lakh)	Total Income (in lakh)
Cities below 10 lakh Population				
Nanded Waghala	Budgeted Estimates (BE)	40,258	84,147	1,24,405
	Actuals	25,111	24,500	49,611
	% Change BE to Actuals	-38%	-71%	-60%
Panvel	Budgeted Estimates (BE)	98,775	42,685	1,41,460
	Actuals	87,152	17,612	1,04,764
	% Change BE to Actuals	-12%	-59%	-26%
Parbhani	Budgeted Estimates (BE)	17,860	37,775	55,635
	Actuals	5,312	12,233	17,545
	% Change BE to Actuals	-70%	-68%	-68%
Sangli Miraj Kupwad	Budgeted Estimates (BE)	38,774	21,810	60,585
	Actuals	34,238	14,089	48,327
	% Change BE to Actuals	-12%	-35%	-20%
Ulhasnagar	Budgeted Estimates (BE)	46,193	14,076	60,269
	Actuals	41,695	11,920	53,615
	% Change BE to Actuals	-10%	-15%	-11%

Note: Ichalkaranji and Jalna Municipal Corporation was not Consider due to unavailability of data.

Municipal borrowing can take various forms, depending on the legal framework, financial market access, and the municipality's fiscal conditions. The types of municipal borrowings include the ones listed below.

a. Domestic Borrowings

1. Bank Loans: Local governments use bank loans for short- to medium-term financing. In India, City Governments can access loans from public sector banks or institutions like HUDCO. In Brazil, municipalities borrow from the National Bank for Economic and Social Development (BNDES) for infrastructure projects.

2. Developmental Loans and Grants: Municipalities can access concessional loans from agencies like the World Bank and the Asian Development Bank (ADB). In India, they fund urban transport, sanitation, and infrastructure. South African municipalities borrow from the Development Bank of Southern Africa (DBSA) for infrastructure development.

3. Municipal Bonds: Many cities issue bonds in domestic markets. Ahmedabad was the first in India to issue a municipal bond in 1998. SEBI reforms in 2015 helped cities like Pune and Indore issue bonds. In the US, cities like New York and Los Angeles use bonds for various projects

4. Public-Private Partnerships (PPPs): Municipalities partner with private firms for infrastructure projects. In India, the Hyderabad Metro is a prominent example, with the private sector providing upfront capital. The UK also uses PPPs for projects like schools and hospitals.

b. International Borrowings

5. Bilateral Loans: Foreign governments provide loans through agencies like Japan's Japan International Cooperation Agency (JICA) for projects like the Delhi Metro. In Kenya, the French Development Agency (AFD) supports urban projects.

6. Multilateral Financing: Institutions like the World Bank and ADB provide long-term loans for major projects. The World Bank's Smart Cities programme in India and the Inter-American Development Bank (IDB)'s funding in Latin America support urban development.

7. Foreign Bonds: Some cities issue bonds in international markets. Oslo issued a 'Kangaroo bond' in 2018 in Australia. While Indian municipalities have not issued foreign currency bonds, foreign investors can now invest in Indian municipal bonds since 2019 after revision in Foreign Portfolio Investment rules by RBI.

c. Special Financing Mechanisms

8. Green Bonds: Municipalities can issue green bonds for eco-friendly projects. Vadodara Municipal Corporation issued India's first certified green bond in 2023 for Rs 100 crore wastewater project. Cities like Paris and Gothenburg use green bonds for sustainable projects.

9. Municipal Development Funds (MDFs): Funds like the US Clean Water State Revolving Fund help finance infrastructure. In India, Tamil Nadu has set up the Tamil Nadu Urban Development Fund (TNUDF) for urban projects.

10. Tax Increment Financing (TIF): TIF uses increased property taxes to fund development projects. Chicago pioneered TIF in the US. Similar models are being explored in India.

- Maharashtra should focus on improving creditworthiness through project-based ratings, strong financial reporting, and accountability mechanisms, for borrowings.
- Link regular revenue sources to dedicated escrow accounts to ensure timely loan repayments and minimise financial burdens.
- Include legislative reforms to improve investor confidence and allow secure bond issuance.
- Provide training and resources to enhance municipal capacity for private investments, market understanding, credit ratings, and borrowing options.
- Implement accountability mechanisms for municipal borrowing to ensure transparency and mitigate risks of excessive debt.
- Leverage state and central support for municipal borrowing: Advocate for state-backed guarantees and regulatory frameworks that facilitate risk-managed borrowing for cities.
- Promote financial monitoring and municipal performance metrics by introducing system of financial rankings and assessments to drive responsible borrowing and project execution.
- Urban Infrastructure Fund: Launch a dedicated fund targeting cities with >40% budget deficits, prioritising sectors like waste management, water supply, and drainage.

04


Expenditure

Expenditure across different population brackets

- Mumbai Average Percentage Share of Revenue Expenditure is 73% while share of capital expenditure is 27%.
- **Cities above 20 lakhs population:** Average Percentage Share of Revenue Expenditure for these four cities is 67.1% while share of capital expenditure is 33%.
- **Cities between 10 to 20 lakh Population:** Average Percentage Share of Revenue Expenditure for these seven cities is 63.5% while share of capital expenditure is 36.5%.
- **Cities below 10 lakh Population:** Average Percentage Share of Revenue Expenditure for 17 cities is 55.4% while share of capital expenditure is 44.6%.
- All cities have a higher share of capital expenditure compared to revenue expenditure, showing continued investment the capital investment.

Average Expenditure (%) Share (Actuals from 2020-21 to 2023-24)

City	Establishment Expenditure	Administrative Expenditure	Operation & Maintenance (O&M) Expenditure	Other Expenditure - Revenue	Total Capital Expenditure	Average capital Expenditure
Mumbai	28.1%	1.9%	8.9%	33.8%	27.0%	27%
Cities above 20 lakh Population						
Nagpur	30.2%	1.9%	15.9%	8.8%	43.3%	33.0%
Pimpri Chinchwad	23.0%	3.0%	24.5%	4.5%	45.0%	
Pune	26.5%	2.9%	22.2%	47.1%	1.3%	
Thane	26.1%	2.2%	19.1%	10.2%	42.4%	
Cities between 10 to 20 lakh Population						
Chhatrapati Sambhajnagar	11.9%	12.7%	47.1%	0.6%	27.7%	39.2%
Kalyan Dombivli	33.8%	1.5%	21.1%	14.7%	29.0%	
Mira Bhayandar	10.4%	0.8%	30.8%	6.2%	51.8%	
Nashik	30.7%	0.6%	23.3%	3.3%	42.0%	
Navi Mumbai	15.1%	5.6%	27.3%	7.7%	44.4%	
Solapur	28.8%	2.8%	13.7%	14.6%	40.1%	
Vasai Virar	7.5%	6.4%	42.8%	4.1%	39.2%	
Cities below 10 lakh Population						
Ahilyanagar	37.4%	0.8%	12.4%	3.6%	45.8%	46.8%
Akola	25.9%	1.4%	2.4%	9.2%	61.1%	
Amravati	29.9%	15.0%	10.7%	6.0%	38.4%	
Bhiwandi Nizampur	44.3%	11.2%	6.7%	13.0%	24.7%	
Chandrapur	24.6%	10.6%	13.4%	8.2%	43.3%	
Dhule	23.8%	1.0%	9.8%	12.0%	53.4%	
Ichalkaranji	37.4%	4.9%	6.8%	18.3%	32.6%	
Jalgaon	24.0%	1.5%	6.7%	14.2%	53.6%	
Jalna	35.7%	3.2%	2.9%	1.3%	56.8%	
Kolhapur	41.0%	5.0%	11.9%	8.2%	33.9%	
Latur	19.3%	4.8%	5.3%	4.1%	66.5%	
Malegaon	32.8%	3.7%	8.0%	1.7%	53.9%	
Nanded Waghala	26.3%	1.2%	20.4%	6.8%	45.3%	
Panvel	10.0%	11.8%	29.0%	3.8%	45.5%	
Parbhani	3.7%	4.0%	23.8%	2.3%	66.2%	
Sangli Miraj Kupwad	37.2%	6.7%	7.3%	1.1%	47.7%	
Ulhasnagar	43.6%	0.9%	26.3%	2.4%	26.8%	

 **Revenue Expenditure**
 Establishment expenditure, Administrative expenditure, Operation & Maintenance (O&M) Expenditure, Other Expenditure - Revenue

Thank You

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